



KNOWLEDGE MANAGEMENT SYSTEMS AND THEIR ROLE IN IMPROVING EMPLOYEE PERFORMANCE: APPLIED RESEARCH IN THE GENERAL COMPANY FOR ELECTRIC POWER PRODUCTION/MIDDLE EUPHRATES

Basim K. M. Nasrawi¹, Mohammed Moh Arrak², Hameed Shukur AbdulAmeer Al-Azzawi³,
 Technical College Al-Mussib, Al-Furat Al-Awsat Technical University, Iraq¹
 Ministry of Electricity/General Company for Electrical Energy Production/Middle Eurphrates²
 Imam Al-Kadhum College (IKC), Iraq³
 Corresponding Author Email: basim.ibrahim@atu.edu.iq

Article history:	Abstract:
<p>Received: 8th January 2025 Accepted: 7th February 2025</p>	<p>The management of the public company supervises all production operations for electrical and renewable energy in a way that ensures efficiency un the implementation and adherence to establishment plans and timetables for the completion and maintenance of electrical stations. General direction and follow up of executive plans and programs, supervision of the work stations, setting goals and preparing plans. The company's work, developing project work and preparing designs for the operational energy of electrical stations. The main sections of the company consist: The general director, Finance department, Administrative department, Generation stations department, Quality department, Fuel department and Follow-up department, as shown in the following figure (1).</p>

Keywords:

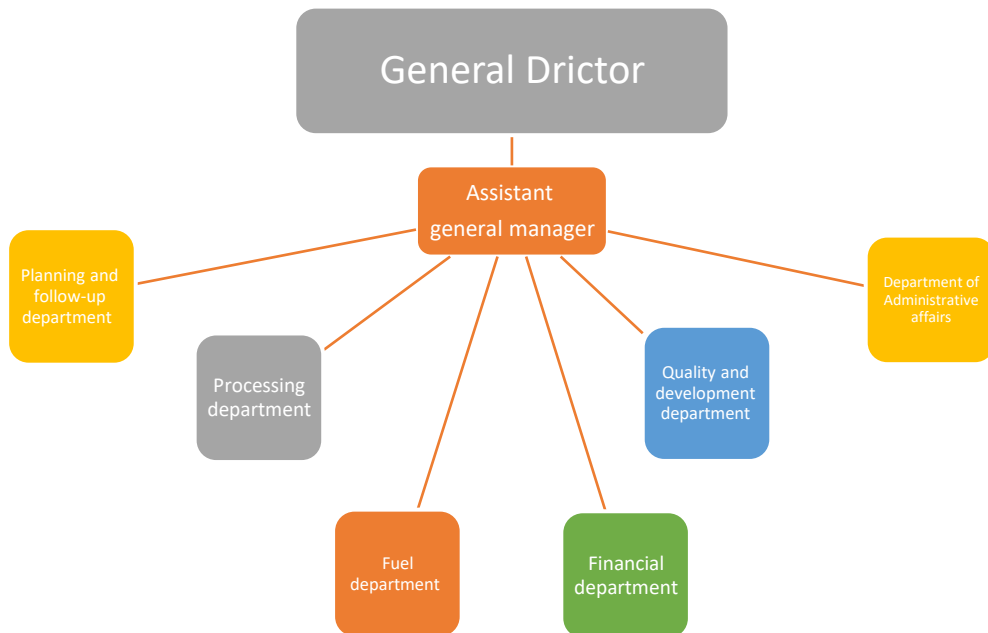


Figure1. shows the company's job description

The organization expands and develops into new areas and as its approach changes, especially in business, it gains significant institutional knowledge that is of invaluable benefit to the association. Knowledge is imparted and transferred from the old employees and workers to every new employee coming in. This is very important for the success of the business. The organization is effectively made to propagate and elevate the level of expertise of those employees in order to reinforce the efficiency of their practices through practical knowledge management. Knowledge management serves to some degree to the improvement of the performance of employees through knowledge generation, storage and dissemination, and knowledge application within the company. What knowledge management further facilitates is



that it enhances individual knowledge and enables employees to draw from the stock of knowledge for improved practical performance and cope with the external environment. The General Company for Electric Power Production/Middle Euphrates has taken the field for applying the research. We found that the company implements some policies that fall within the framework of knowledge management, but it suffers from some shortcomings in disseminating and distributing knowledge, The current research aims to find effective solutions that contribute to raising the productivity of workers and reducing their absences and turnover at work, and thus improving their performance, by offering some suggestions that help the business being studied activate the function of management of knowledge in order to increase overall productivity.

Keywords: technical knowledge management, employee performance, Production.

1. INTRODUCTION

One of the modern administrative strategies, knowledge management goals to develop organizational performance overall, management techniques, and administrative philosophy. This approach has helped many production and service organizations in various areas of improvement, especially in improving the performance of employees, because this administrative method is characterized by its connection It is directly related to the human element, and knowledge is what most distinguishes companies in light of the new economy, as it is their real wealth. Therefore, they must manage it, benefit from it, and make it available in the organization. Knowledge management is concerned with knowledge in itself, to make it available in a way that allows it to be exploited and benefited from. Knowledge management has received increasing and rapid attention, as several factors and administrative initiatives have contributed to this development, such as business transformation, the emergence of information management, learning organizations, and organizational learning. Since individuals possess the experience, information and all the abilities that would give the organization opportunities, knowledge management is principally concerned with human resources. To improve its performance to maintain its position in the environment in which it operates, through continuous improvement in the performance of that worker at all levels and in several specializations. Technical knowledge management is one of the main requirements that must be taken into consideration in modern business environments that depend on the use of advanced means and techniques in many fields to contribute to improving the performance of the human element, which is seen in the overall performance of the business.

2. RESEARCH METHODOLOGY:

A. Research problem:

The research challenge stems from the finding that the majority of corporate organizations in the nation do not prioritize the idea of a knowledge procedure (information dissemination and distribution) that is available to all of their employees. Therefore, these organizations are unable to effectively utilize the knowledge assets attributed to them in most fields to achieve their targets, involving selecting competent employees and improving their performance.

B. research importance:

The variables that the research examines determine its significance, which are:

1. Technical knowledge management: What technological advance has contributed most to increasing productivity? It is important to know this so that information can be accessed and shared within the organization.
2. Employee performance: It is straight associated to the work done by the human resources characterized by the workers and how they contribute to the success of the organization. It can also be objectively measured to identify areas where employee performance may be enhanced going forward.

The knowledge development process is considered crucial in the context of building knowledge management, as the organization focuses at this stage on how to manage and process knowledge sources well so that it can produce knowledge that all employees can use. In this case, the focus is on developing the exchange of tacit knowledge and gathering Explicit knowledge in a database for reference when needed (Palupiningtyas, et. Al, 2024, 3).

C. Research Aims:

The research aims to achieve the following:

1. illuminating the notion of knowledge administration as a tactic that the corporation may use to accomplish most of its objectives, both present and future, and to attain excellence in terms of culture, technology, and finances.
2. Focus on the organization's most valuable resource, which is its human capital or employees, and try to identify the main strengths and weaknesses in performance. It aims to improve the performance of workers by determining the extent to which the procedure of gaining and establishing knowledge affects that process.

The research hypothesis, its variables, and its procedural definitions:

A review of knowledge management literature and its influence on improving employee performance led to the crystallization of the current research model. Figure (2) illustrates the chart that was created to identify the major and

sub-variables that exhibit correlations with different degrees of effect between them. The model was designed in light of the study challenge and its objectives, as the model contains two variables: the explanatory variable is knowledge management, which carries within it three sub-dimensions (application of knowledge, acquisition of knowledge, dissemination of knowledge), and the response variable is improving employee performance and includes increased productivity, quality of work, flexibility and speed of response to changes.

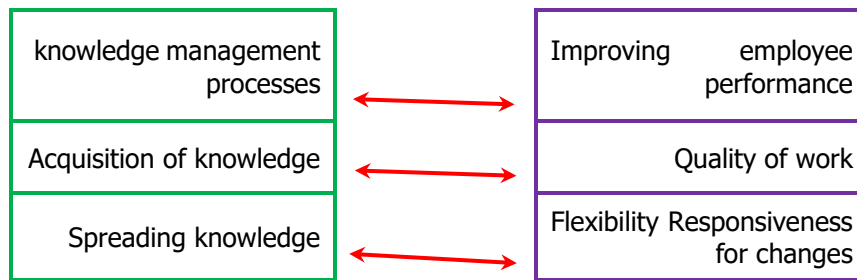


Figure 2. The relationship of knowledge management and its consequences.

The first section: The theoretical aspect of the research

1. The concept of technical knowledge management:

The fields of organizational learning and organizational memory have long been researched, so knowledge management is not a new subject. However, recent trends have made it necessary and beneficial from a technical perspective, and it is also essential for gaining a competitive edge (Jennex, 2007, 3). The extension of increased value while sustaining core competencies is encapsulated with the name knowledge management, and the production and distribution of advanced products or facilities, the management and strengthening of associations with customers, partners and suppliers, and supervision and enhancement of processes and work procedures are just some of the business giving knowledge management to troubleshoot (Nawawi et. al, 2022). Knowledge management gives practical models that give knowledge on the structure of the organization, workflow and management plans, and give information on the organization, people, and their technology regarding that organization (Awad, 2007, p. 76 Knowledge management collects, unifies, stores, and exploits knowledge that exists in the organization, especially tacit knowledge known by individuals, in addition to the general store of known knowledge (explicit) (Bartlett 2021, 5). A management theory introduced in the 1990s as a facilitation system. Knowledge management is the collection and distribution of knowledge or know-how that pertains to the company. It is a technique for collecting, producing, simplifying and enhancing understanding (Lestari, et. Al, 2018). According to Jennex (2005), knowledge management is the art of applying the lessons learned from previous experiences to make better decisions in the present and the future for the purpose of improving the performance of the company. This definition implies that there are many unique buildings blocks-from creation to organization to sharing and use-that are important in knowing different aspects. There is, however, another definition Girard et al. (2015) provide: Knowledge management is the act of planning, organizing, motivating, and monitoring the people, processes, and systems in an organization to ensure improvement of its knowledge assets, thus causing enhanced performance. Knowledge management can create an environment in which knowledge is freely exchanged, improving the practice of specific trades and enhancing administration around realizing organizational vision and mission (Chen et al., 2020). Knowledge management systems, rather than wide IT set-ups, should be established essentially in any company. They are necessary for the definition of even distribution of knowledge among employees in an organization and in organizations where the web-based knowledge management systems absorb, store, discuss and apply knowledge; they could help in making technology more increasingly effective and efficient in the learning process to acquire and use IT in creating such processes (Nurprihatin, et al., 2020), and technical knowledge has been known as practical experience and technical know-how that can be relied upon in performing tasks (United Nations, 1992, 37). The term technical knowledge also refers to the ability of people to understand and how to use the technical means used in their various works, and that this knowledge is Acquired depending on academic qualifications, practical experience, and accumulation of experience over some time (Rashid and Yahya, (2005). Digital technologies have the potential to enhance knowledge exchange by eliminating geographical and temporal barriers among staff members, granting information access, improving the process of knowledge share, and augmenting knowledge exchange itself. An advantageous part in improving the process of determining decisions (Deng, et al, 2022, 9).

2. Dimensions of knowledge management:



There are many dimensions on which knowledge management is based, the most important of which, according to (Sveiby, 2001, 162):

A. Social dimension

Individuals sharing information, forming organizations of knowledge-makers, and establishing communities based on these knowledge-makers' inventions are the main goals of this. The social dimension offers a supportive corporate culture in addition to facilitating the sharing of personal experiences and the development of networks of productive connections between people.

B. Technological dimension

This dimension stands for databases used for intellectual capital management, search engines, and collective software entity products, which collectively address problems that knowledge management may face from a technological point of view.

C. Organizational dimension

Knowledge acquisition, management, storage, dissemination, improvement, and augmentation for reuse are all represented by this dimension.

3. Objectives of knowledge management

Knowledge management is about managing the knowledge capital and intellectual assets of its personnel to provide fundamental experiences for employees (Carig 2000, 89). Effective management offers a comprehensive setting for enhancing content knowledge and its use in the creation and provision of goods and services; control over the workplace can enable as a result, employees come up with innovative ways to solve challenges that would otherwise be unsolvable. The good management of knowledge becomes a vehicle for innovation and organizational learning and enhances networking between the internal and external members of the organization, benefiting the company in maximizing the values from its employees through knowledge management.

4. Types of knowledge:

The knowledge's result is an arrangement and a systematic way of thinking applied to data and information. For a company, by people's attitudes and thoughts, as well as by people's commitments and motivations, it creates knowledge. In the modern economy, knowledge that can potentially be capitalized upon constitutes a competitive advantage for an organization - competitive advantage is seasoned by utilizing the whole of the data and information. The output that gives the company a long-standing competitive advantage: a fundamental resource that, for the modern economy, has gained more value than labor, money, or land.

Knowledge can be divided into two categories: virtual knowledge and tacit knowledge. It is the knowledge that is stored in the brain of an individual. Apart from the human brain, virtual information can be discovered in paperwork or other types of storage. Virtual knowledge can therefore be saved or lost. Facilities, goods, procedures, services, and systems are all included (Filemon A., 2008, 4).

a. Tacit knowledge:

Research interest in managing tacit information and creating an environment conducive to its exchange in the workplace is on the rise, although many studies have focused on knowledge in general or explicit knowledge in particular; Nguyen (2021, 3) asserts that tacit knowledge sharing is essentially a collaborative process and is a social dilemma that puts counter-acting motivational forces on individuals to share or not share their knowledge with the project team (Pais & Santos, 2015) and has been described under such terms as cognitive capital, expert knowledge, intellectual capital, talents, and skills (Biloslavo & Lombardi, 2021). Employee abilities and experience-based knowledge are referred to as implicit knowledge, and they may be demonstrated by their deeds, assessments, attitudes, opinions, commitments, and motivation. Acquisitions, reorganizations, reductions in staff, brain drain, redistribution, retirement, resignation, and retrenchments, dismissals, the growing on-demand workforce, millennials' shorter tenures at one company, the baby boomers' retirements, and employee deaths often cause tacit knowledge to be lost (Meister & Willyerd, 2021). Therefore, adequately gathering tacit knowledge can help organizations, particularly those that are at risk of losing their competitive edge based on knowledge, avoid knowledge loss. Everyone agrees that learning or gaining tacit knowledge is simple and can be accomplished through discussions, shared experiences, training and direction, skills, beliefs, values, and imitation. Face-to-face (Mohajan, 2017), tacit knowledge represents the basis for organizational knowledge development, therefore the initial focus of knowledge development is to exchange tacit knowledge using the socialization method, which emphasizes discussion among employees, and at this stage of knowledge exchange, rewards are given to employees who They can share the tacit knowledge they have so that it becomes explicit knowledge (Palupiningtyas, et. al, 2024,3)

For every individual in the company, implicit knowledge is a repository of collected experiences, mental diagrams, and a collection of learned skills, intuition, and growth. Because it is concealed and not readily evident, it is known as tacit.

It is inside the head, and until the owner opens it and gives permission to utilize his experience and expertise, others cannot know what is inside this box.

B. Explicit knowledge:

Know-how involves all data identified with various databases and information encoded, stored and/or published which fall under explicit. Explicit know-how is therefore easily encoded and/or shared or transferred. In simple terms, anything touchable obtains its name from the dimension of explicitness. The value definition of knowledge applies here. If we ask: What is the explicit knowledge of the organization? It can be said that it is "policies, procedures, reports, engineering designs, IT infrastructure, tasks, and objectives documented or kept somewhere in the organization, and without direct contact between humans it can be called explicit knowledge, and the figure can be summarized. Next: what does explicit knowledge mean (Kadio, et. Al, 2023, 4).

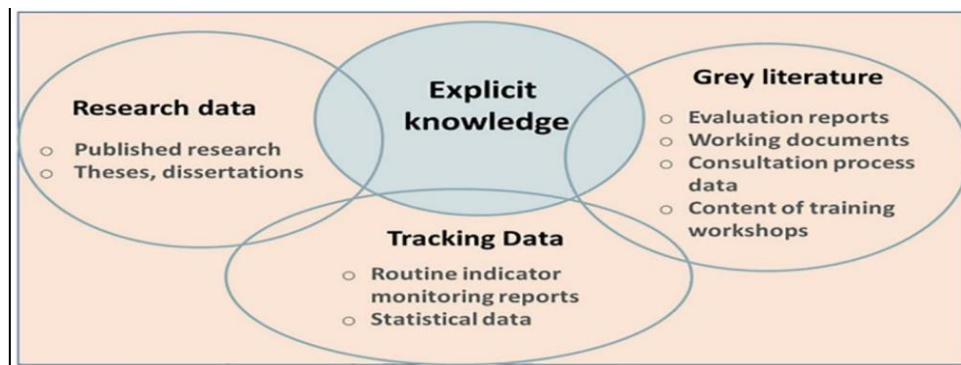


Figure 3. Representation of Explicit Knowledge in Organizations

Source: Kadio K, Dagenais C, Ridde V (2023)

Explicit knowledge cannot be viewed in isolation from tacit knowledge; they are therefore complementary. It is rather tacit knowledge that supplies the context for understanding explicit knowledge. For instance, someone who lacks technical, mathematical, or scientific knowledge (tacit knowledge) will find it quite hard to understand something very complex like a mathematical formula or a chemical process flowchart, knowing full well this documentation may have been readily available in the organization's library or databases (explicit knowledge). And if we do not try to convert tacit knowledge into explicit knowledge, such knowledge would remain effectively hidden and cannot be accessed from inside the head of the person who owns it (Filemon A., 2008). This dynamic interplay of implicit and explicit knowledge may transform personal knowledge into organizational knowledge. The interplay of these two types of knowledge gives rise to what is now referred to as the four modes of knowledge transformation, which is the dynamics underlying the knowledge generation process in organizations (Nonaka, 1996).

	To tacit knowledge	To explicit knowledge
From tacit knowledge	Socialization	Externalization
From explicit knowledge	Internalization	Combination

Source: Nonaka, I., "Dialogue on leadership", <http://www.dialogueonleadership.org/Nonaka-1996.html> (1996)

C. Employee productivity:

The company is trying to increase the productivity of its members to achieve success and obtain maximum profits. For this reason, The business needs to focus on the elements that can increase the productivity of its members, and one of these factors is a comfortable organizational environment. If the members of the organization are treated well, they will participate They understand the workflow, thus improving the level of work productivity (Febrieani & Subagio,



2023, 93). Employee productivity is the term used to describe the ratio between the volume of outputs and the volume of inputs. It measures the efficiency of applying production inputs, such as labour, capital, etc., and compares the number of inputs. used to produce those goods and services. Employee productivity represents the key to competitiveness, and at the corporate level, it represents the efficiency of the company's production process. Many factors affect employee productivity, which includes administrative factors, employee health, employee motivation, and communication between people involved in the production process (Igbaji et. al, 2024, 2,4), employee productivity also indicates the extent to which the employee can accomplish the tasks assigned to him efficiently and effectively (Rabiu, et. al, 2024, 6), and employee productivity is determined primarily from Through the characteristics of the employee and the characteristics of the organization, as the features of the employee include age, gender, education, job experience, innate abilities, etc., while the characteristics of the organization include the organizational nature, whether (small, medium, or large), employee development and retention, organizational leadership, work environment, and the adoption of operating and management strategies. Technology-based (Khaleque, 64-65).

Employee productivity generally depicts the degree of efficiency and the time taken to execute a specific job. When an employee is productive, he or she executes a specific job more efficiently and effectively within a given time frame. On the contrary, such individuals consume more time in executing specific jobs that cost money, having been found to be one of the intervening variables in showing the link between employee loyalty and satisfaction (Singh, & Chaudhary, 2022, 184), the success of an organization is highly dependent on employee productivity which directly will then contribute to its profitability and overall performance. Specific and measurable targets must be made; sufficient training and development opportunities must be provided; encouragement of employee engagement; making available proper tools and resources; and supporting work-life balance; this is how employers can do to increase employee productivity (Sridevi, & Preetha, 2024, 2).

The process of hiring and training employees within the organization entails some benefits, the most important of which are:

- 1 - Expanding the workers' knowledge and abilities results in improved performance and higher production profitability.
- 2 - maximizing each person's expertise, which results in the establishment of internal control.
- 3- supplying another employment grade that is trustworthy for authority delegation and competent oversight.
- 4- decrease in workplace accidents when appropriate operation and awareness of working circumstances are present.
- 5- Remind staff members of performance evaluation techniques and brief them on new developments.
- 6- raising the person's awareness of the issues he is experiencing or will likely encounter.
- 7- Develop individual and group behaviours at different organizational levels.
- 8- Help restore the employment structure's quantitative and qualitative equilibrium with regard to of oversupply or shortage.

Comparing the financial statements for the year 2021 with those for the year 2020 (Table 3), we notice an improvement in the performance of company financial. This is the result of the depth of the relationship that benefitted from aspects of knowledge management in supporting, enlightening and enriching the efficiency of workers in various sectors of the company.



Table 1: Profit and loss statement for the year ending 2021

Indications	Amount	Account No
Expense	IQD	
Salaries and wages	104,634,883,000	31
Merchandise Supplies	706,550,000,000	32
Service items	63,196,881,540	33
Purchases to sell	140,000,000,000	35
Extinction	179,000,000,000	37
Transferring Expenses	70,000,000	38
Other expenses	700,000,000	39
Total expenses	1,194,151,764,540	
Revenue		
Current activity revenue	1,129,579,004,540	41
Revenue from commercial activity	64,617,760,000	42
Revenue from a service activity		43
Operating income for others	40,000,000	44
Cost of assets manufactured		45
Benefits and rents		46
Benefits		47
Transferable revenue		48
Other income		49
Total revenue	1,194,236,764,540	
Net profits or losses	85,000,000	

Table 2: Profit and loss statement for the year ending 2020

Indications	Amount	Account No
Expense	IQD	
Salaries and wages	101,540,000,000	31
Merchandise Supplies	750,000,000,000	32
Service items	65,550,000,000	33
Purchases to sell	146,000,000,000	35
Extinction	170,000,000,000	37
Transferring Expenses	80,000,000	38
Other expenses	710,000,000	39
Total expenses	1,233,880,000	
Revenue		
Current activity revenue	1,110,690,000,000	41
Revenue from commercial activity	61,510,200,000	42
Revenue from a service activity		43
Operating income for others		44
Cost of assets manufactured	10,000,000	45
Benefits and rents		46
Benefits		47



Transferable revenue		48
Other income		49
Total revenue	1,172,210,200	
Net profits or losses	61,669,800	

Table 3: The cash flow statement as at 13/12/2021

Revenue from current activity	765,147,032,750
Transferred Revenues (excluding H/482)	66,056,233
Other revenues except for	3,360,405
Current activity creditors except	415,347,405,533
Increase in reserves	5,628,311,080
Total cash inflow	1,186,192,166,001
Cash payments are deducted from	
Uses	472,475,569,833
Transferring Expenses	
Other expenses	56,081,330
Increase in inventory	5,822,784,348
Receivables of current activity except	753,997,165,370
Total cash paid	1,232,351,600,881
Cash flow from unusual paragraphs	
Cash receipts	-5,147,085,104
Cash payments	23,006,445,195
Total subtracts	17,859,360,091
Net cash flow from operating activities	-64,018,794,971
Cash flow from investing activities	2,418,292,176
Cash flow from financing activities	-61,600,502,795
Cash received from	
Net cash flow from the three activities	-367,014,853
The cash balance is added for the first period of 1/1/2021	930,705,091
Cash balance as of 12/31/2021	563,690,238

Table 4: The statement of transfer revenue

	2021	2020
--	------	------



Grants	61,233,487,942	50,7158,35,000
Transferable revenue	66,056,233	106,255,463
Previous years revenue	1,332,8295	12,096,000
Incidental revenue	32,110	740,000
Total	61,312,906,601	50,834,928,483

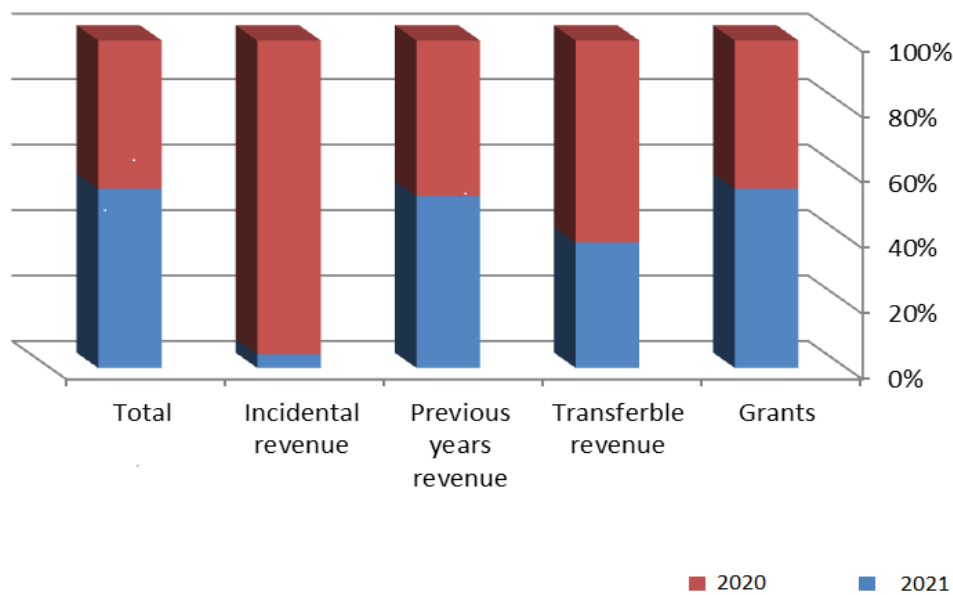


Figure 1: Shows the statement of transfer revenue

Discussing the research results:

1. By comparing the results in the financial statement for the year 2020 with the year 2021 , especially the statement of profits and losses above, we can notice the changes that occurred in the financial account, essentially the (42) business account, which includes sales of goods and services for the purpose of selling and the miscellaneous revenues that were generated. Moreover, in exchange for selling commercial services, the company is required to mediate import operations and provide purchasing services directly to the customers as a results of increasing the tacit knowledge of employees and workers in the sales and marketing department through exchanging knowledge and experiences so that it has become by giving the responsible cadres financial rewards and incentives, which has increased from commercial sector revenues from 61,510,200,000 for the year 2020 to 64,617,760,000 for the year 2021.
2. Also, notice through comparison between the statement of profits and losses for the year 2020 and 2021, that employee productivity has increased to achieve the profits targeted by the company's internally manufactured assets, as a result of reflecting the productivity of employees and the level of operational efficiency in the time specified for performing the task through the company's management encouraging the use of tacit knowledge in the cost department and manufactured materials in exchanging information and encouraging knowledge and technical discussion among employees, it become explicit department can he spreads it among his co-workers.

CONCLUSION AND RECOMMENDATIONS

- 1- The importance of emphasizing knowledge as a planning instrument that may be used to accomplish the objectives of the organization by attempting to gather, organize, and manage knowledge in a way that complies with business policy.
- 2 - focusing on the aspect of training staff members as the primary tool for the organization's recruiting and recruitment process to be successful.
- 3- use some appropriate administrative procedures to acquire personnel with the aim of avoiding conflict with staff members.



- 4- Connecting the concept of knowledge management to all other variables for the purpose of employee performance steps running from appointment, training, and evaluation to attainment of desired goals.
- 5- All organizations in the local context should have a periodic mechanism for evaluating the work performance of their employees that would integrate every dimension of knowledge in enhancing the performance level of these employees on the road to achieving consonance and congruence between the workers' level of knowledge and the results they generate within the organization.
- 6- Help develop introductory and educational curriculum in local businesses, including dissemination around knowledge concepts, constituents, and dimensions to all employees and workers; introduce knowledge management as the world's key to future excellence and distinction against continuous competition in the labor market due to change in the business environment.

REFERENCES

1. Yumhi, Y., Dharmawan, D., Febrian, W. D., & Sutisna, A. J. (2024). Application of Rapid Application Development Method in Designing a Knowledge Management System to Improve Employee Performance in National Construction Company. *Jurnal Informasi Dan Teknologi*, 155-160.
2. Jennex, M. E., Smolnik, S., & Croasdell, D. T. (2007). Knowledge management success. *International Journal of Knowledge Management*, 3(2), 1.
3. bin Nawawi, M. N., bin Samsudin, H., Saputra, J., Szczepańska-Woszczyna, K., & Kot, S. (2022). The effect of formal and informal regulations on industrial effluents and firm compliance behavior in Malaysia. *Production Engineering Archives*, 28(2), 193-200.
4. . Awad, E.M., 2007. "Knowledge Management", Pearson Education, India, 480 pages
5. Bartlett, J. D., & Drust, B. (2021). A framework for effective knowledge translation and performance delivery of Sport Scientists in professional sport. *European journal of sport science*, 21(11), 1579-1587.
6. Lestari, N. D. S., & Juniati, D. (2018, September). Exploring the Knowledge of Content and Teaching (KCT) of prospective math teacher in planning mathematical literacy teaching. In *Journal of Physics: Conference Series* (Vol. 1097, No. 1, p. 012150). IOP Publishing.
7. Jennex, M. E. (2005). What is KM? *International Journal of Knowledge Management*, 1(4), i-iv.
8. Girard, J., & Girard, J. (2015). Defining knowledge management: Toward an applied compendium. *Online Journal of Applied Knowledge Management*, 3(1).
9. King, W. R. (2009). *Knowledge management and organizational learning* (pp. 3-13). Springer US.
10. Chen, X., Wei, S., & Rice, R. E. (2020). Integrating the bright and dark sides of communication visibility for knowledge management and creativity: The moderating role of regulatory focus. *Computers in Human Behavior*, 111, 106421.
11. Nurprihatin, F., Jayadi, E. L., & Tannady, H. (2020). Comparing heuristic methods' performance for pure flow shop scheduling under certain and uncertain demand. *Management and production engineering review*.
12. Rashid & Yahya, (2005), Technical knowledge and its role in developing accounting information systems in light of the use of modern information technologies, Al-Zaytoonah University of Jordan, Faculty of Economics and Administrative Sciences, Fifth Annual Scientific Conference, April 2005.
13. Deng, H., Duan, S. X., & Wibowo, S. (2023). Digital technology driven knowledge sharing for job performance. *Journal of Knowledge Management*, 27(2), 404-425.
14. Sveiby, K., 2001. "What is Knowledge Management". Article, Prentice Hall Inc., USA, 24 pages.
15. Craig, 2000. "Knowledge Management for Development" USA, Demise Publications Inc, 234 pages.
16. Filemon, A., & Uriarte, J. (2008). Introduction to knowledge management. *ASEAN Foundation, Jakarta, Indonesia*.
17. Nguyen, Ngoc Lan, (2021), Tacit knowledge sharing within project teams: an application of social commitments theory, *VINE Journal of Information and Knowledge Management Systems* © Emerald Publishing Limited 2059-5891.
18. Biloslavo, R., & Lombardi, R. (2021). Knowledge transferring and small and medium enterprise's (SME's) effectiveness: emerging insights and future directions. *Business Process Management Journal*, 27(6), 1747-1774.
19. Meister, J. C., & Willyerd, K. (2021). *The 2020 workplace: How innovative companies attract, develop, and keep tomorrow's employees today*. HarperCollins Publishers Inc.
20. Mohajan, H. K. (2017). Tacit knowledge for the development of organizations. *ABC Journal of Advanced Research*, 6(1), 17-24.
21. Oranga, J. (2023). Tacit Knowledge Transfer and Sharing: Characteristics and Benefits of Tacit & Explicit Knowledge. *Journal of Accounting Research, Utility Finance and Digital Assets*, 2(2), 736-740.



22. Kadio, K., Dagenais, C., & Ridde, V. (2023). How does explicit knowledge inform policy shaping? The case of Burkina Faso's national social protection policy. *Plos one*, *18*(4), e0284950.
23. Nonaka, I., "Dialogue on leadership", <http://www.dialogueonleadership.org/Nonaka-1996.html> (1996).
24. Febrieani, E., & Subagio, S. (2024). Inclusive Communication of PT Akses Teknologi Indonesia Leaders in Improving Employee Productivity. *AICCON*, *1*, 92-105.
25. Igbaji, P. M., Okpo, E. I. E., Ufot, J. J., Johnson, O., Lateefah, Y. I., & Okwudiri, O. M. (2024). A Conceptual Review on Compensation Management and Employee Productivity. *Frontiers in Management Science*, *3*(1), 1-5.
26. Rabi, M. M., Adewale, B. A., Lamino, A. H., Olalekan, A. J., & Oluseun, O. O. (2024). Employee job satisfaction and employee productivity in Nigeria's federal civil service: An empirical examination of communication as metric for job satisfaction. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, *9*(3), 6.
27. Khaleque, M. (2024). Training and employee productivity: Does the relationship vary with regulation? An empirical analysis of the microfinance sector in Bangladesh. *Management Science Letters*, *14*(2), 63-76.
28. Singh, & Chaudhary, (2022), Employee Productivity: An Analysis of Dimensions and Methodology through Systematic Literature Review *Empirical Economics Letters*, *21* (Special Issue 4): (April 2022) ISSN 1681 8997.
29. Sridevi, M. R., & Preetha, S. (2024). The Crucial Role Of Communicative Career Competency In Enhancing Employee Productivity: An Analysis Of The It Sector. *Migration Letters*, *21*(S5), 1190-1199.