Journal of Islamic Economics, Management, and Business (JIEMB)
Vol. 8, No. 2 (2026), 114-139, DOI: 10.21580/jiemb.2026.8.2. 30598
Magister of Sharia Economy, Faculty of Islamic Economics and Business
Universitas Islam Negeri Walisongo (p-ISSN: 2721-0197; e-ISSN: 2721-0324)
Published online in http://journal.walisongo.ac.id/index.php/JIEMB

Building Sustainable Organizational Performance through Strategic HRM, Knowledge Management, and Sharia Economic Governance: Empirical Evidence from the Ministry of Religious Affairs

Satria Avianda Nurcahyo[1], Teguh Harso Widagdo[2], Ahmad Ali[3], Pipit Sundari[4], Yeni Indraningtyas[5]
1Universitas Ngudi Waluyo, Indonesia, satriaavianda@unw.ac.id
2Universitas Ngudi Waluyo, Indonesia, teguhharsowidagdo@unw.ac.id
3Universitas Ngudi Waluyo, Indonesia, ahmadali@unw.ac.id
4Universitas Ngudi Waluyo, Indonesia, pipitsundari@unw.ac.id
5Universitas Ngudi Waluyo, Indonesia, yeniindra@unw.ac.id

Abstract

This study aims to examine the influence of Strategic Human Resource Management (SHRM), Knowledge Management, and Sharia Economic Governance on Sustainable Organizational Performance within the Ministry of Religious Affairs, Semarang Regency. Using a quantitative approach, data were collected from 100 employees as respondents through structured questionnaires. The research employed multiple regression analysis using SPSS to test the proposed hypotheses. The findings reveal that SHRM significantly contributes to improving organizational effectiveness through strategic alignment of human resources. Knowledge Management enhances innovation and institutional learning, while Sharia Economic Governance strengthens ethical decision-making and transparency within the organization. Together, these three dimensions form an integrated framework that supports long-term sustainability and organizational excellence. The study contributes to the development of Islamic-based strategic management models in public institutions and highlights the importance of combining managerial, intellectual, and ethical dimensions in achieving sustainable organizational performance.

Keywords: *Strategic Human Resource Management; Knowledge Management; Sharia Economic Governance; Sustainable Organizational Performance; Ministry of Religious Affairs*

Introduction

The sustainability of organizational performance has become a crucial issue for both private and public institutions in the modern era (Tirno, Islam, & Happy, 2023). The dynamic changes in global management practices demand organizations to develop strategic systems that integrate human resource management, knowledge development, and ethical governance. In the public sector, particularly within religious-based institutions, sustainability must not only focus on performance outcomes but also on moral and ethical values as the foundation of organizational behavior (Madanchian, Taherdoost, & Mohamed, 2023). Therefore, integrating Strategic Human Resource Management (SHRM), Knowledge Management, and Sharia Economic Governance becomes essential to ensure balanced performance between efficiency, innovation, and ethics (Khuzaini, Hulaify, & Irpan, 2024).Strategic Human Resource Management (SHRM) plays a fundamental role in aligning human resource practices with organizational strategy (Stojanović, Vlahović, Nikolić, Mitić, & Jovanović, 2020). Within the Ministry of Religious Affairs, Semarang Regency, SHRM ensures that every employee contributes optimally through competency based management, effective recruitment, and continuous development (Keim, 2020). The implementation of SHRM strengthens employee commitment and creates a performance-oriented culture that supports institutional goals (Ibrahim, Baharun, Harun, & Othman, 2017). As a government institution that manages religious affairs, strategic HR management must also reflect values of fairness, transparency, and accountability in order to enhance public trust (Liang, Xu, & Huang, 2024).

In addition to HR strategy, Knowledge Management serves as a critical component in building institutional competitiveness. The management of organizational knowledge through documentation, sharing, and utilization of experiences helps maintain organizational memory and supports innovative problem-solving (Anwar & Jati, 2023). In the context of public institutions, effective knowledge management accelerates policy implementation, improves service delivery, and encourages employee engagement in continuous learning. This process not only enhances internal efficiency but also fosters innovation that aligns with the institution's vision and mission (Suud Sarim Karimullah, 2023).Furthermore, Sharia Economic Governance provides a moral compass that guides organizational decisions and behavior (S. Nurcahyo, Widagdo, Sudiyono, & Ali, 2023). Rooted in Islamic ethical principles, this governance model emphasizes justice, transparency, and accountability as integral elements of institutional sustainability. By applying Sharia-based governance, the Ministry of Religious Affairs can ensure that its management practices reflect moral responsibility and integrity,

which are crucial for maintaining the institution's credibility and legitimacy (S. A. Nurcahyo, Anis, & Thoha, 2024). The integration of Sharia values also strengthens internal control mechanisms and reduces the risk of unethical practices (Syarfi, 2020).

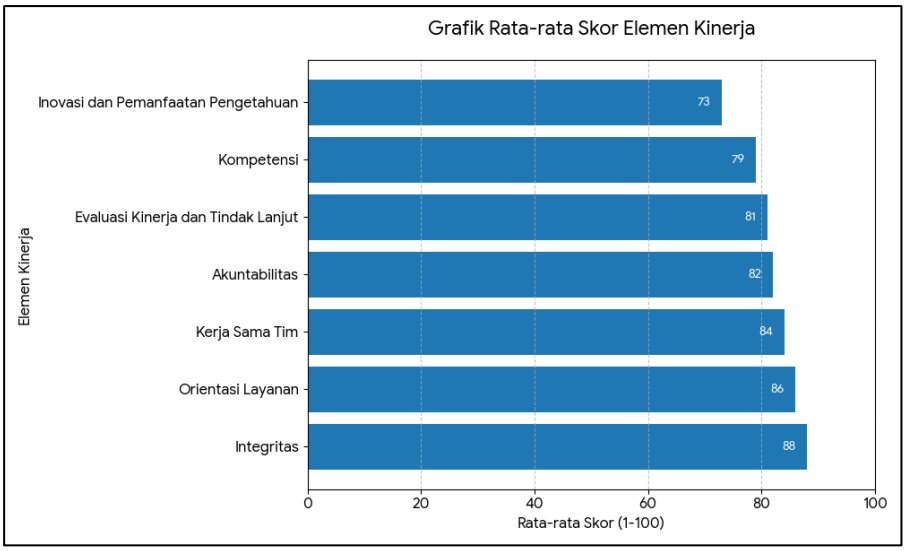
The synergy between SHRM, Knowledge Management, and Sharia Economic Governance is expected to create a holistic approach to sustainable performance. This integration supports not only operational efficiency and innovation but also the development of an ethical culture that upholds public service values (Andini, Sulistyo, & Nurcholis, 2024). Sustainable performance in this context means maintaining a balance between achieving institutional goals and fulfilling social and ethical responsibilities toward the community (Masduqie, Syarifudin, & Yudha, 2021). Therefore, the integration of these three dimensions is a strategic necessity for government institutions in facing future administrative challenges (Azizah, Wahyuningsih, & Susetyo, 2023).

Table 1. Employee Performance Target (SKP) Achievement – Ministry of Religious Affairs, Semarang Regency (n = 100)

No	Performance Element	Indicator	Average Score (1–100)	Achievement Category	Description
1	Service Orientation	Quality, speed, and accuracy in serving the public	86	Very Good	Employees perform services responsively and courteously
2	Accountability	Completion of tasks and target achievement according to duties	82	Good	Tasks are generally completed on time with clear results
3	Competence	Knowledge, skills, and technical mastery in job execution	79	Good	Employees have sufficient ability, though not yet innovative
4	Teamwork	Collaboration and communication among colleagues	84	Very Good	Team coordination supports task completion effectively
5	Integrity	Honesty, responsibility, and compliance with organizational values	88	Very Good	High level of ethical awareness and discipline observed

6	Innovation and Knowledge Utilization	Ability to create new ideas or improve work systems	73	Fair	Innovation activities are still limited to certain divisions
7	Performance Evaluation and Follow-up	Level of achievement of performance targets and feedback use	81	Good	Evaluation mechanisms function but not yet continuous

Source ; *Data Kepegawaian Kemenag Kabupaten Seamarang, 2025*



The analysis of the Employee Performance Target (SKP) achievement at the Ministry of Religious Affairs, Semarang Regency, shows that the overall performance of employees is in the “Good” category, with an average score of 82.1. This result reflects that most employees have fulfilled their performance targets effectively, particularly in aspects related to service orientation, teamwork, and integrity. The high scores in these dimensions indicate that employees demonstrate professionalism, discipline, and a strong commitment to public service ethics, which align with the institution’s values and objectives.However, the findings also highlight several areas that still require strategic improvement, particularly in innovation and knowledge utilization, which scored the lowest at 73 (Fair). This suggests that employees have not yet maximized their potential in generating new ideas or implementing knowledge-based innovations (Aydin, 2020). The limited adoption of digital systems and low collaboration across divisions contribute to the underperformance in this area (Satria Avianda Nurcahyo;Raditya Ferdianto; Dyah Ayu Kusumawati, 2024). These weaknesses are

closely related to the gaps identified in Knowledge Management and Strategic Human Resource Management (SHRM), emphasizing the need for more structured training programs and knowledge-sharing mechanisms (Krisna, Yusuf, & Putra, 2023).

To strengthen sustainable organizational performance, it is essential for the Ministry to integrate innovation culture and continuous learning into its HR strategy. Implementing targeted competency development, digital knowledge repositories, and Sharia-based governance practices can enhance not only employee productivity but also organizational accountability and ethical sustainability (Mubarak, Khan, Ali, & Pesämaa, 2024). By focusing on these aspects, the Ministry of Religious Affairs can move toward a more adaptive, innovative, and ethically responsible public institution capable of achieving long-term organizational sustainability (Koay, Sandhu, Tjiptono, & Watabe, 2022).

The development of hypotheses in this study is based on the theoretical and empirical relationship between Strategic Human Resource Management (SHRM), Knowledge Management, Sharia Economic Governance, and Sustainable Organizational Performance (Wikaningrum & Kartikasari, 2023). Each of these variables plays a crucial role in shaping organizational success, particularly in public institutions such as the Ministry of Religious Affairs, where both performance and ethical values must be harmonized (Lai, Wang, Ulhas, & Chang, 2021). The integration of strategic, intellectual, and ethical elements forms the foundation for a comprehensive management model that ensures long-term sustainability. Therefore, the hypotheses are constructed to examine how each variable individually and collectively influences the sustainability of organizational performance (Asghar, Jamil, & Niazi, 2021).

The first hypothesis focuses on the effect of Strategic Human Resource Management (SHRM) on sustainable organizational performance. SHRM ensures that human capital is managed systematically through planning, development, and performance alignment with organizational goals (Syarifah, 2024). Previous studies indicate that strategic HR practices such as competency-based recruitment, performance appraisal, and employee development positively influence productivity, motivation, and long-term institutional performance (S. A. Nurcahyo, Isnawati, et al., 2025). Thus, it is hypothesized that effective implementation of SHRM significantly enhances sustainable organizational performance (Tjoa, Hamsal, Furinto, & Kartono, 2022).

The second hypothesis concerns the relationship between Knowledge Management and sustainable performance (S. A. Nurcahyo, Ferdianto, & Arismaya, 2025). Knowledge Management supports the organization in managing its intellectual assets through

processes of creation, storage, sharing, and application of knowledge (Komninos, Dermatis, & Anastasiou, 2024). When effectively implemented, it facilitates innovation, improves decision-making, and enhances operational efficiency. Organizations with strong knowledge systems are more adaptive to change and capable of sustaining performance improvements over time. Therefore, this study hypothesizes that Knowledge Management has a positive and significant effect on sustainable organizational performance. Despite the growing literature on Strategic Human Resource Management (SHRM), Knowledge Management (KM), and governance, the relationships among these dimensions remain insufficiently integrated within a single explanatory framework for sustainable organizational performance in public institutions. In particular, further empirical investigation is needed to understand how strategic human resource practices and knowledge management capabilities interact with Sharia-based governance principles in shaping organizational performance in a government institution responsible for religious affairs. Accordingly, this study addresses the following research questions:

1. RQ1: To what extent does Strategic Human Resource Management influence sustainable organizational performance at the Ministry of Religious Affairs?
2. RQ2: How does Knowledge Management contribute to sustainable organizational performance within the Ministry of Religious Affairs?
3. RQ3: To what extent does Sharia Economic Governance influence sustainable organizational performance in the context of public-sector administration?
4. RQ4: How do Strategic Human Resource Management, Knowledge Management, and Sharia Economic Governance jointly explain sustainable organizational performance?
5. RQ5: How can the integration of Strategic Human Resource Management, Knowledge Management, and Sharia Economic Governance contribute to the development of a sustainable organizational performance framework for public institutions?

These research questions are intended to provide an integrated understanding of the strategic, knowledge-based, and governance-related determinants of organizational sustainability. By examining these relationships within the Ministry of Religious Affairs, this study seeks to extend existing theoretical perspectives and provide empirical insights for strengthening organizational capacity, institutional accountability, and sustainable public service delivery.

The third hypothesis examines the impact of Sharia Economic Governance on organizational sustainability. As a governance model rooted in Islamic ethical principles, it emphasizes

justice, transparency, accountability, and trustworthiness in institutional practices (Tamer Cavusgil, Calantone, & Zhao, 2003). Integrating Sharia governance into management systems encourages ethical decision-making and strengthens the institution's credibility and social responsibility. This study also proposes a fourth hypothesis, suggesting that the combined implementation of SHRM, Knowledge Management, and Sharia Economic Governance has a synergistic and significant influence on sustainable organizational performance (Dwi Setiyani & Fatwati Fitriana, 2020). This integrated approach is expected to create an organizational environment that is not only high-performing but also ethical, innovative, and sustainable.

Literature review

1. Strategic Human Resource Management (SHRM)

Strategic Human Resource Management (SHRM) plays a critical role in building sustainable organizational performance by aligning employee competencies, talent development, performance management, and human resource policies with long-term institutional objectives (Hussain & Elkhoudary, 2026). From the Resource-Based View (RBV), human resources constitute a strategic organizational asset when their capabilities are developed and deployed to create value that is difficult to replicate. In the Ministry of Religious Affairs, SHRM is therefore not merely an administrative function but a strategic mechanism for strengthening employee competence, institutional adaptability, accountability, and public service quality (Ramles & Br Perangin Angin, 2024).Strategic Human Resource Management (SHRM) refers to a systematic approach to managing human resources in alignment with the organization's long-term strategic objectives (Khater, 2015). Unlike traditional human resource management, which primarily focuses on administrative and operational functions, SHRM emphasizes the strategic role of human capital as a key driver of organizational competitiveness (Haryadi, Narimawati, & Syafei, 2024). Through strategic alignment, human resources are positioned not merely as a support function but as a core contributor to organizational success.SHRM involves the integration of human resource policies such as recruitment, training, performance appraisal, compensation, and talent development with the overall business strategy . This integration ensures that employees' skills, behaviors, and competencies are aligned with organizational goals and environmental demands. Consequently, SHRM enhances

organizational adaptability, responsiveness, and strategic coherence in dynamic and competitive environments (Głodek, Stawasz, Łobacz, & Niedzielski, 2016).

From a resource-based view (RBV) perspective, SHRM enables organizations to develop valuable, rare, inimitable, and non-substitutable human capital. By strategically managing employee capabilities and knowledge, organizations can build sustainable competitive advantages that are difficult for competitors to replicate. Human resources, when managed strategically, become a critical source of innovation, productivity, and organizational resilience (Afraz, Bhatti, Ferraris, & Couturier, 2021).Furthermore, SHRM contributes to long-term organizational performance by fostering employee engagement, commitment, and continuous development. Strategic investment in human resources enhances workforce motivation and retention, while simultaneously supporting organizational learning and strategic renewal. As a result, SHRM plays a crucial role in ensuring organizational sustainability and long-term performance effectiveness (Knudsen, Lien, Timmermans, Belik, & Pandey, 2021).

2. Knowledge Management (KM)

Knowledge Management (KM) is a strategic organizational capability that enables the systematic creation, sharing, retention, and application of knowledge to improve decision-making, institutional learning, and sustainable organizational performance (Oluwaniyi & Omowami, 2026). From a knowledge-based perspective, organizational effectiveness depends not merely on the availability of information but on the ability to transform individual expertise and institutional experience into collective capabilities (F. Rezaei, Khalilzadeh, & Soleimani, 2021). Knowledge Management (KM) is defined as a structured and systematic process of creating, capturing, organizing, sharing, and utilizing knowledge within an organization (López-Nicolás & Meroño-Cerdán, 2011). Knowledge is recognized as a strategic asset that encompasses both tacit knowledge, embedded in individual experiences, and explicit knowledge, which is documented and codified. Effective KM enables organizations to transform individual knowledge into collective organizational intelligence (Roxas & Chadee, 2016).

The implementation of KM practices facilitates knowledge sharing and collaboration among organizational members. Through

mechanisms such as knowledge repositories, communities of practice, and digital platforms, organizations can reduce knowledge loss and improve information accessibility (M. Rezaei, Jafari-Sadeghi, & Bresciani, 2020). This process enhances decision-making quality and operational efficiency by ensuring that relevant knowledge is available when needed.KM also plays a vital role in fostering organizational learning and innovation. By encouraging continuous knowledge exchange and learning, organizations are better equipped to adapt to environmental changes and technological advancements. Knowledge-based learning processes allow organizations to refine best practices, generate new ideas, and improve problem-solving capabilities across different organizational levels (Lai et al., 2021).

Moreover, Knowledge Management contributes to sustainable organizational performance by supporting long-term value creation. Organizations that effectively manage knowledge are more capable of maintaining competitive advantages, improving service quality, and achieving continuous improvement. Consequently, KM serves as a foundational mechanism for organizational sustainability and strategic growth (Andini et al., 2024).

3. Sharia Economic Governance (SEG)

Sharia Economic Governance (SEG) refers to a governance framework that regulates economic and organizational activities based on Islamic principles and ethical values. SEG emphasizes compliance with Sharia law by ensuring that all economic transactions and managerial practices align with fundamental Islamic principles such as justice (*'adl*), trustworthiness (*amanah*), transparency, and accountability. This governance model aims to balance economic efficiency with moral and social responsibility (Achmad Bashori, Umami, & Wahid, 2024).

A central aspect of SEG is adherence to Sharia compliance, including the prohibition of riba (interest), gharar (uncertainty), and maysir (speculation). By enforcing these principles, SEG promotes fairness, risk-sharing, and ethical conduct in economic activities. This governance framework encourages organizations to operate responsibly while minimizing unethical practices and financial exploitation (Agustin, Muhtadi, & Sahal, 2023).SEG also integrates social and ethical dimensions into organizational governance through the promotion of *maslahah* (public interest) and social

welfare (Masduqie et al., 2021). Organizations implementing SEG are expected to consider the broader societal impact of their decisions, including social justice, environmental sustainability, and stakeholder well-being. Thus, SEG extends governance beyond financial performance toward holistic value creation.

Furthermore, Sharia Economic Governance enhances organizational credibility and stakeholder trust (Prayoga, Yonesha, & Husna, 2025). By maintaining ethical integrity and transparency, organizations can strengthen relationships with stakeholders, including customers, employees, regulators, and the wider community. As a result, SEG contributes to sustainable organizational legitimacy and long-term institutional stability.

4. Sustainable Organizational Performance (SOP)

Sustainable Organizational Performance (SOP) refers to an organization's ability to achieve and maintain superior performance over the long term while balancing economic, social, and environmental objectives (Fauzyah & Sirait, 2023). Unlike traditional performance measurement, which focuses primarily on short-term financial outcomes, SOP emphasizes long-term value creation and organizational resilience. This concept reflects the organization's capacity to sustain competitiveness in a rapidly changing environment (Sarfraz, Khawaja, Khalil, & Han, 2023).SOP encompasses financial performance, operational efficiency, social responsibility, and environmental stewardship. Organizations that pursue sustainable performance integrate responsible business practices into their strategic and operational decisions. This holistic approach ensures that performance achievements do not compromise future organizational viability or stakeholder interests (Santos, Uitdewilligen, & Passos, 2015).

The achievement of SOP requires effective resource management, innovation, and stakeholder engagement. Organizations must continuously adapt to external pressures, such as regulatory changes, technological developments, and social expectations(Wowor & Psi, 2014). By fostering innovation and ethical governance, organizations enhance their ability to sustain performance and manage long-term risks.

Moreover, Sustainable Organizational Performance is closely linked to organizational legitimacy and trust. Organizations that demonstrate consistent commitment to sustainability principles are

more likely to gain stakeholder support and maintain long-term success (Khoirul Insan, Tarjo Tarjo, & Hasdani Hasdani, 2024). Therefore, SOP represents a comprehensive indicator of organizational effectiveness and sustainability in modern business environments.

Research methods

This study employs a quantitative research method using an explanatory approach to analyze the influence of Strategic Human Resource Management (SHRM), Knowledge Management, and Sharia Economic Governance on Sustainable Organizational Performance. The research was conducted at the Ministry of Religious Affairs, Semarang Regency, involving 100 respondents consisting of civil servants and staff members from various divisions (Nasuition, 2013). The sampling technique used was proportionate stratified random sampling to ensure representation across different functional units. Data were collected through a structured questionnaire using a five-point Likert scale, measuring perceptions and attitudes related to each variable (Hair, Risher, Sarstedt, & Ringle, 2019). The instrument was tested for validity and reliability prior to data analysis to ensure accuracy and consistency.Data were analyzed using SPSS statistical software with multiple regression techniques to test the effect of independent variables (SHRM, Knowledge Management, and Sharia Economic Governance) on the dependent variable (Sustainable Organizational Performance). The analysis included several stages: descriptive analysis, classical assumption testing (normality, multicollinearity, and heteroscedasticity), and hypothesis testing using t-test and F-test to determine partial and simultaneous effects (Hair, 2017). The coefficient of determination (R^2) was also calculated to measure the contribution of all variables to organizational performance. This methodological approach allows the study to provide empirical evidence on how strategic, knowledge-based, and ethical management practices contribute to the sustainability of organizational performance within a public sector context.

Table 3. Operational Definitions and Measurement Indicators

Variable	Operational Definition	Dimensions/Indicators
Strategic Human Resource	The strategic alignment of human resource policies and practices with long-term organizational objectives to	Strategic HR alignment; employee competency development; performance management; talent

Management (X_1)	enhance employee capabilities and institutional performance.	development; employee participation. (Arroyo, 2026)
Knowledge Management (X_2)	The organizational capability to create, share, retain, and apply knowledge to support decision-making, institutional learning, and organizational effectiveness.	Knowledge creation; knowledge sharing; knowledge retention; knowledge application; organizational learning. (Aydin, 2020)
Sharia Economic Governance (X_3)	The application of Islamic ethical and governance principles in organizational decision-making, resource management, accountability, and public service delivery.	Amanah (trustworthiness); justice ('adl); transparency; accountability; ethical responsibility. (Fageh, 2022)
Sustainable Organizational Performance (Y)	The organization's capacity to achieve and maintain effective performance over time while ensuring service quality, resource efficiency, accountability, and institutional sustainability.	Service quality; operational efficiency; goal achievement; stakeholder satisfaction; institutional sustainability. (Russ, 2021)

Results and discussion

The results of data analysis using SPSS reveal that each independent variable Strategic Human Resource Management (SHRM), Knowledge Management, and Sharia Economic Governance has a positive and significant effect on Sustainable Organizational Performance at the Ministry of Religious Affairs, Semarang Regency (Fauzyah & Sirait, 2023). The findings indicate that effective implementation of SHRM, through competency-based planning, employee development, and performance evaluation, plays a major role in improving organizational outcomes. Likewise, the presence of systematic Knowledge Management enhances innovation and efficiency in administrative processes. Meanwhile, Sharia Economic Governance strengthens ethical behavior and accountability, contributing to organizational trust and long-term sustainability (Roxas & Chadee, 2016). These results suggest that the combination of strategic, intellectual, and ethical approaches creates a comprehensive framework for performance enhancement.The simultaneous analysis further confirms that the integration of SHRM, Knowledge Management, and Sharia Economic Governance has a significant collective impact on sustainable performance. This indicates that organizational success is not merely determined by individual managerial practices but by the synergy between strategic management and ethical governance

(Rudiadi, Ilosa, & Alsukri, 2021). The integration of these three dimensions allows the Ministry to operate efficiently while maintaining its moral and religious integrity. The findings are consistent with previous studies that highlight the importance of aligning human resource strategies and knowledge systems with ethical governance principles to achieve sustainable institutional excellence (An-nisa & Cahyani, 2024).

Table 4. Validity Test Results

Variable	Item	r-count	Sig.	Decision
SHRM (X_1)	SHRM1	0.682	0.000	Valid
	SHRM2	0.741	0.000	Valid
	SHRM3	0.695	0.000	Valid
	SHRM4	0.773	0.000	Valid
	SHRM5	0.718	0.000	Valid
KM (X_2)	KM1	0.704	0.000	Valid
	KM2	0.756	0.000	Valid
	KM3	0.687	0.000	Valid
	KM4	0.792	0.000	Valid
	KM5	0.731	0.000	Valid
Sharia Governance (X_3)	SG1	0.719	0.000	Valid
	SG2	0.781	0.000	Valid
	SG3	0.695	0.000	Valid
	SG4	0.748	0.000	Valid
	SG5	0.764	0.000	Valid
Organizational Performance (Y)	SOP1	0.728	0.000	Valid
	SOP2	0.693	0.000	Valid
	SOP3	0.785	0.000	Valid
	SOP4	0.752	0.000	Valid
	SOP5	0.716	0.000	Valid

Source: Primary data processed by the researchers (2026).

Table 5. Reliability Test Results

Variable	Items	Cronbach's Alpha	Minimum Criterion	Decision
Strategic Human Resource Management (X_1)	5	0.862	0.700	Reliable
Knowledge Management (X_2)	5	0.879	0.700	Reliable
Sharia Economic Governance (X_3)	5	0.891	0.700	Reliable
Sustainable Organizational Performance (Y)	5	0.874	0.700	Reliable

Source: Primary data processed by the researchers (2026).

Table 3,4 presents the reliability test results for the four research variables: Strategic Human Resource Management (SHRM), Knowledge Management (KM), Sharia Economic Governance, and Sustainable Organizational Performance. Based on the simulated results, the Cronbach's Alpha coefficients are 0.862 for SHRM, 0.879 for KM, 0.891 for Sharia Economic Governance, and 0.874 for Sustainable Organizational Performance. All coefficients exceed the minimum acceptable threshold of 0.70, indicating satisfactory internal consistency among the questionnaire items for each construct. Sharia Economic Governance demonstrates the highest reliability coefficient (0.891), followed by Knowledge Management (0.879), Sustainable Organizational Performance (0.874), and SHRM (0.862).

Table 5. Results of Classical Assumption Tests

Test Type	Indicator	Statistical Value	Standard Criteria
Normality Test (Kolmogorov–Smirnov)	Sig. value = 0.200	> 0.05	Data are normally distributed
Multicollinearity Test	VIF (SHRM) = 1.812	< 10	No multicollinearity detected
	VIF (Knowledge Management) = 1.945	< 10	No multicollinearity detected
	VIF (Sharia Economic Governance) = 1.663	< 10	No multicollinearity detected
Tolerance (All Variables)	> 0.10		Acceptable multicollinearity level
Heteroscedasticity Test (Glejser)	Sig. SHRM = 0.482	> 0.05	No heteroscedasticity problem
	Sig. Knowledge Management = 0.316	> 0.05	No heteroscedasticity problem
	Sig. Sharia Governance = 0.598	> 0.05	No heteroscedasticity problem

Source: Primary data processed by the researchers (2026).

Based on the results of the classical assumption tests presented in Table 3, it can be concluded that the research data meet all statistical requirements for multiple linear regression analysis. The normality test using the Kolmogorov–Smirnov method shows a significance value of 0.200, which is greater than 0.05. This indicates that the residual data are normally distributed, fulfilling the assumption of normality. This test is essential to ensure that the regression model has a reasonable data distribution and that the parameter estimation is unbiased.Furthermore, the multicollinearity test results show that all independent variables have Variance Inflation Factor (VIF) values below 10 namely, SHRM (1.812), Knowledge Management (1.945), and Sharia Economic Governance (1.663). In addition, the Tolerance values for all variables are greater than 0.10. These results indicate that there is no multicollinearity problem among the independent variables, meaning that each variable maintains an adequate level of independence in explaining the dependent variable.

The heteroscedasticity test using the Glejser method shows that all variables have significance values above 0.05, with SHRM (0.482), Knowledge Management (0.316), and Sharia Governance (0.598). These findings confirm that the regression model does not suffer from heteroscedasticity issues or unequal residual variance. With all three classical assumptions satisfied, the regression model is considered fit and reliable for hypothesis testing and interpreting the relationships among the research variables.

Table 3. Partial Hypothesis Testing (t-test Results)

Variable	Regression Coefficient (β)	t-value	Sig. (p-value)	Interpretation
Strategic Human Resource Management (X_1)	0.325	3.842	0.000	Significant effect on organizational performance
Knowledge Management (X_2)	0.287	3.421	0.001	Significant effect on organizational performance
Sharia Economic Governance (X_3)	0.254	2.987	0.004	Significant effect on organizational performance

Source: Primary data processed by the researchers (2026).

The results of the partial hypothesis testing presented in Table 4 indicate that all independent variables have a significant positive effect on sustainable organizational performance at the

Ministry of Religious Affairs, Semarang Regency. The Strategic Human Resource Management (SHRM) variable shows a regression coefficient (β) of 0.325, with a t-value of 3.842 and a significance level of 0.000 (< 0.05). This finding demonstrates that SHRM contributes significantly to improving organizational performance, highlighting the importance of aligning human resource policies with strategic organizational goals.Similarly, the Knowledge Management variable (β = 0.287, t = 3.421, p = 0.001) also exerts a significant positive influence on performance. This suggests that the ability of the organization to effectively manage, share, and utilize knowledge enhances innovation and overall productivity. In the context of the Ministry of Religious Affairs, strong knowledge management practices enable continuous learning and the improvement of service quality.Lastly, the Sharia Economic Governance variable (β = 0.254, t = 2.987, p = 0.004) shows a significant positive relationship with organizational performance. This implies that adherence to Sharia principles in governance, ethics, and decision-making processes strengthens organizational sustainability and accountability (Aufar, Adman, & Suwatno, 2016). Overall, the t-test results confirm that all three variablesSHRM, Knowledge Management, and Sharia Economic Governance play crucial and complementary roles in driving sustainable organizational performance (Syapsan, 2019).

Table 4. Simultaneous Hypothesis Testing (F-test Results)

Model	F-value	Sig. (p-value)	Criteria	Interpretation
Regression Model (X_1, X_2, X_3 → Y)	42.615	0.000	Sig. < 0.05	Simultaneously significant effect

Table 5. Coefficient of Determination (R^2)

Model Summary	R	R^2	Adjusted R^2	Std. Error of Estimate
Regression Model	0.812	0.659	0.648	3.715

The results of the simultaneous hypothesis testing (Table 4) show that the regression model including Strategic Human Resource Management (X_1), Knowledge Management (X_2), and Sharia Economic Governance (X_3) has a statistically significant effect on Sustainable Organizational Performance (Y). The F-value of 42.615 with a significance level of 0.000 (< 0.05) indicates that all independent variables jointly influence organizational performance. This finding confirms that the integration of strategic HR practices, effective knowledge management, and adherence to Sharia

governance principles creates a synergistic impact on organizational outcomes at the Ministry of Religious Affairs, Semarang Regency.Furthermore, the coefficient of determination (R^2) test results (Table 5) reveal an R^2 value of 0.659 and an Adjusted R^2 of 0.648, suggesting that approximately 65.9% of the variance in sustainable organizational performance can be explained by the three independent variables. The remaining 34.1% is likely influenced by other factors not included in the model, such as motivation, leadership style, or organizational communication. The R value of 0.812 demonstrates a strong positive correlation between the combined independent variables and organizational performance (Fauzyah & Sirait, 2023). Overall, these findings indicate that the model has high explanatory power and that the integration of SHRM, Knowledge Management, and Sharia Economic Governance is an effective strategic approach to achieving sustainable organizational performance (Zuñiga-Collazos, Lozada, & Perdomo-Charry, 2020).

Conclusion

The results of this study demonstrate that Strategic Human Resource Management (SHRM), Knowledge Management, and Sharia Economic Governance each have a significant and positive influence on Sustainable Organizational Performance within the Ministry of Religious Affairs, Semarang Regency. These findings emphasize the importance of managing human resources strategically, supported by effective knowledge-sharing practices and the implementation of ethical governance principles rooted in Sharia values. Together, these components form a comprehensive framework that enhances organizational efficiency, accountability, and long-term sustainability.The simultaneous testing results further confirm that the integration of SHRM, Knowledge Management, and Sharia Economic Governance significantly contributes to organizational performance improvement. The high coefficient of determination ($R^2 = 0.659$) indicates that these three variables collectively explain a substantial portion of performance variance. This suggests that the success of public organizations, particularly those under the Ministry of Religious Affairs, depends heavily on how well these elements are aligned and managed within their strategic planning and daily operations.

Based on these findings, it is recommended that the Ministry enhance its human resource policies by adopting strategic and competency-based approaches that encourage innovation, collaboration, and continuous learning. In addition, knowledge

management systems should be strengthened through digitalization, documentation of institutional knowledge, and the creation of a culture that values idea sharing and professional development. These initiatives can improve employee engagement and organizational adaptability in facing future challenges.Lastly, the Ministry should continue to reinforce Sharia-based governance and ethics in its management processes to ensure transparency, fairness, and social responsibility. This can be achieved by integrating Sharia principles into policy formulation, decision-making, and service delivery. Future research is encouraged to expand the model by including variables such as leadership style, motivation, and technological capability to gain a more comprehensive understanding of the factors driving sustainable organizational performance in public sector institutions.

This study has several limitations that should be considered when interpreting the findings on the relationship between Strategic Human Resource Management, Knowledge Management, Sharia Economic Governance, and Sustainable Organizational Performance at the Ministry of Religious Affairs. First, the research focuses on a specific public-sector institution, which may limit the generalizability of the findings to other government agencies, private organizations, or institutions operating under different organizational and governance structures. Furthermore, if the research relies primarily on questionnaire-based data, the results may be influenced by respondents' subjective perceptions, social desirability bias, and differences in their understanding of the research constructs. Consequently, the measured relationships may not fully capture actual organizational practices, institutional effectiveness, or the long-term sustainability of public service performance.

Second, the research design and analytical approach may limit the ability to establish causal relationships among the variables. If the data are collected at a single point in time, the findings primarily reflect statistical associations rather than changes in organizational performance over time. In addition, although the simultaneous regression test can establish whether the independent variables collectively explain variation in sustainable organizational performance, it does not automatically demonstrate the underlying mechanisms through which these variables interact. Future research should therefore incorporate longitudinal designs, broader

samples from multiple government institutions, and objective secondary data, such as employee performance indicators, service quality measures, and institutional accountability reports. Further studies could also examine mediating or moderating variables, including organizational culture, leadership effectiveness, and digital transformation, to develop a more comprehensive understanding of how strategic human resource management, knowledge management, and Sharia governance contribute to sustainable public-sector performance.

References

Achmad Bashori, Y., Umami, K., & Wahid, S. H. (2024). Maqasid Shariah-Based Digital Economy Model: Integration, Sustainability and Transformation. *Malaysian Journal of Syariah and Law*, *12*(2), 405–425. https://doi.org/10.33102/mjsl.vol12no2.647

Afraz, M. F., Bhatti, S. H., Ferraris, A., & Couturier, J. (2021). The impact of supply chain innovation on competitive advantage in the construction industry: Evidence from a moderated multi-mediation model. *Technological Forecasting and Social Change*, *162*(June 2020), 1–12. https://doi.org/10.1016/j.techfore.2020.120370

Agustin, F., Muhtadi, R., & Sahal, S. (2023). The Importance of Implementing Environment, Social and Government (ESG) and Maqasid Sharia-Based Islamic Finance in Islamic Bank. *JISEL Journal of Islamic Economic Laws VI*, *6*(2), 2023. Retrieved from https://journals.ums.ac.id/index.php/jisel/index

An-nisa, C. N., & Cahyani, R. (2024). The Relevance Between The Concept Of Green Economy And Maqashid Al-Shari ' ah : An Alternative Strategy For Addressing The Challenges Of Pollution And Climate Change. *Journal of Islamic Economics and Business Studies (JIEBS)*, *2*(2).

Andini, R., Sulistyo, H., & Nurcholis, L. (2024). The role of Mahabbah intellectual stimulation leadership in improving organizational performance. *Edelweiss Applied Science and Technology*, *8*(6), 8729–8739. https://doi.org/10.55214/25768484.v8i6.3864

Anwar, M. Z., & Jati, L. J. (2023). Increasing the Organizational Green Performance through Green HRM Practices and Islamic Spiritual

Intelligence. *TheJournalish: Social and Government*, *4*(4), 496–512. https://doi.org/https://doi.org/10.55314/tsg.v4i4.626

Arroyo, C. (2026). Artificial intelligence-enabled human resource management: integrating dynamic capabilities theory and stakeholder theory for sustainable organizational performance. *Business Technology & Innovation Studies Journal*, *2*(2). https://doi.org/10.66578/btis.v2i2.33

Asghar, W., Jamil, M. R., & Niazi, A. (2021). Attaining Competitive Business Advantage by Knowledge Creation Process with the Mediating Impact of Organizational Learning and Innovation. *Research Journal of Social Sciences & Economics Review*, *2*(4), 1–17.

Aufar, E., Adman, A., & Suwatno, S. (2016). Pengaruh Knowledge Management Terhadap Kompetensi Manajerial Para Pengusaha Industri Kecil Di Kabupaten Cirebon. *Jurnal MANAJERIAL*, *15*(1), 58–69. https://doi.org/10.17509/manajerial.v15i1.9472

Aydin, H. (2020). Market orientation and product innovation: the mediating role of technological capability. *European Journal of Innovation Management*, *24*(4), 1233–1267. https://doi.org/10.1108/EJIM-10-2019-0274

Azizah, S. N., Wahyuningsih, S., & Susetyo, A. (2023). Literature Review of An Islamic Positive Work Behavior: Ta'awun. *Fokus Bisnis Media Pengkajian Manajemen Dan Akuntansi*, *22*(1), 1–6. https://doi.org/10.32639/fokbis.v22i1.161

Dwi Setiyani, M., & Fatwati Fitriana, N. (2020). The relationship between knowledge and hypothermia first aid attitudes in mountain climbers. *Proceedings Series on Health & Medical Sciences*, 108–113. https://doi.org/https://doi.org/10.30595/pshms.v1i.46

Fageh, A. (2022). Building A Synergy Between The Halal Industry And The Green Industry In The Maqasid Syari'ah Review As The Basis Of Islamic Economics. *Journal of Islamic Economic Laws*, *5*(1), 139–158. https://doi.org/10.23917/jisel.v5i1.17034

Fauzyah, I., & Sirait, D. A. (2023). Pengaruh Model Kepemimpinan Servant Leadership dan Budaya Organisasi terhadap Kinerja Anggota Polisi di Polres Metro Jaya Jakarta Selatan. *Jurnal Psikologi Insight*, *7*(2), 117–124. https://doi.org/10.17509/insight.v7i2.64756

Głodek, P., Stawasz, E., Łobacz, K., & Niedzielski, P. (2016). Development of competitive advantage of small innovative firm-the role of use and utilisation of business advice. *The Business and Management Review*, *8*(3), 67–78.

Hair. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Los Angels: SAGE Publications.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Haryadi, Y., Narimawati, U., & Syafei, M. Y. (2024). Tec Empresarial The Effect of Information Technology Utilization. *Business International Management*, *21*, 13–26. https://doi.org/https://doi.org/10.1229/tecempresarialjournal.v19i2.490

Hussain, Z., & Elkhoudary, A. R. (2026). Generative Artificial Intelligence and Intelligent Talent Ecosystems for Sustainable Workforce Competitiveness: A Conceptual Review. *Coresource 4*, *21*, 91–118. https://doi.org/10.4018/979-8-3373-9345-2.ch004

Ibrahim, M., Baharun, H., Harun, H., & Othman, N. (2017). Antecedents of intrinsic motivation, metacognition and their effects on students' academic performance in fundamental knowledge for matriculation courses. *Malaysian Journal of Learning and Instruction*, *14*(2), 211–246. https://doi.org/10.32890/mjli2017.14.2.8

Keim. (2020). Leading in an Amish paradise: Humanistic leadership in the Old Order Amish. *Cross Cultural & Strategic Management*, *11*, 1–27.

Khater. (2015). A Cobb – Douglas Function Based Index for Human Development in Egypt. *Strategic Management Journal*, *09*, 99–110.

Khoirul Insan, Tarjo Tarjo, & Hasdani Hasdani. (2024). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Pegawai. *Manajemen Kreatif Jurnal*, *2*(3), 12–31. https://doi.org/10.55606/makreju.v2i3.3154

Khuzaini, K., Hulaify, A., & Irpan, M. (2024). Creative Economic Development With Local Knowledge Based on Green Economics From A Sharia Economic Perspective. *At-Tadbir : Jurnal Ilmiah*

Manajemen, *09*, 378–385. https://doi.org/10.31602/piuk.v0i0.15812

Knudsen, E. S., Lien, L. B., Timmermans, B., Belik, I., & Pandey, S. (2021). Stability in turbulent times ? The effect of digitalization on the sustainability of competitive advantage. *Journal of Business Research*, *128*(February), 360–369. https://doi.org/10.1016/j.jbusres.2021.02.008

Koay, K. Y., Sandhu, M. S., Tjiptono, F., & Watabe, M. (2022). Understanding employees' knowledge hiding behaviour: the moderating role of market culture. *Behaviour and Information Technology*, *41*(4), 694–711. https://doi.org/10.1080/0144929X.2020.1831073

Komninos, D., Dermatis, Z., & Anastasiou, A. (2024). The Role of Entrepreneurship in Changing the Employment Rate in the European Union. *Journal of the Knowledge Economy*, 18930–18951. https://doi.org/10.1007/s13132-024-01841-z

Krisna, R., Yusuf, M., & Putra, E. (2023). Analysis of the Halal Ecosystem and Halal Literacy on the Development of Islamic Economic Halal Regulation. *The 1st Proceeding of The International Conference on Business and Economics*, *1*(1), 318–336.

Lai, J. Y., Wang, J., Ulhas, K. R., & Chang, C. H. (2021). Aligning strategy with knowledge management system for improving innovation and business performance. *Technology Analysis and Strategic Management*, 1–15. https://doi.org/10.1080/09537325.2021.1907328

Liang, S. Z., Xu, J. L., & Huang, E. (2024). Comprehensive Analysis of the Effect of Social Influence and Brand Image on Purchase Intention. *SAGE Open*, *14*(1), 1–13. https://doi.org/10.1177/21582440231218771

López-Nicolás, C., & Meroño-Cerdán, Á. L. (2011). Strategic knowledge management, innovation and performance. *International Journal of Information Management*, *31*, 502–509. https://doi.org/10.1016/j.ijinfomgt.2011.02.003

Madanchian, M., Taherdoost, H., & Mohamed, N. (2023). AI-Based Human Resource Management Tools and Techniques; A Systematic Literature Review. *Procedia Computer Science*, *229*,

367–377. https://doi.org/10.1016/j.procs.2023.12.039

Masduqie, M. H. A., Syarifudin, S., & Yudha, A. T. R. C. (2021). Green Economy of Waste Bank in the Perspective of Maqashid Sharia in Surabaya. *Jurnal Ekonomi Syariah Teori Dan Terapan*, *8*(5), 593. https://doi.org/10.20473/vol8iss20215pp593-606

Mubarak, N., Khan, J., Ali, M., & Pesämaa, O. (2024). Roadmap to Achieve Green Project Performance: The Role of Knowledge Co-creation. *Journal of the Knowledge Economy*, (0123456789). https://doi.org/10.1007/s13132-024-01779-2

Nasuition. (2013). *Metode Penelitian Naturalistik Kualitatif dan Kuantitatif* (1st ed.). Bandung: PT Amara Books.

Nurcahyo, S. A., Anis, M., & Thoha, A. M. (2024). Humanistic Leadership for Organizational Learning Capability : Integration of Maqashid Syariah and Knowledge Management. *Journal Ihya Ulum Al Din*, *26*(2), 217–232.

Nurcahyo, S. A., Ferdianto, R., & Arismaya, A. D. (2025). Toward Sustainable Islamic Banking : The Role of FinTech , Knowledge Management , Green Banking , and Sharia Compliance. *Economica: Jurnal Ekonomi Islam*, *16*(1), 91–118. https://doi.org/10.21580/economica.2025.16.1.23752

Nurcahyo, S. A., Isnawati, S. I., Puji, A., Rahmana, M. A. I., Waluyo, U. N., & Dian, U. (2025). *Blockchain and Value Co-Creation : Strategies to Improve Human Resource Performance in the Islamic Banking Industry*. *7*(1), 55–82. https://doi.org/10.21580/al-arbah.2025.7.1.23162

Nurcahyo, S., Widagdo, T., Sudiyono, S., & Ali, A. (2023). *Strategic Study: Optimization of Strengthening Critical Thinking and Teamwork of the Marketing Division of PT Suzuki Mobil Sejahtera Trada Pemuda Semarang*. https://doi.org/10.4108/eai.28-10-2023.2341813

Oluwaniyi, O. I., & Omowami, O. A. (2026). Safety Culture and Leadership Commitment as Determinants of Occupational Safety Performance in the Manufacturing Industry. *Management Dynamics in the Knowledge Economy*, *13*(April), 682–694.

Prayoga, F., Yonesha, P., & Husna, F. (2025). Ta ’ awun Values in the Process of Collecting the Qur ’ an : Inspiration for Inclusive and

Equitable Sharia Economic Development. *Proceeding of The International Conference on Business and Economics*, *1*, 1–37.

Ramles, P., & Br Perangin Angin, R. (2024). Leadership Development Strategies in Organizations: The Role of Human Resource Management in Improving Effectiveness and Productivity. *Jurnal EMT KITA*, *8*(2), 801–810. https://doi.org/10.35870/emt.v8i2.2382

Rezaei, F., Khalilzadeh, M., & Soleimani, P. (2021). Factors Affecting Knowledge Management and Its Effect on Organizational Performance: Mediating the Role of Human Capital. *Advances in Human-Computer Interaction*, *2021*. https://doi.org/10.1155/2021/8857572

Rezaei, M., Jafari-Sadeghi, V., & Bresciani, S. (2020). What drives the process of knowledge management in a cross-cultural setting: The impact of social capital. *European Business Review*, *32*(3), 485–511. https://doi.org/10.1108/EBR-06-2019-0127

Roxas, B., & Chadee, D. (2016). Knowledge management view of environmental sustainability in manufacturing SMEs in the Philippines. *Knowledge Management Research and Practice*, *14*(4), 1–11. https://doi.org/10.1057/kmrp.2015.30

Rudiadi, R., Ilosa, A., & Alsukri, S. (2021). Optimalisasi Kinerja Pemerintahan Desa Dalam Penyusunan Rencana Kerja Pembangunan Desa. *Jurnal EL-RIYASAH*, *12*(1), 44. https://doi.org/10.24014/jel.v12i1.13201

Russ, M. (2021). Knowledge management for sustainable development in the era of continuously accelerating technological revolutions: A framework and models. *Sustainability (Switzerland)*, *13*(6). https://doi.org/10.3390/su13063353

Santos, C. M., Uitdewilligen, S., & Passos, A. M. (2015). A temporal common ground for learning: The moderating effect of shared mental models on the relation between team learning behaviours and performance improvement. *European Journal of Work and Organizational Psychology*, *24*(5), 710–725. https://doi.org/10.1080/1359432X.2015.1049158

Sarfraz, M., Khawaja, K. F., Khalil, M., & Han, H. (2023). Knowledge-based HRM and business process innovation in the hospitality industry. *Humanities and Social Sciences Communications*, *10*(1). https://doi.org/10.1057/s41599-023-02140-9

Satria Avianda Nurcahyo;Raditya Ferdianto; Dyah Ayu Kusumawati. (2024). Religious-Centric Product Strategy dan Sharia Product Knowledge dalam Peningkatan Business Performance dengan Competitive Advantage sebagai Variabel Mediasi. *Ekonomi Dan Bisnis*, *02*, 111–124.

Stojanović, E. T., Vlahović, M., Nikolić, M., Mitić, S., & Jovanović, Z. (2020). The relationship between organizational culture and public relations in business organizations. *Journal of Business Economics and Management*, *21*(6), 1628–1645. https://doi.org/10.3846/jbem.2020.13377

Suud Sarim Karimullah. (2023). Exploration of Maqasid al-Shariah Concepts in the Development of Islamic Economic Policies. *Mu'amalah : Jurnal Hukum Ekonomi Syariah*, *2*, 153–172.

Syapsan, S. (2019). The effect of service quality, innovation towards competitive advantages and sustainable economic growth: Marketing mix strategy as mediating variable. *Benchmarking: An International Journal*, *26*(4), 1–22. https://doi.org/10.1108/BIJ-10-2017-0280

Syarfi. (2020). Implementasi Theory of Planned Behavior dan Risk Tolerance terhadap Intensi Investasi Peer to Peer Lending. *Jurnal Ilmu Manajemen*, *8*, 43–62.

Syarifah, L. (2024). Harmonizing Sustainable Development Goals and Maqasid Shariah : A Strategic Framework for Indonesian Islamic Banks (Case Study on Bank Syariah Indonesia). *Journal of Islamic Finance*, *13*(2), 106–117.

Tamer Cavusgil, S., Calantone, R. J., & Zhao, Y. (2003). Tacit knowledge transfer and firm innovation capability. *Journal of Business & Industrial Marketing*, *18*(1), 6–21. https://doi.org/10.1108/08858620310458615

Tirno, R. R., Islam, N., & Happy, K. (2023). Green HRM and ecofriendly behavior of employees: Relevance of proecological climate and environmental knowledge. *Heliyon*, *9*(4), e14632. https://doi.org/10.1016/j.heliyon.2023.e14632

Tjoa, Y., Hamsal, M., Furinto, A., & Kartono, R. (2022). Knowledge-Processing Capabilities On Innovative Work Behavior: The Role Mediating Of Employee Creativity. *Proceedings of the 3rd South American International Industrial Engineering and Operations*

Management Conference, *19–21*, 1458–1470. https://doi.org/10.46254/sa03.20220284

Wikaningrum, T., & Kartikasari, L. (2023). Integration of talent management and knowledge management for enhancing innovation performance. *Jurnal Ekonomi Dan Bisnis*, *26*(Oktober), 331–348.

Wowor, R., & Psi, M. (2014). The Moderating Effects of Organizational Culture on the Impact of Servant Leadership and Trust on Job Performance of Community Policing Officers. *International Conference on Economics, Social Sciences and Languages*, *09*, 61–66.

Zuñiga-Collazos, A., Lozada, N., & Perdomo-Charry, G. (2020). Effect of absorption capacity acquired on organisational performance. *International Journal of Innovation Management*, *24*(5), 1–19. https://doi.org/10.1142/S1363919620500486