

Analisis Pengaruh Berbagi Pengetahuan Dan Manajemen Risiko Terhadap Kinerja

Analysis Of The Effect Of Knowledge Sharing And Risk Management On Performance

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Abstract

This study aims to examine the role of knowledge sharing and risk management on performance in private companies. Using a quantitative research approach, data were collected from 100 employees through purposive sampling techniques. Data were analyzed using partial least squares (PLS) regression, assisted by SmartPLS version 3.29. The results showed that knowledge sharing does not a significant positive effect on employee performance, indicating that employees who practice knowledge sharing experience better performance and tend to be more engaged in their work. risk management does not have a significant impact on employee performance. these findings suggest that private companies that want to improve employee performance should not only rely on risk management factors, but should also focus on developing strong knowledge sharing that strengthens engagement at all levels of the organization.

Keyword: Knowledge Sharing, Risk Management, Performance, Private Companies

Abstrak

Penelitian ini bertujuan untuk mengkaji peran berbagi pengetahuan (*knowledge sharing*) dan manajemen risiko terhadap kinerja di perusahaan swasta. Dengan menggunakan pendekatan penelitian kuantitatif, data dikumpulkan dari 100 karyawan melalui teknik *purposive sampling*. Data dianalisis menggunakan regresi *partial least squares* (PLS) dengan bantuan perangkat lunak SmartPLS versi 3.29. Hasil penelitian menunjukkan bahwa berbagi pengetahuan memiliki pengaruh positif yang signifikan terhadap kinerja karyawan, yang mengindikasikan bahwa karyawan yang mempraktikkan berbagi pengetahuan memiliki kinerja lebih baik dan cenderung lebih terlibat dalam pekerjaannya. Manajemen risiko tidak memiliki dampak yang signifikan terhadap kinerja karyawan. Temuan ini menyiratkan bahwa perusahaan swasta yang ingin meningkatkan kinerja karyawan sebaiknya tidak hanya mengandalkan faktor manajemen risiko, tetapi juga harus berfokus pada pengembangan praktik berbagi pengetahuan yang kuat guna memperkuat keterlibatan di seluruh tingkatan organisasi.

Kata Kunci: Berbagi Pengetahuan, Manajemen Risiko, Kinerja, Perusahaan Swasta

1. Introduction

The success of an organization in carrying out its activities is measured by the achievement of its performance, both corporate and individual performance. Achieving these performance targets must be a primary concern for the company, as it will have a broad impact on the organization and its existence. Performance is the output produced by employees, both quantitatively and qualitatively (Fithri & Sari,

2015). The difference in value between input and output is what is generally referred to as performance. Employee performance is fundamental; every business's success is largely due to its employees having optimal levels of productivity. Many factors influence employee performance, including knowledge sharing and risk management.

The Knowledge Sharing variable indicator in this study refers to several previous studies that confirm that the knowledge sharing process is a strategic factor in improving individual and organizational performance. Yuniasih & A'yuni (2024) demonstrated that knowledge sharing acts as an intervening variable in improving employee performance. Although the path analysis found that knowledge sharing did not significantly mediate the effect of communication and competence on performance (because the indirect effect was smaller than the direct effect), this study still confirms that the existence of knowledge sharing mechanisms is a crucial part of performance improvement strategies. This means that knowledge sharing is a supporting process that strengthens the effectiveness of communication and competence in public sector organizations.

Furthermore, Setia et. al, (2025) found that knowledge sharing had a partial and significant effect on employee performance. The process of knowledge sharing between employees was proven to directly contribute to improving work quality and effectiveness. Furthermore, competence, knowledge sharing, and leadership simultaneously had a significant influence on performance, indicating that a culture of knowledge sharing is a crucial element in human resource management systems. This finding places knowledge sharing as a variable that directly contributes to achieving organizational performance.

Furthermore, Wahyuni (2019) research on the influence of training on work productivity showed that training had a positive and significant impact on employee productivity. Training is a means of transferring and developing knowledge, which ultimately drives increased productivity. This indicates that the learning process and knowledge distribution within an organization are the foundation for effective knowledge sharing. Elizar & Hasrudy (2018), training, competence, and the work environment had a positive and significant impact on employee performance. Training, as a process of increasing individual capacity, contributes to strengthening competencies, which in turn supports knowledge exchange in the workplace. A conducive work environment also facilitates communication and collaboration, which are prerequisites for knowledge sharing. Furthermore,

The Risk Management variable indicator in this study refers to several previous research findings that emphasize the importance of risk management as a strategic mechanism for improving the effectiveness of supervision, governance, and organizational performance. Syafira Dwina (2023) explains that the implementation of risk management has significant implications for improving the performance of the Government Internal Oversight Apparatus (APIP). Risk management encourages a paradigm shift in supervision from the traditional compliance-based approach to a risk-based internal audit approach. With this approach, the supervisory function becomes more effective, efficient, and provides added value to government governance. These findings indicate that risk management is not merely administrative but also a strategic instrument in strengthening the internal control system and governance quality.

The study by Aviana & Rossa (2024) found that risk management acts as a moderating variable, strengthening the relationship between corporate governance

and financial performance. The results showed that the board of commissioners had no direct effect on financial performance, while the board of directors had a significant effect. However, the existence of risk management can moderate the role of the board of commissioners in improving financial performance, particularly by reducing agency conflicts and increasing oversight effectiveness. This confirms that risk management functions as a governance strengthening mechanism to support corporate performance achievement.

Based on the background description, this study aims to examine the role of knowledge sharing and risk management on performance in private companies. Using a quantitative research approach, data were collected from 100 employees through purposive sampling techniques. Data were analyzed using partial least squares (PLS) regression, assisted by SmartPLS version 3.29.

2. Literature Review

Knowledge Sharing And Performance

Knowledge sharing is the process of exchanging knowledge, experience, skills, ideas, and information between individuals and groups within an organization with the goal of improving learning, innovation, and organizational performance. This process includes the activities of imparting knowledge to others (knowledge donating) and acquiring knowledge from others (knowledge collecting) (Hooff & Ridder, 2004).

Van den Hooff & De Ridder (2004), knowledge sharing is a process in which individuals exchange knowledge, both explicit and tacit, so that this knowledge can be utilized by other members of the organization. They divide knowledge sharing into two main dimensions: knowledge donating, which is an individual's willingness to share their knowledge, and knowledge collecting, which is an individual's willingness to acquire knowledge from others. Nonaka & Takeuchi (1995) explain that knowledge sharing is a crucial part of the knowledge creation process in organizations. Through interactions between individuals, tacit knowledge can be converted into explicit knowledge so that it can be understood, stored, and utilized by all members of the organization.

Based on these opinions, it can be concluded that knowledge sharing is the process of voluntarily sharing and acquiring knowledge, experience, and information among organizational members to enhance individual capabilities, support innovation, and achieve organizational goals more effectively.

Knowledge sharing is not only beneficial for strengthening oversight but can also directly drive performance improvements through increased understanding of regulations, sound governance practices, and appropriate risk mitigation strategies. Effective knowledge exchange can accelerate the dissemination of information regarding new provisions and solutions to problems. Increased understanding and application of these practices has the potential to improve operational efficiency, an individual's willingness to share experiences, ideas, information, or expertise with others, and an individual's willingness to seek, request, and receive knowledge from colleagues. H1: Knowledge sharing is expected to impact performance. Sharing knowledge is not only beneficial for strengthening oversight, but can also directly drive performance improvements through increased understanding of regulations, sound governance practices, and appropriate risk mitigation strategies. Effective knowledge exchange can accelerate the dissemination of information related to new

provisions and solutions to problems. Increased understanding and application of these practices has the potential to improve operational efficiency, an individual's willingness to share experiences, ideas, information, or expertise with others, and an individual's willingness to seek, request, and receive knowledge from colleagues. H1: Knowledge sharing is expected to have an impact on performance.

Risk Management And Performance

Risk management is a systematic process for identifying, analyzing, evaluating, controlling, and monitoring various risks that have the potential to hinder the achievement of organizational goals. The implementation of risk management aims to minimize the negative impact of risks while maximizing opportunities that can support organizational success. According to ISO 31000:2018, risk management is a coordinated activity to direct and control an organization in the face of risk (ISO, 2018). This standard emphasizes that risk management must be an integrated part of governance, strategy, decision-making processes, and all organizational activities. Meanwhile, the Committee of Sponsoring Organizations of the Treadway Commission (COSO) defines enterprise risk management (ERM) as the culture, capabilities, and practices integrated with strategy development and implementation that an organization uses to manage risk in creating, sustaining, and realizing value (COSO, 2017). Based on this opinion, it can be concluded that risk management is a continuous process of identifying, assessing, controlling, and monitoring various risks so that an organization can effectively achieve its objectives, improve the quality of decision-making, and maintain business continuity.

Strong risk management theoretically contributes to improved performance by reducing potential losses, suppressing credit and operational risk levels, and strengthening a bank's financial stability. Effective risk management implementation supports more accurate decision-making, improves the quality of internal control, and maintains the bank's business continuity in the face of uncertainty. Employee performance is then reflected in indicators such as the organization's ability to recognize various risks that can affect the achievement of objectives, the process of assessing the likelihood of risks occurring and the magnitude of their impact, and efforts to reduce the likelihood and impact of risks through various control measures. H2 : risk management is expected to have a direct impact on performance.

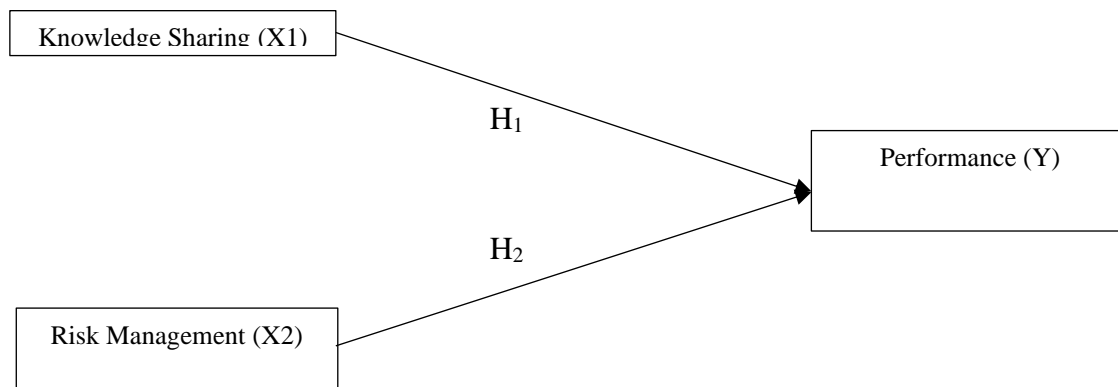


Figure 1. Research Model

3. Method

This study adopted a quantitative research approach to explore the interplay between several key variables using regression analysis. The data used in this study were primary data, collected directly from employees of several private companies. A total of 100 respondents participated, selected through a purposive sampling method, which allowed the researcher to focus on participants who met the specific characteristics required for this study. In this study, Employee Performance (Y) serves as the dependent variable, while Knowledge sharing (X1) and risk management (X2) act as independent variables. All statistical analyses were conducted using the Partial Least Squares (PLS) approach with SmartPLS software version 3.29. This analytical method was chosen because of its effectiveness in evaluating complex models, handling smaller sample sizes, and simultaneously testing measurement and structural relationships.

4. Result And Discussion

Validity Test (Convergent Validity)

Validity testing, assessed by the loading factor values on latent variables, is used to test the validity of each item, which is called convergent validity. The expected value should exceed 0.7 (> 0.7).

Table 1. Result of Outer Loadings

| Variable | Indikator | Outer Loadings | Keterangan |
|--------------------------|-----------|----------------|------------|
| Knowledge Sharing (X1) | KS.1 | .809 | Valid |
| | KS.2 | .742 | Valid |
| | KS.3 | .949 | Valid |
| | KS.4 | .938 | Valid |
| Risk Management (X2) | RM.1 | .782 | Valid |
| | RM.2 | .904 | Valid |
| | RM.3 | .946 | Valid |
| | RM.4 | .941 | Valid |
| Employee Performance (Y) | EP.1 | .854 | Valid |
| | EP.2 | .804 | Valid |
| | EP.3 | .853 | Valid |
| | EP.4 | .872 | Valid |

Source: Data Processed with SmartPLS 3

Referring to the analysis results in Table 1, the outer loadings or the values of each variable and indicator are > 0.70 , so all indicators for the variable are declared valid. Next, the Average Variance Extracted (AVE) test was performed on Table 2 below.

Table 2. AVE Results

| | <i>Average Variance Extracted (AVE)</i> | <i>Descriptio n</i> |
|--------------------------|---|-------------------------|
| Knowledge Sharing (X1) | .753 | Valid |
| Risk Management (X2) | .760 | Valid |
| Employee Performance (Y) | .839 | Valid |

Source: Data Processed with SmartPLS 3

Table 2 shows that the Average Variance Extracted (AVE) has a result above 0.5, indicating that AVE has no convergent validity issues in the tested model. Therefore, this study has good validity.

Composite Reliability and Cronbach's Alpha Test

The next test is the reliability test using composite reliability and Cronbach's alpha. A variable can be considered reliable if each variable has a composite reliability and a Cronbach's alpha value > 0.70.

Table 3. Composite Reliability and Cronbach's Alpha Results

| <i>Variable</i> | <i>Cronbach's Alpha</i> | <i>Composite Reliability</i> | <i>Description</i> |
|--------------------------|-------------------------|----------------------------------|--------------------|
| Knowledge Sharing (X1) | .932 | 0.931 | Reliable |
| Risk Management (X2) | .968 | 0.951 | Reliable |
| Employee Performance (Y) | .837 | 0.830 | Reliable |

Source: Data Processed with SmartPLS 3

Based on the analysis results in Table 3, the composite reliability and Cronbach's Alpha values for each variable are greater than 0.70. Therefore, it can be concluded that all of these variables are reliable.

The hypothesis Test

The hypothesis is said to be accepted when the t-statistic is greater than the t-table value or when the p-value is less than 0.05.

Table 4. Result The hypothesis

| <i>Hypothesis</i> | <i>T Statistics (O/STDEV)</i> | <i>P- Value s</i> |
|---|--|---------------------------|
| Knowledge Sharing (X1) → Employee Performance (Y) | 1.643 | .086 |
| Risk Management (X2) → Employee Performance (Y) | .887 | .402 |

Source: Data Processed with SmartPLS 3

Based on the image and Table 4, the direct influence Knowledge Sharing (X1) variable on Employee Performance (Y) obtained a t-statistic value of 1.643 < 1.65 and a p-value of 0.086 > 0.05. Therefore, it can be concluded that Knowledge Sharing (X1) does not have a significant effect on Employee Performance (Y), so H1 is rejected. The influence of Risk Management (X2) on Employee Performance (Y) obtained a t-statistic value of 0.887 < 1.65 and a p-value of 0.402 > 0.05. This means that Risk Management (X2) does not have a significant effect on Employee Performance (Y), so H2 is rejected.

R Square (R²) Test

Test the coefficient of determination (R²) and the path coefficient test. R-squared is used to test the extent to which the independent variable influences the dependent variable. The R² value indicates the level of determination of the exogenous variable compared to its endogenous variable. A higher R² value indicates a higher level of determination.

Table 5. R-Square Result

| | <i>R-Square Adjusted</i> |
|--------------------------|--------------------------|
| Employee Performance (Y) | .899 |

Source: Data Processed with SmartPLS 3

The R-Square Adjusted test results in Table 5 show that the R² value for the dependent variable, Employee Performance (Y), is 0.899. This means that the Employee Performance (Y) is influenced Knowledge Sharing (X1), Risk Management (X2) 89,9%. The remaining 10.1% is influenced by other factors outside this study. This indicates a very strong influence and a significant impact on Employee Performance (Y).

Discussion

The Effect of Knowledge Sharing on Performance

Hypothesis 1 (H1), which states that knowledge sharing (X1) influences performance (Y), also showed a negative result. Therefore, H4 was rejected. This finding indicates that knowledge sharing practices in the context of this study have not been able to directly improve performance. This result contradicts research by Setia et. al, (2025), which stated that knowledge sharing significantly influences employee performance. This research confirmed that knowledge exchange between employees can improve work effectiveness and the quality of organizational output. Similarly, research by Elizar & Hasrudy (2018) showed that training and competency, which are part of the knowledge transfer process, have a positive and significant effect on productivity and performance.

However, in the context of this study, the lack of an effect of knowledge sharing on performance can be explained by the fact that knowledge sharing does not directly improve organizational performance and requires time to implement. The process of knowledge sharing is a medium- to long-term investment whose impact is not immediately visible in performance indicators.

The resulting changes tend to be gradual, through increased risk understanding, improved decision-making quality, and strengthened internal coordination before ultimately impacting performance. Furthermore, performance is more influenced by external factors such as economic conditions. Therefore, although knowledge sharing is theoretically a crucial element in building organizational capabilities, this study did not directly demonstrate its impact on performance, but rather likely operates through indirect mechanisms or over a longer time horizon.

The influence of risk management on performance

Hypothesis 2 (H2), which states that Risk Management (X1) influences Performance (Y), was not accepted. Therefore, H2 was rejected. This finding indicates that the implementation of risk management in this research context has not been able to directly improve performance. This result aligns with research by Heru et al. (2023), which found that Risk Management (X1) had no significant effect on Performance (Y).

This finding suggests that managing specific risks does not always have a direct impact on performance improvement, suggesting that the relationship between risk management and performance may be indirect or influenced by other variables. These studies indicate that risk management has implications for institutional stability. Conceptually, the insignificant effect of risk management on performance in this study can be explained by several possibilities: Risk management functions more as a protective mechanism (risk mitigation) than as a direct driver of performance improvement, The impact of risk management on performance is long-term, while performance measurement in this study may be short-term, Performance is more influenced by external factors such as economic conditions, rather than by a formal risk management system. Thus, the results of this study enrich the literature by showing that although risk management is theoretically important in maintaining the stability of financial institutions, its effect on performance is not significant, and likely works through mediating variables such as the effectiveness of supervision or the quality of governance.

5. Conclusion

The results showed that knowledge sharing does not a significant positive effect on employee performance, indicating that employees who practice knowledge sharing experience better performance and tend to be more engaged in their work. risk management does not have a significant impact on employee performance. these findings suggest that private companies that want to improve employee performance should not only rely on risk management factors, but should also focus on developing strong knowledge sharing that strengthens engagement at all levels of the organization.

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