

Received: 08.12.2021; Revised: 09.02.2022, Accepted: 25.03.2022, Published Online: 21.04.2022

DOI: 04.3618/oeco.584788

THE EFFECT OF HUMAN RESOURCE PLANNING AND KNOWLEDGE MANAGEMENT ON THE PERFORMANCE OF PRIVATE UNIVERSITY LECTURERS IN BANDUNG, WEST JAVA

^{1a*}Denok Sunarsi

¹Universitas Pamulang, Tangerang Selatan, Banten Jawa Barat, Indonesia

^a Student Of Doctoral Program In Management Science, Universitas Pasundan, Bandung, Jawa Barat, Indonesia

^{1*} Correspondence Author : denoksunarsi@unpam.ac.id

¹Orcid ID: <https://orcid.org/0000-0001-6876-0143>

Yusuf Arifin

²Universitas Pasundan, Bandung, Jawa Barat, Indonesia

²Email : yusufarifin@unpas.ac.id

²Orcid ID: <https://orcid.org/0000-0002-9623-165X>

³Umi Narimawati

³Universitas Komputer Indonesia, Bandung, Jawa Barat, Indonesia

³Email: umiarie@email.unikom.ac.id

³Orcid ID: <https://orcid.org/0000-0001-8160-6263>

⁴Sri Rochani Mulyani

⁴Universitas Sanggabuana YPKP, Bandung, Jawa Barat, Indonesia

⁴Email : sri.rochani@usbypkp.ac.id

⁴Orcid ID: <https://orcid.org/0000-0002-9797-8739>

⁵Sumeidi Kadarisman

⁵Universitas Sanggabuana YPKP, Bandung, Jawa Barat, Indonesia

⁵Email : sumeidi.kadarisman@usbypkp.ac.id

⁵Orcid ID: <https://orcid.org/0000-0001-7322-6295>

Abstract

The purpose of this study was to analyze the relationship between human resource planning and lecturer performance and knowledge management on the performance of private university lecturers in Bandung. A quantitative approach is used in this study. Respondents were lecturers from private universities with a total of 400 lecturers who were determined by simple random sampling method. This study uses an online questionnaire as a primary data collection tool, and documentation as a secondary data collection tool. Data were analyzed using descriptive statistical analysis, and PLS-PM (Partial Least Square-Path Modeling) with SmartPLS 3.0 software. The analysis was carried out on two submodels, namely the measurement model or the outer model and the structural model or the inner model. The outer model shows how the manifest variable represents the latent variable it measures, while the inner model shows the power of estimation between latent variables. Goodness of fit structural model in PLS analysis is in the form of predictive-relevance value (Q^2), which is calculated based on the coefficient of determination (R^2) of each endogenous variable. Based on the results of data analysis, it is concluded that there is a positive influence between human resource planning and the performance of private university lecturers in Bandung. There is a positive influence between knowledge management on the performance of private university lecturers in Bandung.

Keywords: Human Resource Planning, Knowledge Management, Lecturer Performance, Private University, Bandung

Introduction

Human resources are one of the important factors in an organization or company to achieve its goals and objectives. Human resources are a determining factor for success or failure in achieving goals. Human resources referred to here are employees. According to Zaim et al. (2019) Employees have a role as planners, implementers and controllers who always play an active role in realizing the goals of the organization or company. The role of human resources becomes increasingly important if it is associated with global developments that are full of competition between organizations or companies. One of the ways that

This is done in the face of competition, namely by empowering and exploring all the potential of its human resources to the fullest. Referring to these conditions, an organization or company needs to increase its attention to the quality of its employees, both attention to the quality of knowledge and skills, career and welfare so as to increase achievement and motivation. Realizing the importance of managing human resources in achieving organizational or company goals, leaders need to increase their attention to employees in an effort to improve their performance. According to Singgih et al. (2020) Employee performance will determine the progress of a company. It is the duty of a leader to be able to create an atmosphere that can support the creation of high performance from employees. The performance of each employee can be affected by placing employees in the right positions and providing training.

According to Sumarsi et al. (2019) Human resource planning is designed to ensure that the needs of the organization or company regarding employee needs will be met appropriately. Human resource planning is the first function that must be implemented in an organization. Competency-based human resource management is a management concept that links human resource activities within the

organization with the basic competencies that will be excelled. One thing that must be considered in managing human resources is recruitment. In the recruitment process, it is necessary to have an effective selection process, this is done to make employees equal so that the strength of the human resources they have becomes more balanced. The recruitment process is an important aspect for a company. According to Chioke et al. (2020) stated that there are several people who are responsible for conducting the recruitment process. For small companies, recruitment is usually carried out by an HR generalist, but for companies that do not have an HR manager, a general manager or supervisor can carry out the recruitment process themselves. Another thing that companies need to pay attention to in influencing employee performance is employee work placement. Placement is placing a person's position into the right job position, how well an employee fits his job will affect the amount and quality of work. The placement of the right human resources is a way of optimizing the knowledge, skills and attitudes towards performance for the human resources themselves, this is very important because for a company placing employees in the right position is something that is closely related to employee performance in providing good benefits. great for the company. Companies really need competent and quality human resources, especially maintaining the quality of work life and fostering the workforce so that they are willing to contribute optimally to achieve company goals. Placement of employees in the right position will help the company to get optimal work results and achieve the expected goals. As stated by Berk et al. (2019); Chioke et al. (2020) that placements must be based on job descriptions and job specifications that have been determined and are guided by the principle of the right people in the right places and the right people behind the work Human resources have a very important position in the company, considering that organizational performance is strongly influenced by the quality of resources human power. HR planning is a function that must first be carried out in an organization. HR planning is a package of Human Resources activities consisting of job analysis, recruitment and selection which must be able to avoid mistakes in the form of hiring workers (HR) who should be rejected or vice versa employing human resources that should be accepted.

According to Quacquarelli Symonds (QS) University (2019) the quality of private universities in Indonesia has decreased. Quacquarelli Symonds (QS) University is the official reference for the Ministry of Research, Technology and Higher Education to measure the quality of Indonesian higher education institutions to the world level. The quality of private universities in Indonesia has decreased. Kemenristekdikti report that only 17 private universities have achieved success in Indonesia. Version of the Ministry of Research, Technology and Higher Education. This is an issue raised nationally and internationally, the quality of private universities affects the performance of lecturers. According to Baum, T. (2018); Berk et al. (2019); Chioke et al. (2020) stated the weak performance of lecturers in private universities. In addition, the problems experienced by private university lecturers are less able to carry out the tri dharma of higher education professionally. These results are supported by research results According to Baum, T. (2018); Berk et al. (2019); Chioke et al. (2020) found the presentation of lecturers' performance in teaching students in higher education as follows: The factors that affect performance can be seen from the research of Berk et al. (2019); Chioke et al. (2020) the results of his research show that there is a correlation coefficient between work motivation and lecturer performance, this means that motivational variables affect lecturer performance. According to Chioke et al. (2020) the results of his research are the motivational path coefficient on lecturer performance is

significant. This shows that work motivation has an effect on lecturer performance.

Literature Review

Human resource planning

Resource planning which is classified as external factors, among others: economic situation, socio-cultural, political, statutory regulations, technology and competitors. According to Areed et al. (2021) While internal factors: are various obstacles that exist within the organization itself. Internal factors, including: strategic plans, budgets, estimates of production and sales, new businesses or activities, and organizational design and work assignments. Objectives of Human Resource Planning Human resource planning can fulfill many organizational goals. Human resource planning is the first function that must be implemented in an organization. Competency-based human resource management is one of the management concepts that link human resource activities within the organization with the basic competencies that will be seeded. One thing to watch out for in managing human resources is recruitment. In the recruitment process, it is necessary to have an effective selection process, this is done to make employees equal so that the strength of the human resources they have becomes more balanced. The recruitment process is an important aspect for a company. Singgih et al. (2020) mentions that there are several people who are responsible for conducting the recruitment process. For small companies, recruitment is usually done by a generalist HR, however For companies that do not have an HR manager, a general manager or supervisor can carry out the recruitment process themselves. The literature study shows that there are several previous studies that found human resource planning to have a positive and significant effect on employee performance. Hafni and Husni (2016) found different results, that HR planning has a positive influence but not significant to employee performance. Likewise with the results of research conducted by Zaim et al. (2019) found that HR planning did not have influence on employee performance. Furthermore , literature study on recruitment was found to have a positive and significant effect on employee performance . However, the study conducted by Sumarsi et al. (2019); Zaim et al. (2019) found that recruitment has no significant effect on employee performance. Further studies on placement are known to have a positive and significant effect on employee performance. These findings are different from the results of research conducted by Singgih et al. (2020) which confirms that placement has no effect on employee performance. Planning can pose a risk or uncertainty of an action.

Knowledge Management

According Rezaei et al. (2021) Knowledge Management is the set of tools, techniques, and strategies for retaining, analyzing, organizing, enhancing, and sharing insights and experiences. Such understanding and experience are built on knowledge, whether embodied in an individual or inherent in members and real applications of an organization. The focus of MP is to find new ways to channel raw data into useful information, so that eventually it is turned into knowledge. The concept of knowledge management has received wide attention. This implies that members of the transformation of information and intellectual assets into enduring value. According Shujahat et al. (2019) Knowledge management is an organizational specialty, when its basic concern is the exploitation and development of organizational knowledge assets for further organizational goals. Knowledge

management is not something better, but knowing how to do things better. This knowledge management activity is usually associated with organizational goals such as to achieve a certain result such as shared knowledge, increased performance, competitive advantage, or a higher level of innovation. In general, organizational motivations for implementing MP include: Making useful product development-related knowledge and behavior available in an explicit form, Achieving faster new product development cycles, Facilitating and managing organizational innovation and learning, According Rezaei et al. (2021); Sadeghi (2018); Shujahat et al. (2019) Leveraging the expertise of people throughout the organization, Improve network connectivity between internal and external individuals, Manage business-related neighborhoods and enable employees to gain insights and ideas relevant to their work, Managing intellectual capital and intellectual assets in the workplace, Knowledge is not just information. Knowledge is nested not in a container where information is stored (such as a database), but rather in the user of the information concerned. Knowledge transfer (one aspect of knowledge management) in various forms, has been carried out for a long time. Examples include going through on-the-job equivalent discussions, internships, company libraries, professional training, and mentoring programs. However since the late 20th century, additional technologies have been implemented to perform this task, such as knowledge bases, talent systems, and knowledge repositories. This is in accordance with research conducted by Sadeghi, A., & Rad, F. (2018); that the stronger the knowledge management support possessed by employees, the more it will affect the increase in employee performance. According to Rezaei et al. (2021) Knowledge Management is seen as important in order to transfer knowledge, skills and effective work behavior. Based on the above understanding, it is expected can provide appropriate knowledge management, so that employee performance will increase further. The resulting employee performance, whether good or bad, depends on the knowledge management provided to employees.

Lecturer Performance

Regarding the assessment of the performance of Dikti lecturers, the aspect that is included in the assessment is of course the implementation of the Tri Dharma. Namely in carrying out the duties of education, research, and community service. All three must be done with high commitment. So that it shows if the lecturer is responsible for the lecturer profession he has chosen. This is important so that lecturers can continue to provide benefits for the campus where they work and also for the world of education in Indonesia. The performance of the lecturers assessed by the campus then involves several aspects. For private universities, these assessment aspects are something that must be fulfilled by lecturers who work under the auspices of the foundation. The following are the aspects of the intended Dikti lecturer performance assessment. Assessment of Educational Activities, The first assessment is in accordance with the Tri Dharma, namely the implementation of educational activities. According to Fikri et al. (2021) Educational and teaching activities are the main tasks that must be carried out by lecturers for the first time. The teaching task is carried out continuously as long as the lecturer pursues the teaching profession itself. So that educational activities carried out will be considered, assessed carefully by the campus and also by the Ministry of Higher Education. Because it is through these educational activities that students get their right to quality education services. According to Singgih et al. (2020); Sumarsi et al. (2019); Zaim et al. (2019) Lecturer Competence, Every lecturer is expected

to also have competence, especially pedagogic competence. As well as other competencies that are needed to support the implementation of all duties as a lecturer. This competency can be seen from certification, both lecturer certification and competency certificates such as PEKERTI, AA, and others. This competence is important to prove that lecturers have the capacity to convey knowledge. So it's not just knowledge to share. But also understand how to convey the knowledge so that it is easily understood and applied by students.

3. Contributions Outside the Class Another aspect is contributions outside the classroom, and of course it is still related to the Tri Dharma as well as additional tasks. Because lecturers are certainly not only busy with teaching activities, but also research and serve the community. Coupled with additional tasks, such as being asked to become rector, assistant chancellor, and others. All contributions made by the lecturer will be known if the lecturer can prove it. So that it has a good impact on the results of the performance assessment of Dikti lecturers. This will make it easier for lecturers to get many academic facilities. For example, having full support from the campus, having the opportunity to receive grants for research and service, then being able to get scholarships, get promoted to professors, and so on. So, a lecturer's career can be brilliant not because of extensive relations and because of assistance from the campus. Rather, it is the hard work of the lecturers themselves that have made a major contribution to the campus. The campus as a form of appreciation for this contribution then provides a number of adequate facilities.

With the evaluation of the performance of Dikti lecturers on a regular basis, there are many benefits that can be obtained. Among them are:

1. Helping Lecturers Focus on Carrying Out Their Responsibilities The existence of an assessment process on the performance of lecturers will help each lecturer focus more on their obligations. All duties and responsibilities of lecturers will be carried out properly and follow directions or rules. This helps lecturers carry out all their duties and demonstrates responsibility for the chosen profession.
2. Helping Lecturer Career Development Lecturers who focus on carrying out all duties and responsibilities can easily get a brilliant career. Because lecturers through their performance reports have proven their seriousness in pursuing the teaching profession. The campus will then provide a lot of assistance so that the lecturer's career is increasingly uphill and so will the income earned. So that lecturers have the opportunity to improve their economy through their achievements.
3. Helping Campuses Maintain Education Quality

The campus with an assessment of the performance of Dikti lecturers can also ensure that they have quality human resources. So that all these outstanding lecturers can be used as campus promotion materials to the community. For private campuses, having outstanding and responsible lecturers is an important asset so that it is not difficult to get students.

4. Helping Students Submit Complaints and Contribute. Assessment of lecturer performance will also involve students. So that this assessment process will help students have media in submitting complaints about the shortage of lecturers. At the same time being able to contribute to improving the quality of education on campus.
5. Helping Students Choose the Best Campus, The results of the assessment of the performance of lecturers will help students choose the best campus. Because you can get quality educational services if you meet quality lecturers. The results of the performance appraisal will determine the quality of the lecturer. Through the explanation of the performance appraisal of Dikti lecturers, of course, it can be understood that what the lecturers do will be reported routinely. Then also supervised and assessed in a professional manner. So that lecturers need to work as well as possible so that the results of the

assessment are satisfactory and help get a brilliant career.

Method

A quantitative approach is used in this study. Respondents were lecturers from private universities with a total of 400 lecturers who were determined by simple random sampling method. This study uses an online questionnaire as a primary data collection tool, and documentation as a secondary data collection tool. Data were analyzed using descriptive statistical analysis, and PLS-PM (Partial Least Square-Path Modeling) with SmartPLS 3.0 software. The analysis was carried out on two submodels, namely the measurement model or the outer model and the structural model or the inner model. The outer model shows how the manifest variable represents the latent variable it measures, while the inner model shows the power of estimation between latent variables. Goodness of fit structural model in PLS analysis in the form of predictive-relevance value (Q2), which is calculated based on the value of the coefficient of determination (R2) of each endogenous variable

The conceptual framework tested for its influence, either directly or indirectly, can be presented in full in Figure 1.

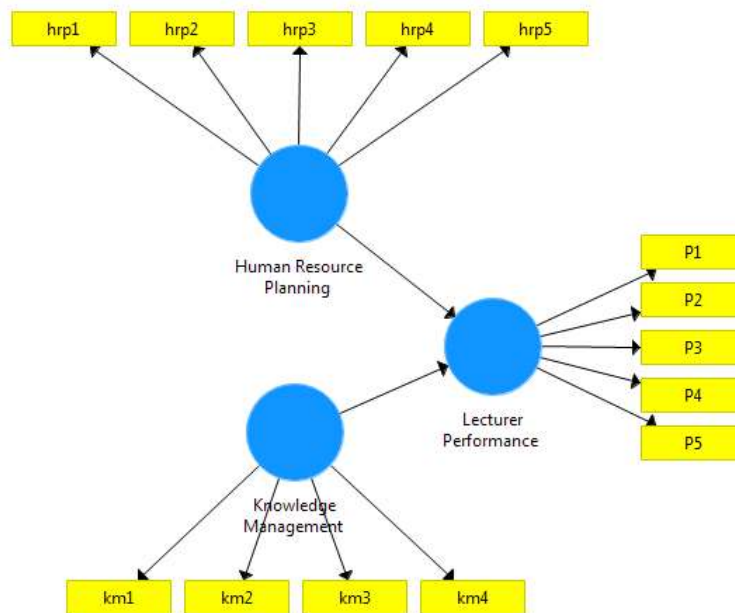


Figure 1. Research model

The hypothesis in this study is

H1 : There is a Positive Influence between Human Resource Planning and Lecturer Performance in Private Universities in Bandung

H2: There is a positive influence between Knowledge Management on the Performance of Private University Lecturers in Bandung

Results and Discussion

Model Validity Test

The first stage in data analysis is to test the validity and reliability of the model. According to Purwanto et al (2021) the model is called valid if the loading factor value of each indicator is above 0.7. The results of model testing using SmartPLS software are as follows:

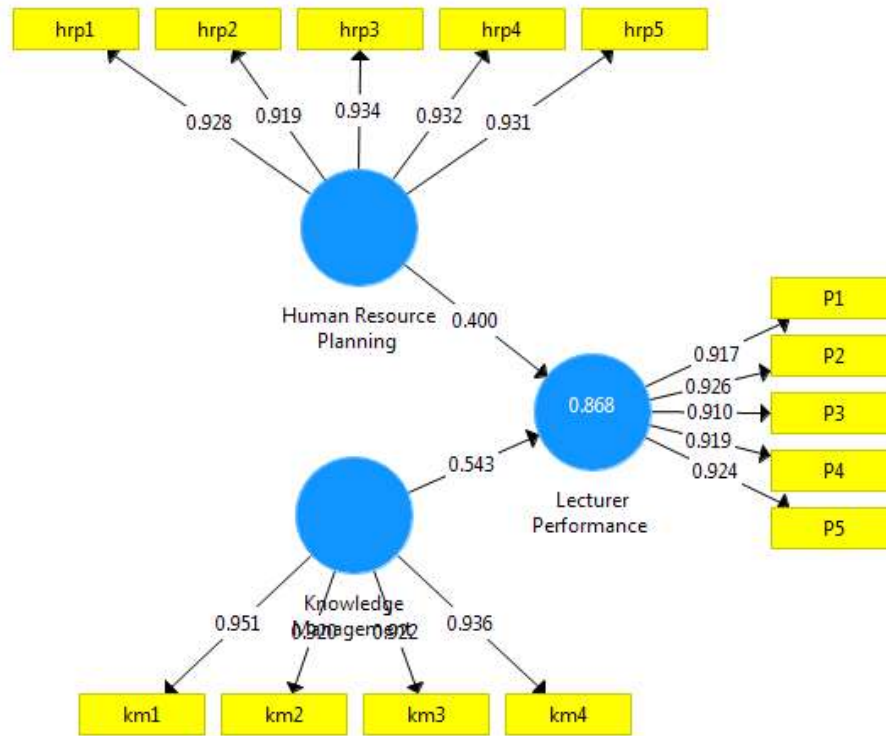


Fig 2. Validity Testing

Based on Figure 2, it can be concluded that the model of all indicators is valid because it is greater than 0.7

Table1. Reliability Testing

	Alpha Cronbach	rho_A	Composite Reliability	AVE
Human Resource Planning	0,887	0,832	0,775	0,743
Knowledge Management	0,885	0,867	0,712	0,822
Lectures Performance	0.875	0.867	0.845	0.823

Based on table 1, it is concluded that the cronbacj apha value is greater than 0.7, the composite reliability value is greater than 0.7 and the ave value is greater than 0.7 so that it can be concluded that all variables meet the reliability requirements.

Structural Model Evaluation (Inner Model)

R-Square values are used to test the structural model for the independent variables. The following are the results of the R-Square test obtained as follows:

Table 2. Model of Structural (Inner Model) Evaluation

	R Square	R Square Adjusted
Lecture Performance	0,868	0,853

Based on table 2, the Lecture Performance variable can be explained by 86.8% in this model, while the remaining 13.2% is explained by other variables not discussed in this study.

Hypothesis test

The following are the results of data processing for hypothesis testing using the PLS Bootstrapping method.

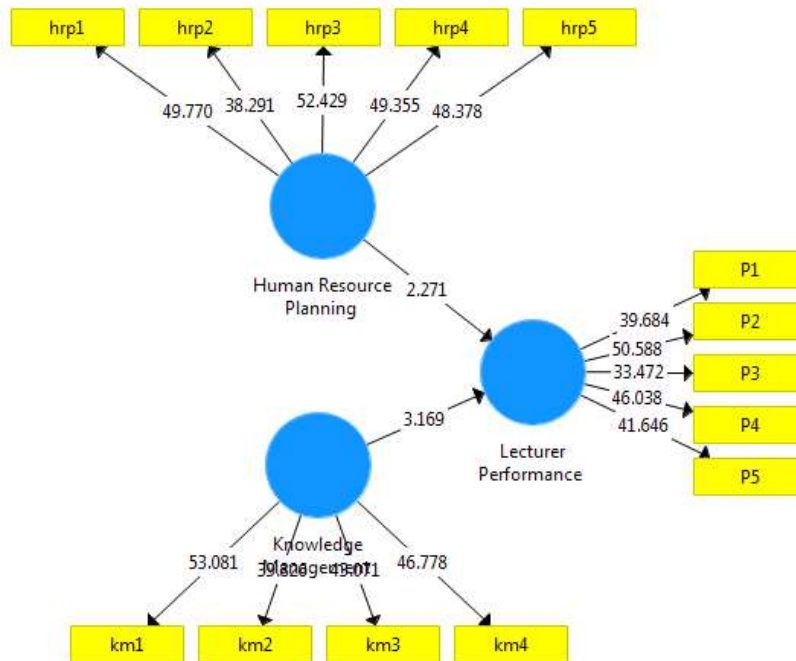


Fig 3. PLS Bootstrap

The following table is presented to clarify the description of the hypothesis test above.

Table 3. Hypotesis Testing

	P Value	Result
Human Resource Planning -> Lecturer Performance	0.005	supported
Knowledge Management -> Lecturer Performance	0.003	Supported

The Relationship between Human Resource Planning and Lecturer Performance in Private Universities in Bandung

Based on the results of the analysis obtained a p value of $0.000 < 0.050$ so it can be concluded that there is a positive influence between human resource planning and the performance of private university lecturers in Bandung, this result is in line with Fikri et al. (2021); Fenech et al. (2019);

Gautam et al. (2018); Hussain et al. (2019) that there is a positive influence between human resource planning and lecturer performance

The Relationship of Knowledge Management to the Performance of Private University Lecturers in Bandung

Based on the results of the analysis obtained a p value of $0.000 < 0.050$ so it can be concluded that there is a positive influence between Knowledge Management and the performance of private university lecturers in Bandung, this result is in line with According to Rezaei et al. (2021); Sadeghi, A., & Rad, F. (2018); Shujahat et al. (2019) that there is a positive influence between Knowledge Management and lecturer performance. The results of this study are in accordance with the opinion of Rezaei et al. (2021); Sadeghi, A., & Rad, F. (2018); Shujahat et al. (2019) that HR planning is the process of establishing a strategy to acquire, utilize, develop and maintain HR in accordance with the needs of the organization/company now and its future development. Based on the understanding of human resource planning above, the authors come to the understanding that human resource planning is a process in determining the need for manpower, both from internal and external to a company to obtain and provide the right workforce so that they are able to achieve the goals of the company or organization. The results of this study are also in line with research conducted by Sadeghi, A., & Rad, F. (2018); Shujahat et al. (2019). This research supports the research conducted by Yunia Indraana (2014) where management knowledge has a significant influence on company performance. 2003 schedule management is a business concept, encompassing efforts that are organized with joint approval, coordinated and purposefully managed organizational knowledge through the process of creating, organizing, structuring and managing organizational knowledge.

Sadeghi, A., & Rad, F. (2018) Human resource management is an approach to human management. The approach to human management is based on the value of people in relation to the organization. Humans are an important resource in the organization in addition to the effectiveness of the organization is largely determined by human management. According to Shujahat et al. (2019) resource planning; Human Resource Management is a series of activities carried out to anticipate business and environmental demands on the organization in the future to meet the labor needs caused by certain conditions. Meanwhile, according to Rezaei et al. (2021) HR planning is the process of setting strategy to acquire, utilize, develop and maintain human resources in accordance with the needs organization/company now and its development in the future. Human resource planning indicators according to Sadeghi, A., & Rad, F. (2018) consist of procurement, development, compensation, maintenance, and termination. Meanwhile, according to Rezaei et al. (2021); Sadeghi, A., & Rad, F. (2018); Shujahat et al. (2019) indicators of human resource planning consist of external and internal factors with the following explanations: (1) External factors are various things whose growth and development are beyond the ability of the organization to control it includes: economic, socio-cultural, political, statutory, technological and competitor situations; (2) Internal factors are various obstacles that exist within the organization itself. Internal factors include: strategic plans, budgets, estimates of production and sales, new businesses or activities, and organizational design and job assignments.

Conclusion

Based on the results of data analysis, it is concluded that there is a positive influence between human

resource planning and the performance of private university lecturers in Bandung. There is a positive influence between knowledge management on the performance of private university lecturers in Bandung. Knowledge management also affects learning organizations. This implies that university leaders provide all employees with an online repository for enable employees to access knowledge in e-books and e-journals and expand their knowledge. In addition, the leadership also provides a system and structure for classifying knowledge and knowledge so that employees can easily and quickly study documents. The leader also encourages all employees to write their tacit knowledge to share experience with other employees through the written documents they produce and archive in the repository. Repositories, systems and structures of knowledge and science classification and documentation of tacit knowledge will motivate employees to enrich the strategy their learning and take the opportunity to learn. Organization, can be explained that the learning organization, provided by the university for its employees and strategies learning that has enriched employees, resulted in employee job satisfaction and graduates with good skills and knowledge. So, in terms of organizational relationships learning, The theoretical implication of the research findings is that Knowledge management also affects learning organizations significantly significant and positive and that the relationship between knowledge management and organizational performance also mediated by learning organizations. For practical contributions, it is important to note that university leaders underline and focus or give great attention to achieving the vision together in a team spirit. It is recommended to the university leadership to provide online repository for storing scientific writings of lecturers and students as well as creating systems and structures for classifying scientific documents so that they can be accessed by lecturers and students. In addition, university leaders need to facilitate media for tacit knowledge of the lecturers to be well documented in writing to support knowledge management implementation. University leaders also need to introduce lecturers and students effective learning strategies and create learning opportunities for them to strengthen employee satisfaction and create graduates high quality.

References

1. Abbas, J., & Sağsan, M. (2019). Impact of knowledge management practices on green innovation and corporate sustainable development: A structural analysis. *Journal of cleaner production*, 229, 611-620.
2. Abualoush, S., Bataineh, K., & Alrowwad, A. A. (2018). The role of knowledge management process and intellectual capital as intermediary variables between knowledge management infrastructure and organization performance. *Interdisciplinary Journal of Information, Knowledge, and Management*, 13, 279.
3. Ahmad, S. (2019). Human Resource Planning: Effective Performance. *Research Journal of Humanities and Social Sciences*, 10(4), 1120-1124.
4. Areed, S., Salloum, S. A., & Shaalan, K. (2021). The role of knowledge management processes for enhancing and supporting innovative organizations: a systematic review. *Recent advances in intelligent systems and smart applications*, 143-161.

5. Asbari, M., Novitasari, D., Purwanto, A., Fahmi, K., & Setiawan, T. (2021). Self-leadership to Innovation: The Role of Knowledge Sharing. *International Journal of Social and Management Studies*, 2(5), 21-36.
6. Azmi, Z., Misral, M., & Maksum, A. (2018). Knowledge Management, the Role of Strategic Partners, Good Corporate Governance and Their Impact on Organizational Performance. *Prosiding CELSciTech*, 3, 20-26.
7. Baum, T. (2018). Sustainable human resource management as a driver in tourism policy and planning: a serious sin of omission?. *Journal of Sustainable Tourism*, 26(6), 873-889.
8. Berk, L., Bertsimas, D., Weinstein, A. M., & Yan, J. (2019). Prescriptive analytics for human resource planning in the professional services industry. *European Journal of Operational Research*, 272(2), 636-641.
9. Chioke, S. C., & Mbamalu, K. U. (2020). Human resource planning and organizational performance: A philosophical approach. *International Journal of Management, Social Sciences, Peace and Conflict Studies*, 3(3).
10. Fikri, M. A. A., Pramono, T., Nugroho, Y. A., Novitasari, D., & Asbari, M. (2021). Leadership Model in Pesantren: Managing Knowledge Sharing through Psychological Climate. *International Journal of Social and Management Studies*, 2(3), 149-160.
11. Fenech, R., Baguant, P., & Ivanov, D. (2019). The Changing Role Of Human Resource Management In An Era Of Digital Transformation. *Journal of Management Information & Decision Sciences*, 22(2).
12. Gautam, T. P., & Raj, S. (2018). Human resource planning, selection and training practices of Nepalese pharmaceutical companies of Nepal. *Human resource management (henceforth HRM)*, 1(1).
13. Hussain, I., Qurashi, A., Mujtaba, G., Waseem, M. A., & Iqbal, Z. (2019). Knowledge management: A roadmap for innovation in SMEs' sector of Azad Jammu & Kashmir. *Journal of Global Entrepreneurship Research*, 9(1), 1-18.
14. Kiai, D., Lewa, P., & Karimi, J. (2019). Influence of human resource planning on performance of firms listed in the Nairobi Securities Exchange in Kenya. *International Journal of Research in Business and Social Science* (2147-4478), 8(5), 54-61.
15. Ognjanović, J., & Simić, M. (2019). The role of knowledge management in the process of innovation of services. *KNOWLEDGE-International Journal*, 30(1), 237-243.
16. Purwanto, A., Asbari, M., & Santoso, T. I. (2021). Education Management Research Data Analysis: Comparison of Results between Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and SPSS For Small Samples. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*.
17. Purwanto, A., Asbari, M., Santoso, T. I., Paramarta, V., & Sunarsi, D. (2020). Social and Management Research Quantitative Analysis for Medium Sample: Comparing of Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and SPSS. *Jurnal Ilmiah Ilmu Administrasi Publik: Jurnal Pemikiran Dan Penelitian Administrasi Publik*.
18. Purwanto, A., Asbari, M., Santoso, T. I., Haque, M. G., & Nurjaya, N. (2020). Marketing Research Quantitative Analysis for Large Sample: Comparing of Lisrel, Tetrad, GSCA, Amos,

- SmartPLS, WarpPLS, and SPSS. *Jurnal Ilmiah Ilmu Administrasi Publik: Jurnal Pemikiran dan Penelitian Administrasi Publik*.
19. Rezaei, F., Khalilzadeh, M., & Soleimani, P. (2021). Factors affecting knowledge management and its effect on organizational performance: mediating the role of human capital. *Advances in Human-Computer Interaction*, 2021.
 20. Sadeghi, A., & Rad, F. (2018). The role of knowledge-oriented leadership in knowledge management and innovation. *Management Science Letters*, 8(3), 151-160.
 21. Shujahat, M., Sousa, M. J., Hussain, S., Nawaz, F., Wang, M., & Umer, M. (2019). Translating the impact of knowledge management processes into knowledge-based innovation: The neglected and mediating role of knowledge-worker productivity. *Journal of Business Research*, 94, 442-450.
 22. Singgih, E., Iskandar, J., Goestjahjanti, F. S., Fahlevi, M., Nadeak, M., Fahmi, K., ... & Purwanto, A. (2020). The role of job satisfaction in the relationship between transformational leadership, knowledge management, work environment and performance. *Solid State Technology*, 63(2s).
 23. Sumarsi, S. (2019). Role of Knowledge Sharing, Transactional Leadership and Innovative Work Behavior in Tire Industry. *Journal of Industrial Engineering & Management Research*, 1(1a), 99-109.
 24. Zaim, H., Muhammed, S., & Tarim, M. (2019). Relationship between knowledge management processes and performance: Critical role of knowledge utilization in organizations. *Knowledge Management Research & Practice*, 17(1), 24-38.