

THE STUDY OF THE ROLE OF KNOWLEDGE MANAGEMENT, SKILLS, AND ATTITUDES ON EMPLOYEE PERFORMANCE AT THE DEPARTMENT OF FOOD SECURITY, WEST PAPUA PROVINCE

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ABSTRACT

This research aims to analyze the role and influence of Knowledge Management, Skill and Attitude simultaneously and partially on the performance of West Papua Province Food Security Service Employees. This research was conducted at the West Papua Province Food Security Service for one month, with a sample of 75 respondents. Data collection used a questionnaire and analysis used multiple linear regression. Based on the results of hypothesis testing, especially the F test, it was found that the research model consisting of knowledge management, skills and attitude has a positive and significant influence on work performance. Furthermore, based on the results of hypothesis testing, it was found that knowledge management, skills and attitude had a significant and partially positive influence on the performance of West Papua Province Food Security Service employees. Skill is the variable that has the most dominant influence on the performance of employees of the West Papua Province Food Security Service, while knowledge management and attitude are the second and third variables that influence the performance of employees of the West Papua Province Food Security Service.

KEYWORDS Knowledge Management, Skills, Attitude, Employee Performance



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INTRODUCTION

In facing the currents of globalization, human resources (HR) play a crucial role in organizational activities or endeavors. The success or failure of an organization in achieving its predetermined goals heavily depends on the capabilities of its human resources (employees) in carrying out assigned tasks. Therefore, every

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organization needs to provide its employees with knowledge and skills to develop their human resources and foster positive attitudes, thus driving progress for both the company and its employees to attain high performance productivity. Technological advancements and increasingly competitive business environments impact the management of human resources (HR) in every organization. The function and role of HR become exceedingly essential in driving superior company performance. It can be imagined that an organization possessing advanced technology but inadequate and incompetent HR could lead to fatal consequences.

Toffler (1992) as cited in Budihardjo (2017) stated that knowledge is the source of power, no longer money or physical attributes, while Mintzberg (1989) as cited in Budihardjo (2016) posited that the data of an organization are not just "data" in computers but rather the brains of its employees. Various experts suggest that human factors play a crucial role in knowledge management within organizations. According to Cummings (2015), knowledge management is a process focused on organizing and utilizing knowledge to enhance organizational performance. Knowledge management tends to concentrate on tools and techniques enabling organizations to collect, organize, and translate information into useful knowledge.

To derive maximum benefits from the knowledge possessed, organizations should effectively manage knowledge through knowledge management. Knowledge management is a process focused on organizing and utilizing knowledge to enhance organizational performance. It typically focuses on tools and techniques enabling organizations to collect, organize, and translate information into useful knowledge (Cummings & Worley, 2016). Through knowledge management, employee knowledge remains and becomes an asset to the organization even when they physically leave, and organizations can quickly learn and adapt to changes.

However, knowledge management or knowledge management alone is not sufficient without providing skills to employees. Skills, according to Robbins (2015), are the ability to work with understanding and motivating others, both individually and in groups. Skills can be acquired through knowledge and practices aimed at performing tasks effectively. However, knowledge and skills alone are not enough to equip employees for achieving high productivity and good performance. According to Hamali (2018), skill is the ability to carry out physical and mental tasks. Proficiency in physical tasks means employees can perform all written and unwritten tasks assigned by superiors. In terms of mental skills, it includes analytical and conceptual thinking.

According to Karyoto (2016), skill refers to an individual's capacity to perform various tasks in a job, and this assessment will be conducted. Skills indicate the individual's capacity to complete various tasks in a job. So, with job skills, employees will be able to perform well. Skill is something possessed by individuals to carry out tasks or duties assigned to them. For example, an employee's ability to choose work methods deemed more responsive and efficient. With skills, employees will develop expertise in having specific techniques to perform their tasks. Expertise is an interest or talent that individuals must possess, with their expertise enabling them to execute and complete tasks effectively with optimal results.

Expertise possessed by individuals can be obtained from formal and non-formal education, which must be continuously improved, with one source of expertise enhancement coming from experience in a particular field (Waluyo, 2021).

No matter how high the knowledge and skills produced from the learning process, they will not matter if employees do not have good attitudes. Therefore, employee attitudes are also essential for organizations to consider. According to Robbins (2015), attitude refers to evaluative statements, whether pleasant or unpleasant, about objects, people, or events. They reflect our feelings about something. According to Arifin (2014), an attitude is a behavioral tendency to do something in a certain way, method, technique, and pattern towards the surrounding world, whether people or specific objects. Meanwhile, Widyowoko (2012) defines attitude as a mental tendency manifested in the form of knowledge or understanding, feelings, and behavior towards positive or negative directions of an object. According to Bennett (2003), "There is a considerable consensus of opinion that the promotion of favorable attitudes is an important aim of science education."

Several previous studies referenced in this study, as well as research gaps, include Yunita Lidya Kandow et al. (2016), who concluded that the variables of knowledge, management skill, and attitude significantly influence employee performance simultaneously. Novita Putri Untari et al. (2018) found that attitude, knowledge, and skill significantly affect employee performance simultaneously. Husna, Husna (2022) indicated that the knowledge variable partially influences employee performance positively and significantly, while skill partially does not significantly influence employee performance, and attitude partially influences employee performance positively and significantly. Resy Mega Elsera's research (2019) also showed that the variables of knowledge management, skill, and work attitude significantly affect employee performance. It can be concluded that good knowledge management, skill, and work attitude can improve employee performance.

The problem that occurs in government organizations, especially in the Department of Food Security of West Papua Province, is sometimes an employee faces tasks or work that contradicts the knowledge they acquired during formal education or training. Thus, organizations are obliged to provide adequate knowledge to their employees. To cope with the era of globalization and provide employees with adequate knowledge, the Department of Food Security of West Papua Province must focus on managing the knowledge, skills, and attitudes of its employees so that they can work with high productivity and quality, thus bringing progress to the Department of Food Security of West Papua Province.

Given the background, several previous studies showing research gaps and phenomena in the Department of Food Security of West Papua Province, the problem formulation in this study is: to analyze how Knowledge Management, skills, and attitudes passively and simultaneously influence the performance of employees of the Department of Food Security of West Papua Province.

Theoretical Study

Knowledge Management

According to Budihardjo (2016), Knowledge management is a systematic activity that offers knowledge management in terms of acquisition, utilization, sharing, storage, retrieval, and development, thereby generating new ideas that impact innovation. Bertels (1996) as cited in Anshori (2005) states that Knowledge management is an organizational management effort focused on continuous renewal of the knowledge resources held by companies, by designing organizational structures, facilitating organizational members, and utilizing information technology with an emphasis on teamwork and knowledge dissemination. The Knowledge management Forum (1996) cites Brian Newman's opinion defining Knowledge Management as a series of processes that govern the creation, dissemination, and utilization of knowledge. Meanwhile, Gupta and McDaniel (2002) argue that "Knowledge management is a strategic process, which implies the goal of differentiation from competitors such that a sustainable competitive advantage is forged." Barclay and Murray (2002) define Knowledge Management as a business activity with two crucial aspects, namely (1) treating knowledge components in business activities reflected in the overall company strategy, policies, and practices; and (2) establishing a direct relationship between the company's intellectual assets, both explicit and tacit, to achieve company goals.

Skill

According to Robbins (2015), Skill is the ability to work with understanding and motivating others, both individually and in groups. And according to Dunette (1976) as cited in Famella et al., (2015), skill means developing knowledge gained through training and experience by performing various tasks. Skills are not only possessed by everyone to help produce something of value more quickly. Meanwhile, Lian (2013) as cited in Laoh et al., (2016) defines skills as a person's ability to perform an activity or task. According to Lian (2013), skill is the ability of a person to perform an activity or task. Further about skills, Dunnett's (cited by Lian (2013)) skill is a capacity required to perform a range of tasks that develop from training and experience. A person's expertise is reflected in how well they perform a specific activity, such as operating equipment, effective communication, or implementing a business strategy. Yuniarsih and Suwatno (2008) also explain that Skill is the ability to perform physical and mental tasks. Meanwhile, according to Murbijanto (2013), Skill is the ability to perform certain physical or mental tasks. Mental competency or cognitive skills include analytical and conceptual thinking.

Attitude

According to Gitosudarmo and Sudita (2008), work attitude/behavior is the orderly attitude of a person's feelings and thoughts and the tendency to act towards aspects of their environment. According to Hornby (in Hakim, 2010), Attitude is the way one places or carries oneself, or how one feels, thinks, and behaves. Hakim (2010) also explains that attitude is a complex mental condition that involves beliefs and feelings, as well as a disposition to act in a certain way. This opinion is further enriched by Ramdhani (in Hakim, 2010) that attitude is a mental and neural

condition acquired from experience, which dynamically directs and influences individual responses to all related objects and situations. According to Robbins (2015), attitude is also an evaluative statement, whether pleasant or unpleasant, about objects, people, or events. Attitude reflects how we feel about something. Carpenter, et al., (2009) describe attitude as our feelings towards different aspects of the work environment.

Employee Performance

According to Mathis and Jackson (2006), employee performance is essentially what employees do or do not do that affects how much they contribute to the organization, including quantity, quality, timeliness of output, and workplace attendance. According to Martoyo (2007) and Narmodo and Wajdi (2008), employee performance is the result of work over a specific period compared to various possibilities, such as standards, targets, or agreed-upon criteria. Meanwhile, Gibson et al. (in Narmodo and Wajdi, 2008) state that performance is the desired result of behavior. Individual performance is the basis for company performance. Flippo (in Suranta, 2003) explains the standard measures to determine an individual's performance level, including: 1) Quality of work results including timeliness, accuracy, and neatness of work. 2) Quantity of work results including the number of regular and additional tasks completed. 3) Job endurance, which includes following existing instructions, practicing good safety procedures, initiative, punctuality, and attendance. 4) Attitude includes responsibility for job execution and level of cooperation with colleagues. This performance appraisal is essentially a key factor in developing an organization effectively and efficiently. According to Handoko (2016), performance appraisal is the process through which organizations assess employee job performance.

Conceptual Framework and Hypothesis

Conceptual Framework

Based on the description above, the conceptual framework of this research is described as follows.

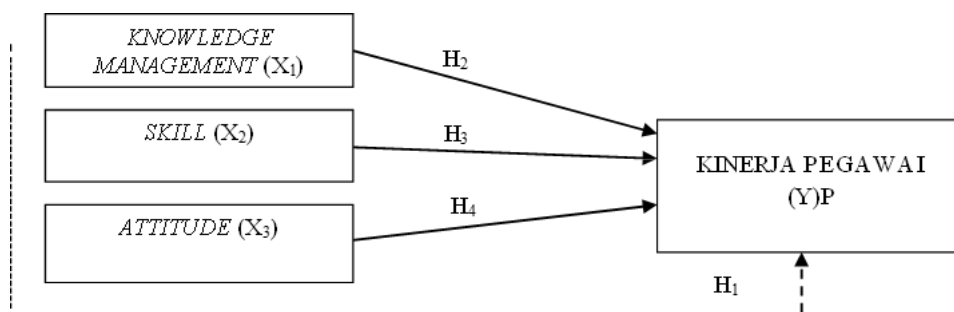


Figure 1. Research Hypothesis Framework

Source: Processed Data (2015)

Research Hypothesis

The hypotheses in this study are as follows:

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1. *Knowledge management, Skill and Attitude* simultaneously affect the Performance of West Papua Province Food Security Office Employees
2. *Knowledge management* has a positive and significant effect on Employee Performance.
3. *Skills* have a positive and significant effect on Employee Performance
4. *Attitude* has a positive and significant effect on Employee Performance

RESEARCH METHOD

This study used survey research methods with a quantitative approach. This research was conducted by the Food Security Office of West Papua Province, with an implementation time of December 2023. Therefore, the population of this study is all employees of the West Papua Provincial Food Security Office as many as 75 respondents. According to Echdar (2017) because the population is below 100, all populations should be used as research samples. With the sample of this study is equal to the total population of 75 respondents. While the data of this study was collected through observation, questionnaires, and interviews. This study used multiple linear regression analysis, tested using IBM SPSS program version 22. The multiple linear regression analysis model used to test the hypothesis is as follows: $Y = b_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$.

RESULT AND DISCUSSION

Test Validity and Reliability

The results of the validity and reliability test in table 1 show that the results of the instrument validity test give a good value to the indicator items of each main variable. The average calculated r value obtained is higher than the critical value of 0.30. Table 1 shows that the total item values of all variables are indicated to be reliable. This can be seen from *Cronbach's Alpha* value of each variable, both independent variables and dependent variables have a reliable average value of above 0.60. So it can be said that all construct variables are valid and reliable so that they can be accepted and used for further statistical analysis.

Table 1. Research Validity and Reliability Test Results

Variabel	Indikator		Korelasi (r)		Koefisien	
	R	Sig	Status	Alpha Cornbach	Status	
X11	0,851	0,000	Valid			
<i>Knowledge management</i> (X1)	X12	0,941	0,000	Valid	0,931	Reliable
	X13	0,906	0,000	Valid		
	X14	0,828	0,000	Valid		
	X15	0,904	0,000	Valid		
X21	0,723	0,000	Valid			
<i>Skill</i> (X2)	X22	0,914	0,000	Valid	0,800	Reliable
	X23	0,840	0,000	Valid		
	X24	0,763	0,000	Valid		
	X25	0,681	0,000	Valid		
X31	0,877	0,000	Valid			

<i>Attitude</i> (X3)	X32	0,970	0,000	Valid	0,948	Reliable
	X33	0,870	0,000	Valid		
	X34	0,898	0,000	Valid		
	X35	0,939	0,000	Valid		
Employee Performance (Y)	Y11	0,904	0,000	Valid	0,961	Reliable
	Y12	0,941	0,000	Valid		
	Y13	0,959	0,000	Valid		
	Y14	0,919	0,000	Valid		
	Y15	0,926	0,000	Valid		

Source: Processed Data (2015)

Double Regression Analysis

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,444 ^a	,197	,163	2,380	1,406

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Processed Data (2015)

Based on table 2, it is known that the influence of R Square is the influence of independent variables consisting of knowledge management, skills, and attitudes towards the dependent variable, namely employee performance is 0.197 or 19.7%, while the influence of other variables outside the research model on employee performance is $(1.00 - 0.197 = 0.803)$ 0.803 or 80.3%.

Table 3 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	98,510	3	32,837	5,796	,001 ^b
	Residual	402,237	71	5,665		
	Total	500,747	74			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Processed Data (2015)

Based on table 3 through one-way variety analysis (ANOVA) indicates that regression is statistically very significant with the value or in general the research model, namely the influence of all variables in this case, namely in multiple regression tests, it can be seen that the influence of *knowledge management*, skills, and attitudes on employee performance is significant, namely 0.001 (0.1%) or smaller than less than $\alpha = 0.050 (< 5\%)$, with an F value of 5.796, while the value of $df = n - 1 - k$, or $75 - 1 - 3 = 71$.

Table 4 Regression Coefficients

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	8,537	3,676		2,322	,023	
	X1	,274	,126	,239	2,180	,033	,943
	X2	,350	,120	,327	2,917	,005	,898
	X3	,113	,096	,115	1,940	,009	,941

a. Dependent Variable: Y

Source: Processed Data (2015)

In table 4, the multiple regression coefficients for knowledge management are 0.274, skill is 0.350, and attitude is 0.113. The level of significance is less than $\alpha = 0.050$ (< 5%) or less than 5%, where the three independent variables based on Table 4.5 have a significant effect on performance, namely knowledge management by 0.033 (3.3%: < 5%), skill by 0.005 (0.5%: <5%), and attitude by 0.009 (0.9%: <5%) means that all variables in the study have an influence on the dependent variable, namely employee performance. The multiple regression model of this study is:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3,$$

$$Y = 8,537 + 0,274 X_1 + 0,350 X_2 + 0,113 X_3.$$

The simple linear regression line equation for the least squares method is:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3, \text{ atau } Y = 8,537 + 0,274 X_1 + 0,350 X_2 + 0,113 X_3 + \epsilon.$$

The explanation of the equation is as follows:

1. Y = employee performance; X1 = Knowledge management; X2 = Skill; X3 = Attitude
2. The value of a constant is 8.537 which means that if the variables X1, X2, and X3, are absent or zero, then Employee Performance is 8.537.
3. The regression coefficient X1 (Knowledge management) of 0.274 states that every addition or increase of +1 from knowledge management, will increase Employee Performance by 0.274, this result shows that knowledge management is the second strongest variable that affects employee performance in this study.
4. The X2 regression coefficient (Skill) of 0.350 states that every addition or increase of +1 of a skill, will increase Employee Performance by 0.350. These results show that skill is the strongest variable in this study that affects employee performance.
5. The X3 (Attitude) regression coefficient of 0.113 states that every addition or increase of +1 from attitude, will increase Employee Performance by 0.113. These results show that attitude is the lowest variable that affects employee performance in this study.

The R value is 0.444, and the R Square (R²) value is 0.197. Both can predict the model, where in this study that the magnitude of the role or contribution of variables in this research model, namely X1 or Knowledge management, X2 or Skill, and X3 or Attitude is 0.444 or 44.4% for the R value, and 0.197 or 19.7% for the R² value. While the rest (100% - 19.7% = 80.3%) amounting to 0.803 or 80.3%, explained by other variables or other causes outside the research model.

Discussion

The Influence of Knowledge Management, Skill, and Attitude on Employee Performance

Based on the hypothesis testing results and regression analysis, it is shown that the variables Knowledge management, Skill, and Attitude have a positive and significant simultaneous influence on employee performance. This can be seen from the probability value of the F test on Y being < 0.05 (Sig. F = 0.001). This means that there is a significant simultaneous relationship between Knowledge management, Skill, and Attitude towards the performance of employees at the Department of Food Security of West Papua Province. The combined influence of knowledge management, skill, and attitude is 0.444 for the R value or 44.4%, and 0.197 for the R Square (R²) value or 19.7%. Meanwhile, the influence of other variables outside the research model is 80.3% for the R² value (100% - 19.7% = 80.3%). These results indicate that this research model, namely knowledge management, skill, and attitude, can be used as a model to predict the performance of employees at the Department of Food Security of West Papua Province. Leaders can improve the performance of their employees by enhancing knowledge management, skill, and attitude among the employees.

The results of this study support previous research conducted by Yunita Lidya Kandow et al. (2016), which concluded that knowledge, management skill, and attitude have a significant simultaneous influence on employee performance. The same was also studied by Novita Putri Untari et al. (2018), who concluded that the variables attitude, knowledge, and skill have a significant simultaneous influence on employee performance.

The Influence of Knowledge Management on Employee Performance

Based on the hypothesis testing results and regression analysis, it is shown that the variable knowledge management has a positive and significant influence on the performance of employees at the Department of Food Security of West Papua Province. This can be seen from the probability value of X1 on Y being < 0.05 . This means that there is a significant relationship between knowledge management (X1) and Employee Performance (Y). Based on the regression analysis, the influence of Knowledge management on Employee Performance is 0.274, which means that every increase of +1 in knowledge management will increase Employee Performance by 0.274. This variable is the second strongest variable influencing employee performance in this research model.

The results of this study reinforce previous research conducted by Kosasih and Budiani (2007), which concluded that knowledge management has a positive

and significant influence on employee performance. This research also supports the research by Erwan Sumanto et al. (2021), which showed that knowledge management has a significant influence on employee performance. These results support the theory proposed by Notoadmodjo (2014) stating that employee performance can be improved through increasing the knowledge possessed by employees regarding their work field. Knowledge is formed from curiosity, which occurs after people perceive a particular object. Perception occurs through human senses, namely sight, hearing, smell, taste, and touch, and most of human knowledge is obtained through sight and hearing, hence knowledge is crucial in shaping an individual's actions.

The Influence of Skill on Employee Performance

Based on the hypothesis testing results and regression analysis, it is shown that the variable skill has a positive and significant influence on the performance of employees at the Department of Food Security of West Papua Province. This can be seen from the probability value of X2 on Y being < 0.05 . This means that there is a significant relationship between skill (X2) and Employee Performance (Y). Based on the regression analysis, the influence of skill on Employee Performance is 0.350, which means that every increase of +1 in skill will increase Employee Performance by 0.350. This variable is the strongest variable influencing employee performance in this research model.

The results of this study reinforce previous research conducted by Efraim (2012) and Areynthia (2013), which concluded that skill has a positive and significant influence on employee performance. It also supports the research by Erwan Sumanto et al. (2021), which stated that the skill variable has a significant influence on employee performance. These results support the theory proposed by Waluyo (2013) that to improve optimal work results, employees must have skills in their work. Skills are the manifestation of an employee's interests or talents, and with their skills, employees will be able to carry out and complete tasks well with maximum results. In producing optimal performance, employees must have skills for their work because having skills, the employee will demonstrate their independence in work, be adept at completing tasks, and be professional (experts) in the field they specialize in, resulting in quality work.

The Influence of Attitude on Employee Performance

Based on the hypothesis testing results and regression analysis, it is shown that the variable attitude has a positive and significant influence on employee performance at the Department of Food Security of West Papua Province. This can be seen from the probability value of X3 on Y being < 0.05 . This means that there is a significant relationship between attitude (X3) and Employee Performance (Y). Based on the regression analysis, the influence of attitude on Employee Performance is 0.113, which means that every increase of +1 in attitude will increase Employee Performance by 0.113. This variable is the lowest influencing variable on employee performance in this research model.

The results of this study reinforce previous research conducted by Rahman (2010), where it was found that attitude has an influence on employee performance, especially in the objects of research conducted by previous studies. The results of

this study also support the findings of research by Yunita Lidya Kandow et al. (2016) and Novita Putri Untari et al. (2018), stating that the attitude variable has a significant partial influence on employee performance.

CONCLUSION

In conclusion, the research shows that Knowledge Management, Skill, and Attitude partially have a positive and significant influence on the performance of employees at the Department of Food Security of West Papua Province. This illustrates the importance of these aspects in influencing employee performance. Therefore, the Department of Food Security of West Papua Province is advised to pay attention to the results of this research by focusing on improving the knowledge management, skill, and attitude of its employees. Additionally, for future researchers interested in studying the same subject, it is recommended to consider using other variables to obtain more comprehensive and in-depth research results.

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