Determinants that influence cargo performance in the airport industry with knowledge sharing and knowledge management as mediating variables

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A B S T R A C T

As one of the busiest airports in the world, organizational performance is the main focus. Problems that occur in organizations are many employees who complain about their work, employees who cannot fully comply with applicable regulations and policies, many employees who often come late to the office and do not comply with working hours according to the work times determined by the company. This research aims to analyze and test the influence of Quality of Work Life (QWL) and Knowledge Management on Organizational Citizenship Behavior which is mediated by Job Satisfaction, moderated by Knowledge Sharing and Self Efficacy at Angkasa Pura. The population in this research was Angkasa Pura Indonesia employees, totaling 151 people. The sample used was 110 employees which was calculated based on the Slovin formula. The sampling method uses convenience sampling. The data collection method uses a survey method, with the research instrument being a questionnaire. This research method uses the Partial Least Square (PLS) data analysis method using SmartPLS 3.0 software. The research results show that the quality of work life has no effect on organizational citizenship behavior. Knowledge management has a positive and significant effect on organizational citizenship behavior. Quality of work life and Knowledge management has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on organizational citizenship behavior. Job satisfaction is unable to mediate the influence of quality of work life on organizational citizenship behavior. Job satisfaction is able to partially mediate the influence of knowledge management on organizational citizenship behavior.

1. Introduction

Indonesia is the largest archipelagic country in the world with the 14th largest area in the world and has the 4th largest population in the world spread over 17 thousand islands. Current and future modes of air transportation are an option for people to travel from one place to another more quickly. This research was conducted at Angkasa Pura Airport, a subsidiary of AP II Indonesia with a focus on cargo and logistics services located at a number of Indonesian airports. The cargo business started in 2007 by operating a cargo terminal to meet the needs of companies operating in the logistics services sector. The company has a vision, namely to become the best and most trusted provider of integrated logistics solutions in Indonesia. To achieve the company's vision and goals, employees are needed who know how to do their work well and are willing to give their best in their work. This balance is necessary for employees so that the company can meet employee needs. If the company can meet the needs of employees, then employees will try their best to provide the best service for the company. Employees are also willing to work outside their job description (Soelton et al., 2021). Organizational Citizenship Behavior (OCB) is defined as choices made by an employee that are not required by their official job duties but still benefit the company. The

existence of this behavior is expected to make the company more effective (Soelton et al., 2023; Ng et al., 2006). An effective organization requires OCB in various division lines, so that employees are required to work not only on what is assigned (in-role) but are also able and willing to work outside their main duties (extra-role) without receiving direct acceptance reception. formal imbalance, reward or remuneration system (Soelton et al., 2021). Poor human resource management will cause employee discomfort at work so that what employees produce from their work will be deemed less useful for the company, therefore good human resource management is needed, so as to create a conducive working atmosphere, so that employees can produce high productivity that can advance the company. The potential of human resources, if utilized effectively and efficiently, will be beneficial.

The problems that occur in companies are the number of employees who complain about their work, employees who cannot fully comply with applicable regulations and policies and many employees who often come late to the office and do not comply with the working hours determined by the company. Some employees do not want to help coworkers who are overloaded. As well as employees who do not want to stay if the company provides work outside their desk for unbalanced reasons. Low levels of OCB are a very serious problem in companies. OCB is able to increase organizational efficiency and effectiveness by contributing to human resources and innovation. The benefits of increasing organizational performance can be obtained through members who have high OCB. Job satisfaction encourages organizational citizenship behavior because satisfied employees tend to speak positively about the organization, help others, and work beyond normal expectations. Satisfied employees may be more obedient to their call of duty because they want to repeat the positive experiences they have had. Employees who demonstrate this behavior make positive contributions to the organization through behavior outside their job description, while employees continue to carry out their responsibilities according to their work.

Researchers discovered the fact that variables in the field are several causal factors that can influence OCB, while respondents' perceptions, namely quality of work life, knowledge management and job satisfaction, are the most dominant among employees in the company. Many researchers found that employees were not always involved in the company such as in decision making made by superiors and employees felt that the company did not provide training to employees regularly. These data provide an illustration that the low role of quality of work life, knowledge management and job satisfaction has an impact on organizational citizenship behavior in the Company.

Previous studies have indicated that OCB is significantly influenced by job satisfaction whereas some other studies found that OCB is significantly influenced by knowledge management (Karyatun et al., 2022; Soelton et al., 2023; Suriyana et al., 2020; Durst & Edvardsson, 2012), according to (Darroch, 2003, 2005; Davenport & Cronin, 2000; Plessis, 2007; Chen & Huang, 2009; 2012). Darroch (2003) found that OCB had a significant and positive effect on job satisfaction, company performance and job satisfaction, whereas Karyatun et al. (2023) stated that the Quality of Work Life (QWL) principle does not have a positive effect on job satisfaction. What needs to be paid attention to is how job satisfaction in the employee sector regarding the implementation of OCB , has an important impact in boosting company performance. The results obtained in this research are that job satisfaction is positively and significantly influenced by the knowledge management (KM) concept (Kurniawan, 2018). In general, Job satisfaction has a good and significant influence on OCB.

Based on several research gaps and problematic phenomena that arise in the research object, it is necessary to conduct research regarding the level of OCB of employees at Angkasa Pura Airport. This research aims to analyze and test the influence of QWL and KM on OCB which is mediated by Job Satisfaction, moderated by Knowledge Sharing and Self Efficacy.

2. Theoretical review

Quality of Work Life (QWL): Cascio (2017) defines quality of work life into two views, including the first view which states that quality of work life is a set of conditions and practices within the organization's goals, for example, enriching work, promotion policies from within, democratic provisions, employee participation and safe working conditions. The second view, quality of work life, defines it as an employee's perception, such as employees feeling safe, relatively satisfied and having the opportunity to grow and develop like humans.

QWL is an important factor in the success of an organization, high quality of work life is a supporting factor for OCB. QWL has a significant influence on OCB.

H_1: *QWL has a positive effect on OCB.*
H_3: *QWL has a positive effect on Job Satisfaction.*

Knowledge Management: Becerra-Fernandez and Sabherwal (2014) state that KM focuses on organizing and provide important knowledge, wherever and whenever it is needed. Good knowledge management in an organization can also have an impact on the level of employee satisfaction with the organization where they work. According to (Khanal & Poudel, 2017), KM is any process or practice of creating, obtaining, capturing, sharing and using knowledge to improve learning and organizational performance. KM is a series of processes of creating, communicating and applying company knowledge to create business value and improve employee and organizational learning and performance. According to Suriyana et al (2020),

KM partially has a positive and significant effect on OCB. KM is proven to have a significant influence on OCB (Chen & Huang, 2009).

H₂: *KM has a positive effect on OCB.*
H₄: *KM has a positive effect on Job Satisfaction.*

Job Satisfaction: Luthans, (2016) defines job satisfaction as the result of employees' perceptions of how well their job provides what they consider important. Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the employee's positive attitude towards work and everything they encounter in their work environment. The personnel department or management must constantly monitor job satisfaction, because it affects absenteeism levels, workforce turnover, work morale, complaints, and other vital personnel issues. Job satisfaction can be a driving force for the emergence of OCB behavior because when employees have a high level of satisfaction with the company, they tend to do work beyond the responsibilities given to them, are willing to help other colleagues, and tend to talk positive things about the company (Wolor, 2022).

H₅: *Job satisfaction has a positive effect on OCB.*

Organizational Citizenship Behavior: According to Robbins and Judge (2017), organizations that have good employees will have better work performance. Extra role behavior is work behavior that exceeds specific performance standards. Extra role behavior has important implications for organizations, since this refers to employee work behavior related to the organization and other coworkers. Apart from that, the positive attitude of employees' extra role behavior has a positive influence on the efficiency and effectiveness of overall organizational performance. QWL partially does not have a significant effect on OCB but it has some positive and significant effect on OCB.

H₆: *Job Satisfaction is able to mediate QWL with a positive effect on OCB.*
H₇: *Job Satisfaction is able to mediate KM's positive influence on OCB.*

Self-Efficacy: Self-efficacy is defined as people's beliefs regarding the extent to which their abilities can bring about changes in desired results. When every worker has a high level of self-efficiency, this automatically happens. This can contribute to job satisfaction. The lower a person has low self-efficacy, the lower the individual's self-confidence in their ability to complete tasks well. Self-efficacy can influence a worker's discipline, performance and enthusiasm in completing tasks. Self-efficacy describes behavior in which an individual will realize his ability to achieve certain goals. Self-efficacy also shows how capable a person is in behaving and acting, adapting in certain situations or in facing failure or difficulties. Self-efficacy is very necessary for the development of every individual to become a better person so feeling confident in yourself will help individuals achieve the goals they want to achieve. It is proven that job satisfaction has a very strong influence on self-efficacy. From this statement, it can be concluded that job satisfaction is a positive attitude shown by individuals towards their duties so that individuals can work gracefully without cooperation from any party and can provide optimal results for the company.

H₈: *Self-efficacy can moderate Job satisfaction has a positive effect on OCB.*

Knowledge Sharing: Knowledge sharing is an interaction and knowledge sharing activity carried out between individuals in a community through virtual or face-to-face spaces. The main focus of knowledge sharing is people who are willing to exchange information and knowledge, either with other people, groups, or organizations. Sharing knowledge will be done in many ways, for example face to face such as through discussions, meetings, training, or even using internet media, as stated in research. There are several dimensions that determine knowledge sharing, including extrinsic motivation, ability to absorb, richness of communication media, sense of self-esteem, in-role behavior, and knowledge sharing attitudes.

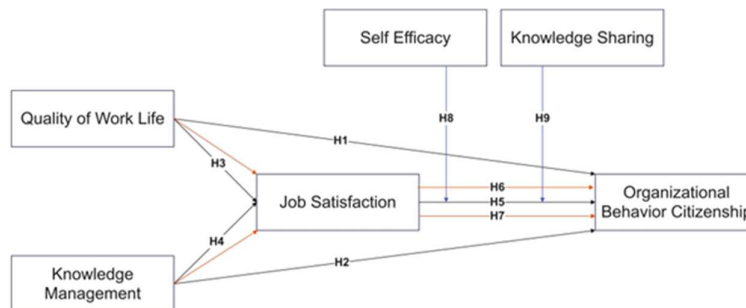**H₉:** *Knowledge-sharing can moderate Job satisfaction has a positive effect on OCB.*

Fig. 1. Conceptual Framework
Source: Author's Processed Results (2024)

3. Method

Research design begins with identifying problems at the research location, formulating the problem, and developing a basic theory to strengthen the basis for each variable. The population in this study were 151 Angkasa Pura Indonesia employees. The sample used was 110 employees which was calculated based on the Slovin formula, the sampling method used convenience sampling. Furthermore, the survey was carried out using collection techniques through online questionnaires with a Likert scale of 1 to 5 to collect primary and secondary data as well as the SEM (Partial Least Square) analysis method. Items for each variable (independent mediating variable and dependent variable) were adapted from previous research (Soelton et al., 2023; Karyatun et al, 2023; Rohman et al, 2022; Saratian et al., 2020) with slight modifications. Meanwhile, this study measures self-efficacy as measured by indicators of equal compensation, a safe environment, career development, employee participation, pride, wellness, conflict resolution, and communication. Knowledge sharing is measured by indicators of personal knowledge, work procedures, and technology. Organizational citizenship behavior is measured by indicators of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Job satisfaction is measured by indicators of achievement of work results, awards, responsibilities, the work itself, and development.

Validity and reliability tests were carried out before the questionnaire was used. Structural Equation Modeling (SEM) is applied to econometric and psychometric insights in the social sciences because it can test additive models and is theoretically validated (Haenlein & Kaplan, 2004; Statsoft, 2013). Furthermore, PLS-SEM (Partial Least Square Structural Equation Modeling) is a data analysis method based on Covariance Approach SEM (CB-SEM) and Partial Least Square-SEM (PLS-SEM) which has advantages and disadvantages, especially in terms of statistical assumptions. and the resulting matches. CB-SEM has several limitations and only follows certain criteria, 1) the sample must be large, 2) the data must be normally distributed, 3) the construct indicators must be reflective and 4) the trigger factors (errors) are caused by the inability of the program to produce results because the model is not identified (Reinartz et al., 2009; Sarstedt & Hwang, 2020). Therefore, these limitations can be overcome by Partial Least Square-SEM (PLS-SEM), the development of a complex causal relationship model with latent variables. In addition, it is robust or immune to multivariate statistics that simultaneously handle multiple responses and explanatory variables (Ramzan & Khan, 2010).

4. Results and Discussion

4.1 Respondent Description

Most of the respondents were male (54.5%). Then for education, 71.8% had a bachelor's degree, for respondents' age, 40.9% were between 18-25 years old, and 45.5 had worked for 3-5 years. Information is presented in table 1.

Table 1
Characteristics of Respondents

No.	Gender	Age	Education	Years of service
1	Male = 60 (54.5%)	18-25 = 45 (40.9%)	SMA/SMK = 17 (15.5)	<1 = 16 (14.5%)
2	Female = 50 (45.5%)	25-32 = 41 (37.3%)	Diploma = 7 (6.4%)	1 - 3 = 32 (29.1%)
3		32-39 = 16 (14.5%)	S1 = 79 (71.8)%	3 - 5 = 50 (45.5%)
4		>39 = 8 (7.3%)	Others = 7 (6.4%)	> 5 = 12 (10.9)

Source: SEM-PLS, 2024

4.2 Data Quality Test Results

If the AVE score is more than 0.50 then the variable is valid. If the Cronbach Alpha score is more than 0.70 then the variable is reliable (Ghozali, 2014). Table 2 shows that the scores for Job Satisfaction, Knowledge Management, Organizational Citizenship Behavior, Quality of Work Life are 0.641, 0.597, 0.525, 0.536 or more than 0.5. This means that every variable in this research is valid. Table 2 shows that the Cronbach's Alpha scores for Job Satisfaction, Knowledge Management, Organizational Citizenship Behavior, Quality of Work Life are 0.956, 0.925, 0.896, 0.854 or more than 0.70. So it can be concluded that this variable is reliable (Ghozali, 2014). Apart from that, the combined reliability score for Job Satisfaction, Knowledge Management, Organizational Citizenship Behavior, Quality of Work Life is 0.961, 0.937, 0.915, 0.888 or more than 0.7. Thus, each variable is reliable (Ghozali, 2014). Table 2 shows the R-square score categories of 0.67, 0.363 and 0.19 which indicates a strong, medium and weak model. It can be concluded that Job Satisfaction and Organizational Citizenship Behavior of 0.771 and 0.601 are strongly drawn. The average square root of the variance extracted ($\sqrt{AVE}$) for each construct is greater than the correlation between one construct and other constructs in the model. Based on the table above, the AVE value can be concluded that the construct in the estimation model meets the discriminant validity criteria. The results of the composite reliability test and Cronbach's alpha test show satisfactory values, because all latent variables have composite reliability values and Cronbach's alpha $\geq$ 0.70. This means that all latent variables are said to be reliable. The structural model shows that the model for the job satisfaction variable can be said to be strong because it has a value above 0.67, while for the Organizational Citizenship Behavior variable it can be said to be moderate because it has a value above 0.33. The model of the influence of independent latent variables (quality of work life and knowledge management) on job satisfaction gives an R-square value of 0.771 which can be interpreted as the variability of the construct of job satisfaction which can be explained

by the variability of the construct of quality of work life and knowledge management of 77.1% while that explained by 22.9%. by other variables outside those studied. OCB has an R-Square value of 0.601 so it can be interpreted that the variability of the OCB construct which can be explained by the variability of the QWL, KM and Job Satisfaction constructs is 60.1%. while 39.9% is explained by other variables outside those mentioned. researched.

Table 2
Validity, Reliability, AVE, Cronbach's Alpha, R2 Results

	Cronbach's lpha	rho A	Composite reliability	Average variance extracted (AVE)	R²
Job Satisfaction	0.956		0.961	0.641	0.771
Knowledge Management	0.925		0.937	0.597	-
Organizational Citizenship Behavior	0.896		0.915	0.525	0.601
Quality of Work Life	0.854		0.888	0.536	-

Source: SEM-PLS, 2024

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Table 3
Direct Influence Test and Mediation Test

	Original Sample	Standard Deviation	T-Statistics	P Values	Information
QWL→OCB	0.148	0.095	1.550	0.153	Positive - Not
KM→OCB	0.238	0.102	2.331	0.002	Positive – Significant
QWL→Job Satisfaction	0.394	0.1	3.938	0.000	Positive – Significant
KM→Job Satisfaction	0.376	0.099	3.792	0.000	Positive – Significant
Job Satisfaction→OCB	0.279	0.109	2.554	0.001	Positive – Significant
Mediation					
QWL→Job Satisfaction→OCB	0.017	0.015	1.143	0.253	Not Mediating
KM→Job Satisfaction→OCB	0.207	0.101	2.047	0.012	Partial Mediation
Moderation					
Self Efficacy→Job Satisfaction→OCB	0.301	0.145	2.075	0.038	Pseudo Moderation
Knowledge Sharing→Job Satisfaction→OCB	-0.091	0.128	0.710	0.478	Predictor Moderation

Source: SEM-PLS, 2024

In a structural model, the estimated value of the path relationship must be significant. The significance value of this hypothesis can be obtained through a boosting procedure. The parameter coefficient values and T-statistic significance values in the boostrapping report algorithm can be seen. The T-table can be seen to determine whether it is significant or not, with alpha 0.05 (5%) = 1.96. Then the T-table is compared with the T-count, or T statistic.
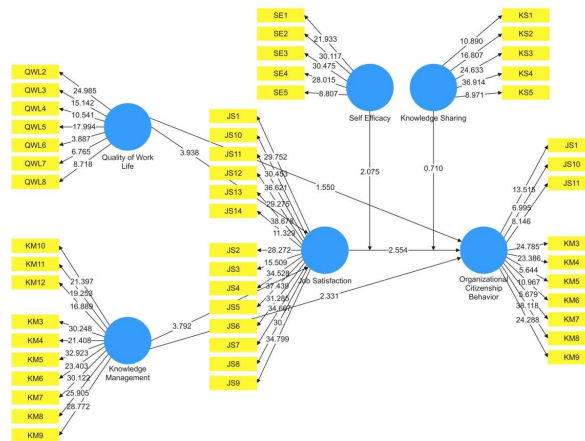

Fig. 2: Boostrapping report

Source: SEM-PLS, 2024

5. Discussion

5.1 Quality of Work Life on Organizational Citizenship Behavior

Based on hypothesis testing in this research, the T-statistic value was 1.550, the original sample value was 0.148, and the P value was 0.153. The T-statistic value is smaller than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show more than 0.05, these results indicate that quality of work life has no effect on Organizational

Citizenship Behaviour. This is because employees have a balance between work, family and social life and the updates provided by the company are sufficient to meet their needs, so employees don't focus too much on co-workers or other tasks outside their desk, and just focus on the tasks given company. These results support research conducted (Suriyana et al., 2020) which states that QWL simultaneously and partially has a positive effect on OCB, but not significantly.

5.2 The effect of KM on OCB

Based on hypothesis testing in this research, the T-statistic value was 2.331, the original sample value was 0.238, and the P value was 0.002. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show less than 0.05, these results indicate that KM has a positive and significant effect on OCB. This is because employees gain knowledge from on-the-job training and the company fosters a culture of sharing knowledge between employees, so that employees are willing to help colleagues who have difficulty solving problems and employees can tolerate each other towards other colleagues. the attitude of the workers although unpleasant. The results of this research support research conducted by Suriyana et al. (2020) who believes that KM has a partially positive and significant effect on OCB.

5.3 The effect of QWL on Job Satisfaction

Based on the hypothesis test in this research, the T-statistic value was 3.938, the original sample value was 0.394, and the P value was 0.000. The T-statistic value is more than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show less than 0.05, this result shows that the quality of work life has been a positive and significant effect on job satisfaction. This is because the compensation provided by the company is sufficient to meet the needs of employees' families and employees have a balance between work, family and social life, so that employees have good work enthusiasm for the work provided by the company which encourages the achievement of company goals.

5.4 The effect of KM on Job Satisfaction

Based on the hypothesis test in this research, the T-statistic value was 3.792, the original sample value was 0.376, and the P value was 0.000. The T-statistic value is more than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show less than 0.05, these results indicate that knowledge management has a positive and significant effect on job satisfaction. This is because employees can access the company's SOP easily to obtain information about work and the company implements knowledge transfer from superiors well, so that employees carry out their work with full responsibility and feel satisfied with their current work.

5.5 The effect of Job Satisfaction on OCB

Based on the hypothesis test in this research, the T-statistic value was 2.554, the original sample value was 0.279, and the P value was 0.001. The T-statistic value is more than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show less than 0.05, these results indicate that job satisfaction has a positive and significant effect on OCB. This is because employees are willing to follow changes within the company and always attend meetings that are mandated, but are considered important by employees, so that superiors always provide opportunities to convey ideas that are useful in supporting the achievement of work programs and motivating promotions. employees to develop further.

5.6 The effect of QWL on OCB through Job Satisfaction

Based on the hypothesis test in this research, the T-statistic value was 1.143, the original sample value was 0.017, and the P value was 0.253. The T-statistic value is less than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show more than 0.05, this result shows that job satisfaction is not able to influence the quality of work life on OCB. Unmediated, meaning that without involving the mediator variable (job satisfaction), the independent variable (quality of work life) is directly able to influence the dependent variable (OCB). This is because employees have the opportunity to develop skills in the company which influences OCB, although it is not mediated by employee job satisfaction.

5.7 The effect of KM on OCB through job satisfaction

Based on the hypothesis test in this research, the T-statistic value was 2.047, the original sample value was 0.207, and the P value was 0.012. The T-statistic value is more than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show less than 0.05, these results indicate that job satisfaction is able to partially mediate (part mediation) the influence of knowledge management on organizational citizenship behavior. The mediation part means that the independent variable (KM) is able to directly influence the dependent variable (OCB) without going through or involving the mediator variable (job satisfaction). This is because the company cultivates a culture of sharing knowledge between employees, and is assisted by superiors who always provide direction to employees in carrying out their work, making employees work enthusiastically and avoiding conflicts between co-workers.

5.8 The effect of Job Satisfaction on OCB moderating Self-Efficacy

Based on hypothesis testing in this research, the T-statistic value was 2.075, the original sample value was 0.301, and the P value was 0.038. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show less than 0.05, these results indicate that self-efficacy is pseudo-moderated to influence job satisfaction in the OCB. This means that without involving the mediator variable (self efficacy), the independent variable (job satisfaction) is directly able to influence the dependent variable (OCB). This is because employees have the opportunity to develop skills in the company which influence OCB, although it is not moderated by self-efficacy.

5.9 The effect of Job Satisfaction on OCB moderated by Knowledge Sharing

Based on the hypothesis test in this research, the T-statistic value was 0.710, the original sample value was -0.091, and the P value was 0.478. The T-statistic value is smaller than the T-table value of 1.96, the original sample value shows negative results, indicating that knowledge sharing is a moderating predictor to influence job satisfaction with OCB. A moderating predictor means that the independent variable (knowledge management) is unable to directly influence the dependent variable (OCB) without going through or involving the mediator variable (job satisfaction). This is because the company cultivates a culture of sharing knowledge between employees, and is assisted by superiors who always provide direction to employees in carrying out their work, making employees enthusiastic about working and avoiding conflicts between co-workers.

6. Managerial Implications

The managerial implication of this research is that companies can find out how their workers perceive the OCB patterns implemented in the company and the extent to which workers expect an ideal OCB and try to achieve it. Leaders and followers are expected to share understanding with each other in order to achieve the best OCB. Including employees will feel satisfied with their work and loyal to the organization. Employees who have OCB will work harder and are willing to do more than what they should do. QWL has a significant influence on all OCB dimensions related to job satisfaction. So management always encourages the creation of a performance that they must work on. Employees who increase their efforts to work hard for the benefit of the company, accept the company's goals and principles, and are proud of their company are employees who have high management knowledge. Other factors that can trigger OCB are knowledge sharing and self-efficacy. Providing fees and rewards will further increase employee job satisfaction with OCB. One implementation of human relations is to always consider the costs (expenses or sacrifices) with the rewards (awards or benefits) obtained from the interaction. The higher an employee has good self-efficacy, the more OCB will be created in the employee, so employee knowledge sharing will increase if the organization has employees with a high QWL mentality. Employees who feel satisfied tend to develop high OCB behavior and ultimately have a positive impact on overall company performance. This condition can trigger an increase in individual performance which will ultimately improve overall organizational performance.

7. Conclusion

This research tries to analyze variables related to quality of work life, knowledge management, job satisfaction, and OCB. From the results of the calculations in this research, it can be concluded that QWL has no effect on Organizational Citizenship Behavior in employees, meaning that whether the quality of employee work life is good or bad, it will not have an effect on employee OCB. KM has a positive and significant effect on OCB, meaning that if KM in a company is high, employees will increase OCB at work. QWL has a positive and significant effect on job satisfaction, indicating that if the quality of employee work life is good, employee job satisfaction will increase. KM has a positive and significant effect on job satisfaction, this means that if employee knowledge management is good, employees will experience high job satisfaction. Job Satisfaction has a positive and significant effect on OCB. If employee job satisfaction is high, employee OCB will increase. What is surprising is that Job Satisfaction is not able to mediate the influence of quality of work life on OCB, while Job Satisfaction is able to partially mediate the influence of knowledge management on OCB.

8. Recommendation

Based on the conclusions above, several suggestions can be put forward for consideration by employees and future researchers: Companies can consider providing facilities for discussing knowledge with each other, such as providing a special room (office corner) that is comfortable for discussions. Companies can facilitate this by trying to give appreciation for what the company provides, such as giving promotions to high-achieving employees, which prioritizes stimulating the emergence of new potential. It is also hoped that the company can create comfort and strengthen relationships between employees, such as holding regularly scheduled meetings. Suggestions for future researchers, who will conduct research in the same field and use this research as a reference, are that it needs to be reviewed again because it does not rule out the possibility that there are statements that are not appropriate and with additional samples and population size.

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