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Implementation Strategy Of Knowledge Management To Improve Performance At PT PLN (PERSERO) UP3 Bukit Barisan

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Abstract

Knowledge Management (KM) plays a crucial role in industries that require continuous innovation and efficiency, such as PT PLN (Persero) UP3 Bukit Barisan. Despite having various management systems in place, challenges in knowledge sharing and utilization still hinder operational effectiveness. This study aims to analyze strategies for implementing Knowledge Management to enhance organizational performance and optimize service quality. This research employs a qualitative approach with a descriptive method. Data collection techniques include in-depth interviews, observations, and document analysis. The study utilizes SOAR (Strengths, Opportunities, Aspirations, and Results) analysis to identify key factors influencing Knowledge Management implementation and develop strategies for its optimization. This research employs a qualitative approach with a descriptive method. Data collection techniques include in-depth interviews, observations, and document analysis. The study utilizes SOAR (Strengths, Opportunities, Aspirations, and Results) analysis to identify key factors influencing safety culture implementation and develop strategies to optimize it. The findings reveal that strong management commitment, effective knowledge-sharing mechanisms, and employee engagement are critical factors in fostering a Knowledge Management culture. However, challenges such as resistance to change and inadequate technological support persist. To address these issues, recommended strategies include strengthening knowledge-sharing policies, improving internal communication, and enhancing digital infrastructure for knowledge management. By implementing these strategies, PT PLN (Persero) UP3 Bukit Barisan can reinforce its knowledge management framework, ensuring improve organizational performance and service excellence.

Keywords: Knowledge Management; implementation strategy; organizational performance; collaborative culture; PT PLN UP3 Bukit Barisan

1. Introduction

In the fast-paced digital era, knowledge has become the most valuable asset for every organization. Knowledge, both explicit and tacit, plays a vital role in driving innovation, improving operational efficiency, and creating sustainable competitive advantage. In organizations, effective knowledge management not only helps in solving problems faster but also increases the ability to adapt to dynamic market changes. This makes knowledge management (KM) one of the key elements in supporting organizational success. *Knowledge management* is a combination or integration of experience, values, information, values and opinions of experts. The components that support knowledge management are practical needs, speed, complexity, evolution and knowledge (knowing what is not yet known). Knowledge management is expected to be able to accelerate the sharing of knowledge with others by changing tacit knowledge into explicit knowledge. Tacit is knowledge that exists in individuals, such as conversations, thoughts, experiences. Explicit is knowledge that is written or documented in a media in the form of research reports, theses, important documents

According to knowledge management theory, knowledge is a strategic asset. When managed properly, knowledge can generate innovation, operational efficiency, and better decision-making. Alavi & Leidner (2023) stated that companies that implement KM strategically have higher levels of innovation than companies that do not. A study by Gold, Malhotra, & Segars (2022) stated that KM infrastructure and processes have a significant impact on organizational capabilities and performance. PT PLN (Persero) is a state-owned company engaged in the energy sector which has 11 subsidiaries. In electricity distribution

services, PLN divides the functions of its parent unit into several parent units based on the electric power system, namely generation, transmission, and distribution. PT PLN (Persero) UP3 Bukit Barisan is a Customer Service Implementation Unit under the North Sumatra Main Distribution Unit, oriented towards customer service in the Bukit Barisan work area, which is located on Jalan Gundaling, Berastagi District, Karo Regency, North Sumatra Province.

The implementation of KM in PLN includes various initiatives, such as the establishment of a knowledge data center, a technology-based system for sharing information, and continuous employee training. Through a digital platform, PLN ensures that important information can be accessed at any time by related units. This facilitates the transfer of knowledge between generations of employees, especially in dealing with rotation or personnel changes. In addition, KM initiatives also support the recording and documentation of best practices that can be used as references to resolve similar challenges in the future. PLN defines COP as a group of people who have the same interests and passions on a problem and work together to find a solution. The goal is to be able to answer a problem or challenge faced in each unit, share best practices, or to develop innovation. Referring to the SMART concept, namely Specific, Measurable, Achievable, Realistic, and Timeframe. Currently PT PLN (Persero) uses a digital platform called PLN KITA. Where this platform is a container for implementing Knowledge management such as Community of Practice, Knowledge Sharing, Knowledge Capturing. From this digital platform, it is expected to encourage every employee in the company to easily share knowledge and encourage the creation of quality learning workers who are ready to respond to changes which then build an organization that shares knowledge.

Table 1. CoP Data for 2023 and 2024

YEAR	NO	CATEGORY	COP NAME	NUMBER OF PARTICIPANTS
2023	1	Distribution	GABAN (Galah Baca Stand)	37
	2	Communication & Public Relations	BEE (Bike Electric Education)	8
	3	Distribution	LAVENDER (Android Based Network Survey)	37
	4	Commerce	Good Electrical Innovation	12
	5	Distribution	FOUNTAIN MUST BE STRONG (Anti-Theft PHB, Strong and Economical Substation Lock)	13
2024	1	Distribution	TARS (Touchless Voltage detector and Ground Stick)	37
	2	Change Management	KS SPPD	37
	3	Change Management	Performance Monitoring Dashboard	13

Source: PT PLN (Persero) UP3 Bukit Barisan

Based on the table above, it can be seen that in 2023 there were 5 innovation CoPs carried out by PLN UP3 Bukit Barisan and 3 innovation CoPs in 2024. Of the total number of employees at PLN UP3 Bukit Barisan, as many as 95 employees, with 6 Customer Service Units under UP3 Bukit Barisan, the number of innovation COPs is still very minimal. This shows the lack of implementation of Knowledge management at PLN UP3 Bukit Barisan. From the table above, the results of the Bukit Barisan UP3 KPI for the period August 2024 to October 2024 show that there are still KPIs that have not been achieved, where the achievement is still below 100% or has not met the target. For achievements of more than 100%, it is included in the good description, while achievements of 90% to 100% are included in the caution description, and achievements below 80% are included in the problem description. For example, the KPI target for P2TL acquisition, electric vehicle infrastructure, increasing kWh sales from household customers of lises which are included in the performance below 80% or problems.

The implementation of knowledge management (KM) is expected to improve operational efficiency and company performance. Well-structured knowledge makes it easier for employees to access important information, which ultimately speeds up work processes and supports innovation. This study shows that KM is not only a tool for storing information, but also a catalyst for developing individual and organizational performance.

2. Literature Review

2.1 Definition of Knowledge Management

Knowledge Management (KM) is a structured and systematic approach used by organizations to identify, create, organize, store, share, and utilize knowledge to achieve strategic organizational goals. KM is not only limited to documentation or technology, but also includes the entire process of managing knowledge owned by individuals and organizations, both explicit (written in documents, systems, and databases) and tacit (stored in the minds, experiences, and intuitions of employees)

2.2 Knowledge Management Components

In its implementation, Knowledge Management consists of several important components that are interrelated and form the foundation of an effective KM system. These components include: People, Process, Technology, Content, Culture, Strategy

2.3 Knowledge Management Elements

The elements in Knowledge Management reflect the stages of the knowledge life cycle in an organization. In general, the main elements include: Knowledge Creation, Knowledge Storage, Knowledge Sharing, Knowledge Application, Knowledge Maintenance, Knowledge Evaluation. By paying attention to all these elements, organizations can build a knowledge cycle that is sustainable and adaptive to future challenges.

2.4 Knowledge Management Function

Knowledge Management has various strategic functions that are important in supporting the continuity and progress of the organization. The main functions of KM include: Supporting Decision Making, Encouraging Innovation and Creativity, Increased Efficiency and Productivity, Ensuring Organizational Continuity, Building a Culture of Continuous Learning. These functions show that KM not only supports daily operations, but also becomes an important instrument in organizational transformation towards a sustainable and adaptive future.

3. Research Method

3.1 Data Types and Sources

The types of data in this study are divided into primary and secondary data. Primary data were obtained directly from in-depth interviews with employees, managers, and assistant managers of the company to explore information about the implementation of KM. Meanwhile, secondary data came from relevant company documents, books, and scientific journals to strengthen the analysis and provide a theoretical basis.

Data sources include:

1. In-depth interviews with PLN UP3 Bukit Barisan personnel;
2. Internal documents such as annual reports and KM policies;
3. Theory books related to KM and organizational strategy;
4. Previous scientific journals that support the context and analysis of the research.

3.2 Data collection technique

Data were collected through three main techniques, namely observation, in-depth interviews, and documentation. Observations were conducted to directly observe the implementation of KM in the field, including interactions between employees and the use of technology. In-depth interviews were used to explore the experiences and views of KM implementers in the company. Meanwhile, documentation was used to access various information from reports, guidebooks, and other written sources that support the analysis and understanding of the context of KM implementation.

3.2 Data Analysis Techniques

Data analysis was conducted using the SOAR method, a strategic approach consisting of Strengths, Opportunities, Aspirations, and Results. This method is used to identify effective and relevant KM implementation strategies to improve organizational performance. The emphasis on strengths and opportunities allows the formulation of aspirations that are aligned with the company's desired results.

4. Results And Discussion

SOAR analysis is used as a strategic approach in formulating the right strategy for implementing work safety culture in PT PLN (Persero) ULP Pancur Batu. This approach aims to explore internal strengths, explore external opportunities, understand organizational aspirations, and determine expected results in order to create a safe, healthy work environment that supports employee productivity.

According to Sharma and Jain (2020), SOAR analysis is a strategic planning method that focuses on developing the strengths and positive potential of an organization to achieve a long-term vision. This process includes five main stages known as the 5-I concept, namely: Initiate, Inquire, Imagine, Innovate, and Implement. Through this approach, PT PLN (Persero) ULP Pancur Batu can develop an occupational safety strategy that not only focuses on meeting standards and regulations but also encourages the formation of a work culture that internalizes safety values as part of everyday habits.

4.1 Initiate

The initiate stage is a very important initial foundation in planning and formulating organizational strategies, especially in the context of developing a knowledge management (KM) system. In this study, the initiate stage includes the process of identifying and collecting in-depth and comprehensive information related to the implementation of KM at PT PLN (Persero) UP3 Bukit Barisan. This process is not limited to collecting administrative or procedural data alone, but also emphasizes a deep understanding of the company's core values, work patterns, and organizational culture that support sustainable knowledge management. At this stage, researchers must carefully formulate strategic research objectives and build an analysis framework based on SOAR (Strengths, Opportunities, Aspirations, Results), as a tool to understand internal potential and external opportunities that can encourage the optimization of KM implementation in supporting organizational performance.

Then, at the initiate stage, it is very important to conduct a comprehensive stakeholder mapping. With a systematic approach at this initiation stage, it is hoped that the research will not only produce data-based recommendations, but will also be able to provide real contributions to improving the quality of knowledge management and, ultimately, overall organizational performance at PT PLN (Persero) UP3 Bukit Barisan.

4.2 Inquire

The Inquire stage in SOAR analysis is the initial step that focuses on collecting in-depth information about the basic elements of the organization, such as the company's core values, vision, and mission. In the context of PT PLN (Persero) UP3 Bukit Barisan, this stage aims to identify internal strengths and aspects that need to be developed to support the knowledge management implementation strategy in order to improve organizational performance. This exploration is carried out through in-depth interview methods to thoroughly understand the factors that influence the formation of a culture of knowledge management and collaboration in the work environment (Cooperrider et al., 2020). This information gathering process is an important basis for formulating strategies to increase organizational effectiveness through systematic and sustainable knowledge management (Siregar, 2021).

From the results of the interviews that have been conducted, the opportunities that are visible are:

1. HR Competence
2. Knowledge Management Process
3. Technological Development
4. Knowledge Sharing culture
5. Training and Development

4.3 Imagine

According to Stavros (2021), the imagine stage is the stage where researchers consider the combination of opportunities with strengths to create a shared vision that is in line with aspirations. In the context of this study, PT PLN (Persero) UP3 Bukit Barisan can identify strategic steps to optimize the implementation of knowledge management (KM) in order to support the company's digital transformation and operational efficiency. To achieve these goals, PT PLN (Persero) UP3 Bukit Barisan needs to strengthen the integration of KM with HR competency development strategies. One approach that can be taken is to increase employee participation in knowledge-based training programs that are carried out routinely. This program includes not only technical skills development, but also collaborative learning across functions and generations. With this method, each employee not only gains a theoretical understanding of digital systems and operational procedures, but can also apply this knowledge in real work situations, thereby maximizing their ability to improve efficiency and service quality.

In addition, the use of digital technology in knowledge management is an important factor in facilitating real-time information exchange and reducing communication barriers. One strategic step that can be implemented is to optimize the use of PLN's internal digital platform for knowledge documentation, discussion forums, and technology-based reporting. With this system, every knowledge gained from training and work experience can be directly accessed, shared, and updated by all employees, enabling fast and effective problem solving (Purwanto et al., 2021).

To ensure the sustainability and quality of KM implementation, a periodic evaluation program is also very important. Audits of the use of KM systems, compliance with knowledge sharing procedures, and effectiveness in achieving operational goals must be carried out regularly. This audit program aims to assess the readiness of HR in utilizing digital systems, compliance with KM standards, and the level of success in achieving the expected results of KM initiatives. With a planned and systematic evaluation, PT PLN (Persero) UP3 Bukit Barisan can identify areas that need improvement, so that the KM process can be more effective and have a positive impact on the company (Davenport & Prusak, 2020). Through this integrated approach, PT PLN (Persero) UP3

Bukit Barisan can strengthen a culture of sustainable knowledge sharing, where each employee has the right understanding, skills, and tools to contribute to achieving more efficient and sustainable company goals (Wahyudi et al., 2023).

4.4 Innovate

The Innovate stage is a strategic phase in SOAR analysis that focuses on creating transformational initiatives to address the organization's future needs through system, culture, and work process updates. At PT PLN (Persero) UP3 Bukit Barisan, aspects of HR competency and knowledge management are the main focus that require an innovative approach so that digital-based transformation, operational efficiency, and customer orientation can be achieved sustainably.

With these innovative steps, PT PLN (Persero) UP3 Bukit Barisan is expected to be able to build a smart, collaborative, and sustainable work ecosystem. The Innovate stage is not only a medium to answer current challenges, but also as a foundation for long-term transformation in creating superior human resources, strengthening organizational culture, and ensuring the sustainability of knowledge in the midst of the ever-growing digitalization era.

4.5 Implement

The implementation stage is an important stage in the strategy development process, where energy, commitment, and structured tactical planning are needed to realize the plans that have been prepared. The success of implementation is highly dependent on cross-functional involvement from various fields of expertise that are able to align strategy with organizational dynamics. Research by Wibowo and Rachmat (2021) confirms that organizations that are able to integrate teamwork between divisions in the strategy implementation process will adapt more quickly to external challenges, thanks to the combination of diverse perspectives and skills.

Based on interview data, the implementation of knowledge management strategy at PT PLN (Persero) UP3 Bukit Barisan can be analyzed through the SOAR framework as follows:

a. Strengths

Internal factors that support successful KM implementation:

1. Strong collaborative culture among employees.
2. The spirit of sharing knowledge that grows from the values of mutual cooperation and openness.
3. Active support from management in every KM initiative.
4. The existence of knowledge sharing practices both formally and informally in daily operations.
5. Rapid response in emergencies thanks to effective knowledge exchange mechanisms.

b. Opportunities

External and internal factors that provide opportunities for KM development:

1. The existence of digital platforms (such as intranets, cloud storage, AI, and big data) makes it easier to collect, store, and distribute knowledge.
2. Management that supports continuous learning will be more open to investing in KM systems.
3. Dynamic market demands force organizations to continuously learn and innovate.
4. Organizational awareness of the importance of KM in facing the challenges of digitalization.
5. KM becomes a strategic tool to maintain competitiveness

c. Aspirations

Strategic expectations from unit leaders:

1. Making KM an organizational culture that is inherent in daily work.
2. Increase individual sense of responsibility in sharing and updating knowledge.
3. Creating a work environment that continuously learns and inspires each other.
4. Encourage every employee to become an active and productive learning agent.

d. Results

Expected strategic impacts of KM implementation:

1. Increased work efficiency and faster decision making.
2. Adaptive, proactive human resources that are ready to face change.
3. Improving service quality and reducing technical errors.
4. The formation of new leaders based on knowledge and collaborative values.

Through a data-based implementation process and participation of all stakeholders, it is hoped that the knowledge management system

Implemented can become a strong foundation for organizational transformation towards a smarter, more resilient, and highly competitive PLN.

Table 1. SOAR Matrix

	(Strength)	(Opportunity)
	<p>S1: Collaborative culture and openness inter-employee</p> <p>S2: The spirit of mutual cooperation in Share knowledge</p> <p>S3: Active management support</p> <p>S4: Formal knowledge sharing practices and informal</p> <p>S5: Fast response thanks to exchange effective knowledge</p>	<p>O1: The existence of digital platforms (such as intranet, cloud storage, AI, and big data) facilitate the collection, storage, and distribution of knowledge.</p> <p>O2: Supportive management continuous learning will be more open in KM system investment</p> <p>O3: Dynamic market demands forcing organizations to continuously learn and innovate</p> <p>O4: Organizational awareness of the importance of KM</p> <p>O5: KM becomes a strategic tool for maintain competitiveness</p>
	(SA)	(O.A.)
(Aspirations)	<p>1. Integrating the values of collaboration, openness, and mutual cooperation in the knowledge management system through regular training, inter-unit discussion forums, and active managerial leadership that supports a culture of sharing. (S1, S2, S3, S4, A1, A3, A4)</p> <p>2. Establish accountability and incentive mechanisms for employees who are active in updating, sharing, and documenting knowledge regularly through formal and informal media. (S2,S4,S5,A2,A1,A4)</p> <p>3. Forming a cross-division learning community with digital and face-to-face approaches to strengthen knowledge exchange, accelerate work response, and create a work environment that continues to learn and inspire each other. (S1,S3,S5,A1,A3,A4)</p>	<p>1. Integrating digital platforms such as intranet, cloud, and big data to support the formation of an organizational culture that encourages employees to share knowledge and become active learning agents. (O1,O4,A1,A4)</p> <p>2. Encourage management to invest in KM systems that support continuous learning, so that a mutually inspiring work environment is created and employees feel responsible for updating knowledge. (O2,O5,A2,A3)</p> <p>3. Leveraging dynamic market demands as a driver for organizations to develop flexible KM systems, foster a spirit of learning, and strengthen the role of employees as agents of change. (O3,O5,A3,A4)</p>
<p>A1: KM is part of organizational culture</p> <p>A2: Employees are responsible Responsible for sharing and updating knowledge</p> <p>A3: Realizing the environment work that continues to learn and inspire each other</p> <p>A4: Push the whole employees become active learning agents</p>	(SR)	(OR)
(Result)	<p>1. Strengthening collaborative culture and openness among employees by supporting both formal and informal knowledge sharing practices, in order to accelerate the decision-making process and improve work efficiency. (S1,S4,R1,R2)</p> <p>2. Developing a spirit of mutual cooperation in sharing knowledge to create adaptive, proactive human resources, and encouraging the birth of new leaders based on knowledge and collaboration, in order to face changes and improve service quality. (S2, R2, R3, R4)</p>	<p>1. Leveraging digital platforms such as intranet, cloud storage, AI, and big data to accelerate the collection, storage, and distribution of knowledge, thereby increasing work efficiency and decision-making speed. (O1,R1, R2)</p> <p>2. Optimizing management support for continuous learning and investment in Knowledge Management (KM) systems, which will produce more adaptive human resources, ready to face changes in a dynamic market, and encourage the creation of new leaders based on knowledge and collaboration. (O2,R2,R3,R4)</p>
<p>R1: Work efficiency and decision making speed increases significantly</p> <p>R2: Adaptive human resources, proactive, and ready to face change</p> <p>R3: Quality of service increased, technical errors decreased</p> <p>R4: Creation of leaders- new leaders based on knowledge and collaboration</p>		

5. Conclusion

Based on the results of data analysis and discussion, this study concludes that PT PLN (Persero) UP3 Bukit Barisan can develop several knowledge management implementation strategies. The SA (Strength-Aspirations) strategy focuses on strengthening the values of collaboration, openness, and mutual cooperation through routine training and leadership support. The OA (Opportunity-Aspirations) strategy emphasizes the use of digital platforms to form a culture of knowledge sharing. The SR (Strength-Result) strategy is directed at strengthening knowledge sharing practices so that decision making is faster and more efficient. Meanwhile, the OR (Opportunity-Result) strategy aims to optimize the use of digital technology to accelerate the management and distribution of knowledge in supporting the effectiveness of organizational work.

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