

Strengthening Digital Knowledge Sharing, Training, and Product Innovation Capability on Organizational Performance in the Bridal Makeup Business Community in Semarang Regency, Indonesia

Herlin Dewi Isnaeni¹, Abdul Aziz²

^{1,2}Department of Digital Business, Faculty of Economics, Law, and Humanities, Universitas Ngudi Waluyo, Central Java, Indonesia. Email: herlinisnaeni22@gmail.com

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ABSTRACT

This study aims to analyze the influence of Digital Knowledge Sharing and training on Organizational Performance with Product Innovation Capability as a mediating variable in the HARPI Melati bridal makeup business community in Semarang Regency. The researcher used a quantitative approach, employing a survey, by distributing questionnaires to community members. This study used 71 respondents as the sample and analyzed the data using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method in SmartPLS. The results of the study indicate that Digital Knowledge Sharing has a positive and significant effect on Organizational Performance, thereby improving work effectiveness, coordination, and organizational productivity. In addition, Digital Knowledge Sharing has a significant effect on Product Innovation Capability, meaning that the more active members are in sharing information and experiences, the greater the organization's opportunity to generate product innovation ideas. This study also shows that training has a positive and significant effect on Organizational Performance, as it improves member competency and enhances the quality of organizational services. Training also has a significant effect on Product Innovation Capability, enabling work capability development programs to strengthen members' creativity and innovative abilities. These findings indicate that product innovation has not directly impacted organizational performance because it has not been optimally implemented or generated perceived added value. Furthermore, Product Innovation Capability also failed to mediate the influence of Digital Knowledge Sharing or training on Organizational Performance.

Keywords: Digital Knowledge Sharing, Training, Product Innovation Capability, Organizational Performance.

I. Introduction

The development of information and communication technology has driven significant changes in various fields, including organizational activities and the business world. These changes affect how organizations operate, manage resources, and develop strategies to maintain business sustainability. Ayyasy & Maelani (2024) state that the Industrial Revolution 4.0 has accelerated digitalization, requiring every organization to increase efficiency and competitiveness through technology. Digitalization is closely linked to



increased business competition across various sectors. Digital technology accelerates the flow of information and dynamically changes interaction patterns between businesses and consumers. Consumers now compare products, prices, and service quality more easily through digital platforms, forcing organizations to continuously innovate and improve their competitiveness. Modern business competition emphasizes not only product quality but also demands operational efficiency and service speed from every organization. Organizations need to develop technology-based innovations to create more personalized and relevant customer experiences. The use of digital technology offers significant opportunities for organizations but also poses complex challenges if they fail to adapt effectively.

In an increasingly digitized global economy, the strategic integration of digital knowledge sharing, robust training programs, and enhanced product innovation capabilities has emerged as a critical determinant of organizational performance and sustained competitive advantage (Riadi et al., 2023). This paradigm shift necessitates a re-evaluation of traditional knowledge management practices, moving towards more dynamic, technology-driven approaches that leverage artificial intelligence and advanced digital platforms to facilitate seamless information exchange and collaborative innovation (Cui, 2025). The present study, drawing upon the Resource-Based Theory and the Knowledge-Based View, examines how these interwoven elements collectively contribute to superior organizational outcomes within contemporary firms (Cui, 2025a, 2025b). This research specifically explores the impact of digital knowledge sharing and training on product innovation capability and, subsequently, on overall organizational performance, addressing gaps in the literature on digital maturity and workplace dynamics (Cui, 2025; Sudarti & Dewi, 2023). Indeed, previous research has highlighted the importance of digital knowledge in bridging the gap between digital infrastructure and innovation efficacy, suggesting it can even moderate this relationship (Hussain et al., 2024). This perspective emphasizes the imperative for organizations not only to acquire and manage knowledge effectively but also to foster an environment where this knowledge can be actively shared and applied through advanced digital infrastructures to spur innovation and enhance overall organizational performance (Cui, 2025; Laily et al., 2023). Such dynamic capabilities, particularly in the realm of digital innovation, are instrumental for small and medium-sized enterprises in achieving sustainable performance by enhancing knowledge worker productivity (Tariq et al., 2024). The organizational capacity to leverage information technology for unique product development and operational enhancements underscores the essence of digital innovation, ultimately culminating in sustainable organizational performance (Tariq et al., 2024).

Human Resources (HR) plays a strategic role as an organization's primary asset because it is a key factor in carrying out all company activities. Individual performance determines organizational performance because HR quality is a key factor in achieving goals. At the same time, investment in HR management serves as a long-term strategy for building organizational competitiveness (Taryono et al., 2025). HR management involves a series of activities focused on planning, managing, and supervising employees to achieve organizational goals. This concept suggests that every element of HR management must be integrated and designed to improve team member efficiency and effectiveness. Ainiyah (2025) states that HR management plays a role in increasing productivity and building constructive relationships between the organization and employees. Meanwhile, Siska Asriyanti et al. (2024) emphasize that effective HR management has a direct impact on team member performance. Organizations must adapt to global changes through dynamic HR management systems. Therefore, HR also plays a crucial role in improving organizational performance.

The beauty services industry is one sector directly impacted by digitalization. The bridal makeup industry faces increasingly fierce competition, requiring businesses to improve service quality and develop product innovations. Bridal makeup businesses must stay up to date with beauty trends, expand their market networks, and enhance the professionalism of their services to meet evolving consumer needs. The HARPI Melati Community in Semarang Regency plays a role in the creative economy subsector, which is also facing challenges in the era of digital competition. Data shows that the community has experienced stagnant or even declining growth over the past three years. The number of community members continued to decline from 2022 to 2024, indicating that the organization has not optimally implemented its development strategy. This decline in membership indicates that the community has not optimally implemented Digital Knowledge

Sharing in its organizational activities. Digital Knowledge Sharing can accelerate the dissemination of information, strengthen coordination, and enhance collaboration among members in addressing changing market needs. A community will experience development obstacles if members do not actively share knowledge through digital media.

The community also needs training to improve members' competencies in running their business effectively (Adela Aurelia Kinaya Dewi, 2024). Training can improve members' technical and non-technical skills, including the ability to utilize digital technology for marketing and service (Sibarani & Dwiarti, 2024). Organizations will experience limited development if training programs are not implemented in a targeted, sustainable manner, which can affect productivity and service quality. Communities need Product Innovation Capability, the ability to develop services and innovations that align with consumer trends and needs. Product innovation capability can help organizations increase competitiveness amid dynamic shifts in market preferences. Based on these conditions, this study analyzes the influence of Digital Knowledge Sharing and training on Organizational Performance, with Product Innovation Capability as a mediating variable, in the HARPI Melati bridal makeup business community in Semarang Regency.

II. Literature Review and Hypothesis Development

2.1. Digital Knowledge Sharing

Digital Knowledge Sharing is the process of exchanging knowledge, information, and experience via digital technology, enabling fast, efficient interaction among organizational members. This practice is crucial because knowledge is an organizational asset that can improve work effectiveness, strengthen coordination, and encourage collaboration. Digital Knowledge Sharing also fosters a more open work culture, accelerates decision-making, and strengthens the organization's ability to adapt to changes in the business environment. In this study, Digital Knowledge Sharing is understood as a knowledge-sharing activity involving two main dimensions: knowledge donating and knowledge collecting, which complement each other in the process of knowledge transfer between members (Azizi, 2020, in Panjaitan, 2025). Furthermore, previous research has shown that Digital Knowledge Sharing can improve organizational performance by strengthening more effective digital-based communication and coordination (Evasari & Arif, 2025). Other studies have also shown that digital knowledge management, including knowledge sharing, acts as a catalyst in improving organizational performance by strengthening innovation and digital transformation (Rianto & Nugroho, 2025). The Digital Knowledge Sharing indicators in this study reflect the activities of knowledge gathering, knowledge contribution, and experience and information sharing by organizational members. This literature review delves into the theoretical underpinnings and empirical evidence supporting the interrelationships among digital knowledge sharing, training, product innovation capability, and organizational performance, establishing a foundational framework for the study's hypotheses. It particularly scrutinizes how the strategic implementation of digital tools and methodologies in knowledge management, coupled with targeted training initiatives, directly influences an organization's capacity for novel product development and its overarching performance metrics (Cui, 2025; Putra et al., 2023). Specifically, this section explores the theoretical arguments for digital knowledge and innovation capabilities as mediators between strategic digitalization orientation and organizational performance, addressing a notable gap in prior research (Wang, 2022). Moreover, the mediating role of digital orientation, defined as an organization's strategic commitment to digital technology, critically shapes how knowledge management practices translate into tangible improvements in company performance (Riadi et al., 2023). This comprehensive understanding is crucial, as digitally capable organizations are better positioned to leverage digital tools and resources, thereby improving operational efficiency and fostering innovation (Riadi et al., 2023). This proactive digital orientation encourages experimentation and customer-centricity, ultimately enhancing overall company performance by translating knowledge management practices into improved decision-making, problem-solving, and novel solutions (Riadi et al., 2023).

2.2. Training

Training is a systematic process designed to improve an individual's knowledge, skills, and attitudes, enabling them to perform their work more effectively and efficiently. Training is a crucial strategy because organizations need competent human resources to navigate change and improve service quality. Training is also viewed as an organizational investment that directly contributes to team member productivity, work efficiency, and adaptability. This thesis explains that training is a planned effort that facilitates job-related learning, knowledge, skills, and behaviors, enabling employees to meet established work standards (Novi Anisa Safitri et al., 2024). Furthermore, training is defined as a series of activities designed to improve team member knowledge and skills in a work context (Nurhaliza & Alamsyah, 2025). Other research confirms that the goal of training is to improve team member knowledge, attitudes, skills, and morale to boost work productivity (Afnan, 2023). The training indicators in this study include instructors, participants, materials, methods, objectives, and training targets as measures of the effectiveness of training implementation within an organization.

2.3. Product Innovation Capability

Product Innovation Capability is an organization's ability to develop new products or improve existing ones by adding value, functionality, and uniqueness to meet market needs (Tutiati, 2025). Product innovation capability is an important factor in maintaining organizational sustainability, especially in a competitive and dynamic business environment. This thesis explains that product innovation involves creating new products or improving existing ones to increase competitiveness and customer satisfaction. In addition, product innovation capability relates to how an organization creates value and differentiates itself from competitors, thereby strengthening its market position (Rahmadani et al., 2024). This study also confirms that Digital Knowledge Sharing makes an important contribution to generating new ideas and developing product concepts, thereby strengthening the organization's product innovation capabilities. Product Innovation Capability indicators in this study include product features, product design, and product quality, which describe the extent to which an organization can produce innovations in products and services.

2.4. Organizational Performance

Organizational Performance is the level of achievement of organizational goals that demonstrates the organization's ability to utilize resources effectively and efficiently. Organizational performance is not only assessed by final results, but also by the organization's internal processes, including human resource management, technology utilization, and member coordination. This study explains that organizational performance is an indicator of the achievement of the organization's strategic goals, from both financial and non-financial perspectives, including service quality, innovation, productivity, customer satisfaction, and the effectiveness of internal processes. In addition, good organizational performance reflects the organization's ability to respond to environmental changes, adapt to new challenges, and create added value for stakeholders. Organizational performance can also be evaluated along broader dimensions, including effectiveness, efficiency, productivity, service quality, customer satisfaction, innovation and sustainability, human resource development, and financial performance, as the leading indicators of organizational success. In this study, Anugrah (2021) measures Organizational Performance using indicators of responsiveness, responsibility, and accountability as measures of the organization's ability to provide services, carry out tasks, and be professionally accountable for work results.

III. Results and Discussion

3.1. Respondent Characteristics

Respondents in this study were active members of the HARPI Melati community in Semarang Regency who still run bridal makeup businesses and were willing to fill out the research questionnaire. Respondent characteristics were used to describe the general profile of the respondents who served as the primary data source in this study. Based on the data collection results, all respondents were female, consistent with the characteristics of the HARPI Melati community in Semarang Regency, where the majority of members are women. In addition, respondent characteristics included age range, highest level of education, and type of employment, indicating that respondents came from diverse backgrounds, enabling the data obtained to represent the condition of community members as a whole.

Table 1. Respondent Characteristic

Characteristic	Category	Frequency	Percentage
Gender	Female	71	100%
Age	15–30 years old	16	23%
	30–45 years old	20	28%
	45–60 years old	20	28%
	60–75 years old	15	21%
Length of Work Experience	1–5 years	25	35%
	5–10 years	30	42%
	10–15 years	10	14%
	15–20 years	6	9%

3.2. Validity and Reliability Test Results

Validity and reliability testing were conducted to ensure that all indicators in the study accurately and consistently measure the constructs. Validity testing included convergent validity via outer loadings, while reliability testing used Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). The test results indicated that the research indicators met the eligibility criteria, allowing the measurement model to be used for further analysis.

Table 2. Validity and Reliability Test Results

Variables	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Digital Knowledge Sharing	DKS1	0,796	0,804	0,884	0,719
	DKS2	0,875			
	DKS3	0,830			
Trainnig	P1	0,775	0,836	0,890	0,670
	P2	0,856			
	P3	0,846			
	P4	0,788			
Product Innovation Capability	PIC1	0,911	0,851	0,910	0,773
	PIC2	0,909			
	PIC3	0,794			
Organizational Performance	OP1	0,918	0,907	0,942	0,845
	OP2	0,937			
	OP3	0,889			

Based on the test results, all indicators had outer loadings above 0.70, indicating convergent validity. Furthermore, the Cronbach's Alpha and Composite Reliability values for all variables were above 0.70, indicating the instrument's reliability. Furthermore, the AVE values for all constructs were greater than 0.50, indicating that the constructs adequately explained the indicator variance. Therefore, the research instrument was deemed valid and reliable for testing the structural model.

Testing the inner, or structural, model was conducted to determine the extent to which exogenous variables explain endogenous variables in the research model. In this study, the inner model was evaluated using the R² statistic to determine how much of the variation in the endogenous constructs could be explained by the exogenous constructs. The test results showed that the R² value for the Product Innovation Capability variable was 0.640, indicating that Digital Knowledge Sharing and training explained 64% of the variation in Product Innovation Capability. In comparison, the remaining 36% was influenced by factors outside the model. Furthermore, the R² value for the Organizational Performance variable is 0.704, indicating that Digital Knowledge Sharing, training, and Product Innovation Capability can explain 70.4% of the variation in organizational performance. In comparison, other variables outside the study influence the remaining 29.6%. Thus, the R² value indicates that the research model has strong predictive ability in explaining the relationship between variables.

Table 3. R²

Endogenous Variables	R-Square (R ²)	Interpretation
Product Innovation Capability	0,640	Strong
Organizational Performance	0,704	Strong

3.3. Hypothesis Test Results

Hypothesis testing was conducted to determine the direct and indirect effects between variables in the research model. The test results indicate that Digital Knowledge Sharing has a positive and significant effect on both Organizational Performance and Product Innovation Capability. Furthermore, Training also has a positive and significant effect on Organizational Performance and Product Innovation Capability. However, Product Innovation Capability does not have a significant effect on Organizational Performance, so this variable cannot mediate the effects of Digital Knowledge Sharing or Training on Organizational Performance.

Table 4. SEM Result

Variable Relationship		Original Sample (O)	T-Statistic	P-Value	Decision
H1	Digital Knowledge Sharing → Organizational Performance	0,561	5,461	0,000	Accepted
H2	Digital Knowledge Sharing → Product Innovation Capability	0,352	2,695	0,007	Accepted
H3	Training → Organizational Performance	0,384	2,912	0,004	Accepted
H4	Training → Product Innovation Capability	0,496	4,046	0,000	Accepted
H5	Product Innovation Capability → Organizational Performance	-0,068	0,554	0,586	Rejected
H6	Digital Knowledge Sharing → Product Innovation Capability → Organizational Performance	-0,024	0,521	0,604	Rejected

Variable Relationship		Original Sample (O)	T-Statistic	P-Value	Decision
H7	Training → Product Innovation Capability → Organizational Performance	-0,034	0,558	0,577	Rejected

Based on the results of the hypothesis test on the direct effect, this study found that Digital Knowledge Sharing has a positive and significant effect on Organizational Performance, with a path coefficient of 0.561, a t-statistic of 5.461, and a p-value of 0.000. This finding indicates that the greater the community's digital knowledge-sharing activity, the higher the organization's performance. Furthermore, Digital Knowledge Sharing also has a positive and significant effect on Product Innovation Capability, as indicated by a path coefficient of 0.352, a t-statistic of 2.695, and a p-value of 0.007. These results demonstrate that digital knowledge-sharing practices can strengthen members' ability to generate ideas, foster creativity, and develop innovative services or products. The test results also indicate that training has a positive and significant effect on Organizational Performance, with a path coefficient of 0.384, a t-statistic of 2.912, and a p-value of 0.004. These findings demonstrate that community training can improve members' competency, thereby directly impacting organizational performance. Furthermore, training had a positive and significant effect on Product Innovation Capability, with a path coefficient of 0.496, a t-statistic of 4.046, and a p-value of 0.000. This indicates that training not only improves technical skills but also fosters members' innovative abilities in developing service features, improving quality, and designing products or services that better align with consumer needs.

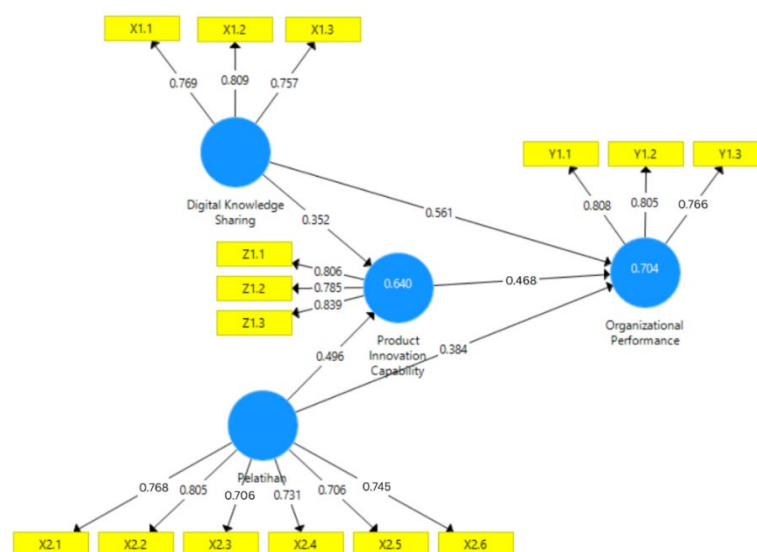


Figure 2. SEM Result

However, this study found that Product Innovation Capability did not have a significant effect on Organizational Performance, as indicated by a path coefficient of -0.068, a t-statistic of 0.554, and a p-value of 0.586. These results indicate that community members' product innovation capabilities have not yet significantly impacted organizational performance. This could be because product innovation is still limited, has not been implemented consistently, or because its impact tends to take longer to be seen in organizational performance improvements. In line with these results, testing the indirect effect indicates that Product Innovation Capability does not mediate the relationship between Digital Knowledge Sharing and Organizational Performance. This is indicated by the indirect coefficient value of -0.024 with a t-statistic of 0.521 and a p-value of 0.604, so that mediation is declared insignificant. In addition, Product Innovation Capability does not mediate the relationship between Training and Organizational Performance, as indicated

by an indirect coefficient of -0.034 ($t = 0.558$, $p = 0.577$). Thus, the results of the study confirm that the increase in organizational performance in the community is more dominantly influenced directly by the practice of Digital Knowledge Sharing and training, rather than through the product innovation pathway as an intermediary variable.

3.4. Discussion

This research analyzes the relationship between Digital Knowledge Sharing and training on Organizational Performance, with Product Innovation Capability as a mediating variable, in the HARPI Melati bridal makeup business community in Semarang Regency. The results show that the structural model has strong predictive power, as demonstrated by R-square values of 0.640 for Product Innovation Capability and 0.704 for Organizational Performance. These findings indicate that Digital Knowledge Sharing and training significantly explain variations in product innovation capability and organizational performance within the community, making both factors crucial for enhancing organizational competitiveness in the digital era. The results of the first hypothesis test demonstrate that Digital Knowledge Sharing has a positive and significant impact on Organizational Performance. This finding suggests that digital knowledge-sharing activities by community members can strengthen organizational performance by improving coordination, accelerating information flow, and facilitating collaboration among members. In the bridal makeup community, Digital Knowledge Sharing can involve exchanging information on the latest makeup trends, techniques, vendor recommendations, and digital marketing strategies. When community members actively share knowledge through digital media, the organization benefits by increasing work effectiveness, strengthening networks, and accelerating problem resolution. This ultimately increases the organization's responsiveness and accountability to the needs of members and consumers.

The second hypothesis indicates that Digital Knowledge Sharing has a positive and significant impact on Product Innovation Capability. This finding confirms that the digital knowledge-sharing process is a primary source of new ideas and creativity in service development. Knowledge shared among members can foster a variety of service product innovations, such as innovative bridal makeup concepts, new service packages, the development of traditional and modern makeup designs, and improving service quality to meet market preferences. Digital Knowledge Sharing also enables members to obtain references from outside the community, both through social media and other digital platforms, thereby enriching their innovation insights and accelerating the adoption of trends.

Furthermore, the third hypothesis proves that training has a positive and significant impact on Organizational Performance. These results indicate that community training can improve members' competency, thereby directly impacting organizational performance. Training serves as a means of developing technical and non-technical skills, such as makeup skills, customer service, business management, and digital marketing strategies. When members gain enhanced skills through training, the quality of service provided to consumers improves, productivity increases, and the organization can implement work programs more effectively. Thus, training is a crucial factor in improving community organizational performance.

The fourth hypothesis indicates that training has a positive and significant effect on Product Innovation Capability. This finding indicates that training not only improves members' work skills but also encourages innovation in services and products. Relevant training can introduce the latest makeup techniques, innovative service methods, and the use of more modern beauty products tailored to consumer needs. In the bridal makeup community, training also serves as a learning tool to enhance members' creativity and help them create a variety of makeup styles, designs, and more attractive service packages. Therefore, training is an important strategy for strengthening the community's innovation and competitiveness.

However, the results of the fifth hypothesis indicate that Product Innovation Capability does not have a significant effect on Organizational Performance. This finding indicates that community members' product innovation capabilities have not yet had a direct impact on organizational performance. This may be because innovation is still limited and has not been systematically integrated into the organization's strategy.

Furthermore, the impact of product innovation on organizational performance tends to be long-term, so the results of innovation were not fully felt in performance improvements at the time of the study. Other factors, such as limited resources, inconsistent implementation of innovation, and low innovation intensity, may also contribute to the lack of a significant impact on product innovation capabilities on organizational performance. In line with these results, the sixth and seventh hypotheses indicate that Product Innovation Capability does not mediate the effects of Digital Knowledge Sharing or training on Organizational Performance. This finding explains that improvements in organizational performance are more directly influenced by Digital Knowledge Sharing and training, without necessarily going through product innovation as an intermediary variable. In the context of the HARPI Melati community, this indicates that the benefits of digital knowledge sharing and training can be immediately felt in organizational effectiveness, such as improved coordination, competency, and service quality. Conversely, product innovation requires a longer process and strengthened implementation to contribute significantly to organizational performance. The research results confirm that the HARPI Melati community in Semarang Regency needs to strengthen Digital Knowledge Sharing and training as primary strategies for improving Organizational Performance. Organizations can optimize the use of digital platforms for information sharing and learning while also providing more targeted training tailored to members' needs. Furthermore, organizations also need to develop product innovation in a more structured and consistent manner so that innovation capabilities can have a tangible impact on organizational performance in the long term.

IV. Conclusion

Based on the research results, it can be concluded that Digital Knowledge Sharing and training have a positive and significant influence on Organizational Performance in the HARPI Melati community in Semarang Regency. This indicates that the better the digital knowledge-sharing activities and the more effective the training implementation, the greater the improvement in organizational performance. In addition, Digital Knowledge Sharing and training are proven to have a significant influence on Product Innovation Capability, encouraging the emergence of ideas and product innovation capabilities within the organization. However, Product Innovation Capability does not have a significant effect on Organizational Performance, so product innovation has not had a direct impact on improving organizational performance. Product Innovation Capability also cannot mediate the influence of Digital Knowledge Sharing or training on Organizational Performance. Thus, the improvement of organizational performance is more directly influenced by Digital Knowledge Sharing and training than through product innovation capabilities as an intermediary variable.

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