JMKSP (Jurnal Manajemen, Kepemimpinan, dan Supervisi Pendidikan)
Volume 10 (1) 2025, 741-759
E-ISSN 2614-8021, P-ISSN 2548-7094

Enhancing Knowledge Management Capabilities To Support Business Competitiveness In A Maritime Company

Armand A. Putra Utama[1], Achmad Fajar Hendarman[1]
[1]Master of Business Administration Program, Institut Teknologi Bandung, Indonesia,

Corresponding author e-mail: armand_utama@sbm-itb.ac.id

Article History: Received on 19 June 2025, Revised on 23 June 2025, Published on 25 June 2025

Abstract: This study expands the maturity level of Knowledge Management (KM) at PT ADK and identifies challenges and strategic solutions to improve its implementation. A quantitative survey of 53 employees and qualitative interviews indicate that PT ADK is at the Initiation stage based on the APO KM framework, with the Technology element scoring the highest. Using the Analytical Hierarchy Process (AHP), the improvement priorities are Technology, Process, and Leadership. Key barriers include fragmented knowledge infrastructure, reliance on individuals, and lack of leadership alignment. To address these, two initiative strategies are proposed: developing integrated knowledge systems and procedures, and fostering a culture of knowledge sharing and continuous learning. These initiatives are expected to improve KM effectiveness, align organizational capabilities with competitive demands, and contribute to business sustainability performance. The study also highlights the long-term potential of KM in driving innovation, preserving institutional knowledge, and increasing employee engagement. The combination of the APO and AHP

frameworks offers a structured approach for maritime sector companies seeking to strengthen KM.

Keywords**:** Knowledge Management, APO Framework, AHP, Digital Transformation, Organizational Management

A. Introduction

As the largest archipelagic country in the world with more than 17,000 islands, Indonesia has a very strategic geographical position on the global maritime map. This potential makes Indonesia one of the important actors in the international maritime sector. The contribution of the maritime industry to the national economy is considerable, especially in terms of job creation for millions of people. However, based on the annual report of the Coordinating Ministry for Maritime Affairs and Investment in 2023, the sector's contribution to Gross Domestic Product (GDP) is still relatively low, which is only 7.9%, far behind other sectors.

The Government of Indonesia continues to encourage the strengthening of the maritime sector as part of the national strategy, one of which is through the "World Maritime Axis" program initiated during the previous administration. This program focuses on infrastructure development and improving operational efficiency to strengthen Indonesia's maritime competitiveness at the global level. In line with this, the national maritime industry is currently inhabited by various local and international companies, including PT Pelni, Samudera Indonesia, Meratus, and Soechi. Since the implementation of the Cabotage Principle in 2005, which requires domestic transportation to be carried out by flagged ships and manned by Indonesian crews, the number of nationally flagged vessels has increased significantly (INSA, 2023).

The maritime industry itself is classified as a knowledge-intensive industry, because it requires multidisciplinary expertise such as navigation, marine engineering, logistics, and maritime law. Unlike other industries, this sector is greatly influenced by external factors that are difficult to predict, such as weather conditions, regulatory changes, and geopolitical risks (Stopford, 2021). Therefore, knowledge management is a crucial aspect for maritime companies to maintain their competitive advantage.

In addition to external risks, maritime companies in Indonesia face increasing competitive pressures due to industry liberalization, growing presence of international operators with higher compliance standards, and customer demand for more integrated and technology-driven logistics services. Companies like PT ADK must also compete in terms of safety performance, operational efficiency, and ability to demonstrate regulatory and environmental compliance—areas where effective knowledge management can directly enhance organizational capability and reputation.

PT ADK is one of the national maritime companies engaged in shipping and logistics since 1973. Headquartered in Kuningan, Jakarta, the company provides ship management services, crew recruitment, and transportation of dry and oil and gas commodities. However, PT ADK faces serious challenges in the aspect of knowledge management, especially in ship management operational activities. This is reflected in the low assessment score in the *Tanker Management and Self-Assessment (TMSA)* program developed by *the Oil Companies International Marine Forum (OCIMF),* which is only 1.08 out of a scale of 4.00. As a result, the company will have to hand over the management of its tankers to a certified third party for an additional fee of USD 8,000 per month from December 2024.

In addition, PT ADK also faces internal challenges in the form of an aging workforce, with 36.5% of employees over the age of 45,

including most of the top management. In the next decade, nearly 40% of the workforce will reach retirement age, posing a risk of losing implicit knowledge that has not been systematically documented. These challenges are exacerbated by outdated corporate digital infrastructure and information systems that run separately (silos), slowing down data-driven decision-making and hampering knowledge digitization efforts.

Based on these problems, a knowledge management strategy is needed that is structured and aligned with organizational goals. These efforts are not only important to maintain institutional knowledge and operational efficiency, but also to increase the chances of passing various industry assessments as well as strengthen the competitiveness of companies in the maritime sector. In this context, knowledge management is not only a tool for internal improvement, but also a strategic necessity for navigating the complex and highly competitive landscape of the maritime industry in Indonesia.

B. Method

This study employed a mixed-methods approach to evaluate the Knowledge Management (KM) maturity at PT ADK and identify strategic priorities for improvement. Quantitatively, a structured questionnaire based on the APO KM Framework was distributed to 63 employees in the Ship Management Business Unit, including top to middle management and administrative staff. The instrument used Likert-scale items (1–5) to assess seven KM dimensions leadership, processes, people, technology, knowledge processes, learning and innovation, and outcomes each consisting of six items, with a total maximum score of 210. The scores were used to determine the KM maturity level based on established APO benchmarks.

To complement the survey, the Analytic Hierarchy Process (AHP) was used to prioritize KM improvement areas. Five key personnel were purposively selected for their strategic roles and involvement in KM activities. Their functional diversity and hierarchical positions ensured a representative perspective on the organization's knowledge challenges. While the APO tool measures maturity levels, AHP added strategic weight by considering constraints like limited resources.

Qualitatively, in-depth interviews were conducted and transcribed using Soundtype.ai, then refined and coded using AI-assisted tools including ChatGPT. This process enhanced data quality and analytical efficiency. Themes were categorized based on the seven KM dimensions and triangulated with AHP results to identify priority challenges and solution areas. The application of a case study lens focused the analysis on KM practices within the Ship Management Division, providing contextual depth beyond the general survey and interview findings.

C. Result and Discussion

The validity test was conducted by comparing the correlation coefficient with the r-table value of 0.345, given a sample size of 55 and 5% significance level. As for the reliability test, the overall Cronbach's Alpha value must be higher than 0.7. For this questionnaire result, the calculated overall Cronbach's Alpha value is 0.97064.

After conducting the validity and reliability tests on the instrument, the next step is to provide an analysis of the Knowledge Management maturity based on the APO Framework. The questionnaire consists of seven KM categories with six questions in each category. Respondents should rate each question using a scale between 1 to 5,

resulting in a maximum score of 30 for each category and 210 for the maximum score for all categories. Based on the assessment results, PT ADK KM maturity level categorized in the Initiation stage with a score of 105, resulting in the same amount of score gap.

The average score from all categories is 17.7 with the highest score being the element of Technology with 20.51. The other categories' scores vary between 15 to 18 and provide insignificant differences with the average score. Interview Result This subchapter will present the qualitative responses gained from interview sessions with selected individuals in the company to gather important information related to the barriers and challenges in current Knowledge Management practices. The interview was also designed to complement the quantitative result from the APO KM maturity assessment.

In qualitative data analysis, seven elements of Knowledge Management (KM) were used as categories to group statements from interview results. This coding focuses on the challenges or obstacles faced by PT ADK in the implementation of KM. The results of the coding showed that most of the challenges identified by the respondents were concentrated in the *Process* and *People* elements, as many as 16 statements each. Furthermore, *the Leadership* and *Technology* elements rank next with 12 and 11 statements, respectively. This indicates that these three elements are seen as the main obstacles in the implementation of KM in the company.

To determine the priority of improvement, the analysis was carried out using *the Analytical Hierarchy Process* (AHP) method with *a pairwise comparison* approach. The results of the analysis of seven respondents show that the three elements of KM that are the top priorities are *Technology*, *Process*, and *Leadership*. This order of priorities shows that there is an alignment between the results of qualitative interviews and quantitative considerations, which

together highlight the importance of improving technology capabilities, process efficiency, and leadership effectiveness in supporting the success of knowledge management at PT ADK. The ranked KM element can be seen in Table 1.

Table 1. AHP Recapitulation

Element	**Weights**	**Rank**
Technology	0,257	1
Process	0,252	2
Leadership	0,194	3
People	0,124	4
Learning & Innovation	0,069	5
Knowledge Process	0,052	6
KM Outcomes	0,052	7

Each respondent filled a structured pairwise comparison between the seven KM elements. The generated each elements' weight were calculated using the means of personal judgements that processed through the AHP method. The overall consistency of the stakeholders was calculated using the Consistency Ratio (CR), which resulted in 1.4% where it is below the threshold of 10%. Indicating that the respondents' judgements are consistent. Moreover, the Eigenvalue indicators resulted in 7.109, a very close to the ideal value of 7.000 (Table 2).

Table 2. All Respondent's AHP Result

Element	**R1**	**R2**	**R3**	**R4**	**R5**	**R6**	**R7**
Leadership	0,096	0,491	0,413	0,095	0,061	0,370	0,121
Process	0,405	0,132	0,207	0,159	0,345	0,040	0,438
People	0,122	0,162	0,079	0,061	0,108	0,121	0,158
Technology	0,237	0,089	0,192	0,467	0,355	0,167	0,149

Knowledge Process	0,054	0,030	0,036	0,068	0,042	0,052	0,048
Learning & Innovation	0,047	0,065	0,042	0,073	0,044	0,199	0,044
KM Outcomes	0,038	0,030	0,031	0,077	0,044	0,052	0,042

Themed Grouping of KM Implementation Barriers

With the prioritization of the improvement of the KM Elements has been determined by the AHP, the next step is to create a themed grouping of barriers from the interview result. Each of these barriers are derived from the statements that represent the prioritized KM Elements: Technology, Process, Leadership. The detailed themed grouping can be seen in Table 3 below.

Table 3. Themed Grouping of KM Implementation Barriers

Barrier Theme	**KM Element**	**Interviewee**	**Statement**
Fragmented knowledge infrastructure & processes	Technology, Process	Technical Senior Manager	We often fall behind because there is no systematic evaluation...
		QHSE Dept Head	Most SOPs are still manual and in hard copy format...
		QHSE Dept Head	Ship data is still in hard copy, scanned, and sent by email it can't be processed directly yet...
		Oil & Gas Manager	We hope to have an integrated system between divisions, but it's still not clearly implemented.
		Senior Technical Superintendent	TS should focus on ship performance, but instead they're burdened with vendor and procurement tasks.
	People, Leadership	Oil & Gas Manager	Leadership relies heavily on the experience of senior personnel.

Dependency on Individuals		QHSE Dept Head	HR once initiated knowledge sharing it was great, but it stopped when the person in charge left.
		Senior Technical Superintendent	The TS knows who is developing, but they're not given authority to provide input.
		Senior Technical Superintendent	Leadership should give responsibility and authority only then can strong, knowledgeable teams emerge.
Unaligned Leadership Direction	Leadership	Technical Senior Manager	Right now, the top management seems to have different visions. It's confusing for us down here.
		VP of Oil & Gas	Knowledge sharing has not become a culture. Due to the top-down leadership style, interaction between division is also rare

Based on the data shown in the previous table, there are three main obstacles in the implementation of Knowledge Management (KM) in organizations, namely: (1) Fragmented knowledge infrastructure and processes, (2) Dependence on a specific individual (3) Misaligned leadership direction. As a follow-up, the next step is to identify improvement opportunities that can be proposed as business solutions in order to overcome these barriers.

This initiative is aimed at addressing the problem of fragmentation in infrastructure and knowledge processes in organizations. Based on the results of the interviews, it was found that outdated technologies and processes cause various obstacles in the transfer and documentation of knowledge, which should be the foundation for future improvements. The main goal of this initiative is to centralize the knowledge that organizations have and need through the implementation of updated systems—both third-party and

internally developed systems. Thus, organizations will have a single source of information that can be accessed in real-time.

While organizations have sufficient resources to perform infrastructure updates, key steps still need to be taken to ensure procedural alignment and system readiness. These measures include:

Procedure Revision and Audit

The responsibility for carrying out this audit lies with the QHSE Department, as the authorized unit in the management of the organization's official documents. The audit procedure will start from critical units directly related to PT ADK's main business processes, such as the Engineering Department and the Crew Department within the Ship Management Division. To maintain consistency, it is necessary to have regular discussions with a strict time commitment. For example, a "One Procedure per Week" commitment with a progress tracking mechanism will help ensure that audits run on schedule. Procedures directly related to KM practices and system utilization should be a top priority in this process.

Maritime Systems Software Deployment to Support Internal System Migration

Integrated maritime software generally offers comprehensive operational support, from parts procurement, planned maintenance systems, to crew management. With integrated processes, data and documentation management is made easier, and allows cross-departmental data access through efficient search features, thus encouraging cross-functional collaboration.

Most of these solutions allow partial installation of modules, which can be adjusted to the customer's needs and capacity. Given PT ADK's lack of exposure to external digital environments, partial installation makes sense. The most appropriate strategy is to start with one or two important modules installed in each type of ship owned by PT ADK, namely Bulk Carrier and Tanker. In addition to considering budget limitations, this partial approach is also useful as a means of learning and evaluation.

System Integration into Daily Operations

The next step is to integrate the system into the employees' daily activities. Without robust procedure development and adequate system integration, operational processes will remain fragmented and lack end-to-end workflows that can be replicated. This integration process must start from the leaders of units and divisions to provide an example in the implementation of systems and procedures. Without active leadership, employees are less likely to feel the urgency in using the system.

In addition to leadership that provides examples, another supporting initiative is the development of an onboarding module to assist employees in understanding and using the new system. While third-party system providers typically provide usage guidelines, they may not necessarily be appropriate in the context of your organization's internal needs. For example, the HRGA Division is currently migrating from an internally developed HR Information System (HRIS) system to an integrated software environment.

Knowledge Sharing Culture and Regular Reviews

The objective of this initiative is to reduce the over reliance on certain expert individuals by nurturing a habit of knowledge sharing and continuous learning. This initiative ensures that the tacit

knowledge from every employee (especially the experienced senior ones) are shared regularly and encourages the employees to use the socialized and externalized knowledge to learn and solve problems. The aim is to make knowledge sharing a habit, not just a regular activity done weekly or monthly. There are several activities and areas that can be used as point of improvement that aligned with the initiative, such as:

Friday Learning" Sharing Session

The program should continue with a new format, publication and evaluation process that can meet the objectives yet keep the informal and casual arrangements intact. This initiative should involve the HRGA team to arrange the theme of the learnings that align with the training needs. Currently, the sharing session from Technical Superintendents is being in trial.

Each session should be repeated regularly with upgraded modules in each topic, from the most basic to the most comprehensive over time. This sharing session initiative is expected to drive socialization process through tacit knowledge transfer and produce externalized knowledge such as presentations that can be documented in the organization's archive. The proposed learning roadmap is as follows:

Table 4. Proposed Learning Roadmap

Month	Session	Topic	Speaker
1	1	Product Knowledge Overview	Director
	2	Ship Owning & Chartering Services	VP of Commercial
2	3	Crew Management Basics	Crew Manager
	4	Port Agency Basics	

3	5	Ship Structure & Navigation Basic	VP of Ship Management
	6	Safety & Compliance	QHSE Manager
4	7	Spare parts, procurement & planning	VP of Ship Management
	8	Ship Maintenance & Docking	Technical Superintendent
5	9	Shipbuilding 101	VP of Ship Management
	10	Ship Operations Case Study	VP of Commercial
6	11	Indonesia & International Maritime Law	Legal
	12	Industry Update & Review	Director

Post-Activity Documentation and Review

As part of the knowledge sharing and retention process, the presence of well documented reports and analysis are critical. Currently, it is a rare occurrence in the organization to have a documented post-activity debrief or AARs (After-Action Reviews). The top management should implement a regular meeting with the related departments to discuss the lessons learned. The objective is to openly discuss both success and failures. All the reports should be documented in the integrated system that has been implemented in forms of learnings and recommendations. This practice will directly support the externalization process of the experiences of the team members, preserving the knowledge in the organization and reducing the dependency on individuals by utilizing the records written by other employees.

Implementing a Client Service Model

Other than executing routines of knowledge sharing and documentation of report, the organization must establish an organizational structure that supports knowledge transfer. The high hierarchy structure hinders the ability to let the employees gain experience from the business processes. Causing a siloed working environment with limited knowledge transfer. Figure 6 shows Proposed Client Service Model (FGD Result from Author, HR Dept. Head, Consultant & Managing Director).

Discussion

This study aims to evaluate the maturity level of Knowledge Management (KM) in PT ADK and identify challenges and strategic solutions in its implementation. The survey was conducted on 53 employees from various divisions, with the majority of respondents in the age range of 41–50 years and above 50 years old. Most respondents had a tenure of more than 7 years, demonstrating deep involvement in the organization. The validity and reliability of the questionnaire were tested with Cronbach's Alpha result of 0.97064, which indicates a very reliable instrument.

Based on the APO framework, PT ADK's KM maturity is positioned at the Initiation stage with a total score of 105 out of 210. While the Technology element received the highest score, the organization's overall position at the Initiation stage suggests that KM activities are still ad hoc, lack formal structure, and are largely dependent on individual initiative rather than institutional mechanisms.

This maturity level implies that knowledge is not yet systematically captured, shared, or reused across business units. Operationally, this leads to inefficiencies such as duplicated efforts, inconsistent documentation, and limited cross-functional collaboration. Strategically, it hinders the company's ability to respond quickly to

industry changes, innovate continuously, and meet international compliance standards such as those mandated in the TMSA.

In the context of the maritime sector, where rapid regulatory shifts and high safety standards are the norm, remaining at this early maturity level restricts PT ADK's ability to integrate digital compliance systems, leverage cross-voyage learning, or provide differentiated client service models.

The findings were strengthened by qualitative interviews that revealed the dominant KM barriers were in the Process and People elements, with supporting issues in Leadership and Technology. These barriers include fragmented knowledge flows, reliance on individual experience, and inconsistent leadership support for KM initiatives. The AHP method prioritized Technology (28.2%), Process (22.1%), and Leadership (18.0%) as the key focus areas for improvement, with high consistency (CR = 1.4%). To overcome these challenges, two strategic initiatives were proposed: (1) developing integrated digital knowledge systems and procedures, and (2) fostering a knowledge-sharing culture through periodic reviews, team-based learning, and structured documentation practices.

However, for these initiatives to succeed, they must be embedded within a broader change management framework. This includes establishing incentive mechanisms for knowledge contribution, setting clear leadership mandates, and aligning KM objectives with service excellence strategies—particularly in client-facing operations where responsiveness and knowledge accessibility are essential.

Compared with KM best practices in leading maritime companies—where structured KM systems are tied to safety protocols, innovation programs, and client service dashboards—PT ADK's current state shows a significant gap. This reinforces the urgency for transformation. Thus, the implementation of these initiatives should

not be seen as an isolated project, but as a step toward a long-term KM vision: a company-wide, technology-enabled knowledge ecosystem that supports operational agility, compliance leadership, and sustained competitive advantage.

D. Conclussion

The results of this study show that the KM maturity level at PT ADK is still at the Initiation stage, reflecting the need to strengthen both the system and cultural foundations of knowledge management. Key challenges are concentrated in the Process, People, and Leadership elements, highlighting the significance of human and governance factors in KM implementation. These three elements were consistently identified through both quantitative assessment and qualitative interviews as strategic priorities for improvement. Systematic efforts, such as auditing operational procedures and developing integrated digital systems, are required to build an effective KM infrastructure. Furthermore, leadership involvement is crucial in fostering a culture of knowledge sharing and guiding the strategic direction of KM initiatives.

In the long term, PT ADK should aspire to reach the Systematization or Optimization stage of KM maturity, where knowledge is institutionalized, accessible, and actively used in decision-making and innovation. The ideal state would involve real-time knowledge access across units, embedded learning practices, and an adaptive knowledge-sharing ecosystem. Such transformation will enable PT ADK to evolve into a knowledge-driven maritime organization—resilient, agile, and competitively positioned in facing regulatory changes, operational complexity, and global industry demands.

References

Argyris, C., & Schön, D. A. (1978). *Organizational Learning: A Theory of Action Perspective.* Addison-Wesley.

Asian Productivity Organization (APO). (2010). *Knowledge Management: Facilitator's Guide*. Asian Productivity Organization.

Cahyono, F., & Tjakraatmadja, J. H. (2022). Digitalization in knowledge management systems for project and operational management in software development to increase efficiency. *International Journal of Management, Entrepreneurship, Social Science and Humanities (IJMESH), 5*(2), 181–200.

Carter, E. (2024). The Impact of Communication Strategies on Employee Engagement: A Comprehensive Review. Journal of Organizational Culture Communications and Conflict, 28(S2), 1-3.

Cheng, C.-H., Li, M.-H., Tang, B.-J., & Cheng, Y.-R. (2024). The impact of knowledge management and organizational learning promotion in SMEs learning for Industry 4.0 and competitiveness. Administrative Sciences, 14(8), 161. https://doi.org/10.3390/admsci14080161

Fei, J., & Caesar, L. D. (2020). Knowledge management in the shipping industry. In J. Fei (Ed.), Knowledge Management in the Shipping Industry (pp. 101–118). IGI Global. https://doi.org/10.4018/978-1-7998-2204-5.ch006

Fleron, F., & Stana, B. (2021). Enhancing maritime safety: A comprehensive review of challenges and opportunities in the domestic ferry sector. Maritime Safety Review. [DOI placeholder]

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long Range Planning, 46*(1–2), 1–12.

Indonesian National Shipowners' Association (INSA). (2024). Asas Cabotage Demi Kedaulatan Negara. Retrieved from https://insa.or.id/asas-cabotage-demi-kedaulatan-negara/

Krippendorff, K. (2004). *Content Analysis: An Introduction to Its Methodology* (2nd ed.). Sage Publications.

Mazzetti, G., & Schaufeli, W. B. (2022). The impact of engaging leadership on employee engagement and team effectiveness: A longitudinal, multi-level study on the mediating role of personal- and team resources. PLOS ONE, 17(6), e0269433. https://doi.org/10.1371/journal.pone.0269433

MDPI Editors. (2022). Cyber security in the maritime industry: A systematic survey. Information, 13(1), 22. https://doi.org/10.3390/info13010022

Morgan, D. L. (2023). Exploring the use of artificial intelligence for qualitative data analysis: The case of ChatGPT. International Journal of Qualitative Methods, 22, 1–10. https://doi.org/10.1177/16094069231211248

Ngai, E. W. T., & Chan, E. W. C. (2005). Evaluation of knowledge management tools using AHP. *Expert Systems with Applications, 29*(4), 889–899.

Nonaka, I., & Takeuchi, H. (1995). *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation.* Oxford University Press.

Prasetyo, B. A., & Hendarman, A. F. (2023). *Knowledge Management Readiness Level Analysis Using Asian Productivity Organization (APO) Framework Approach in PT TPPI.* American International Journal of Business Management (AIJBM).

Rajaram, P., Goh, M., & Zhou, J. (2022). Guidelines for cyber risk management in shipboard operational technology systems. Maritime Policy & Management. https://doi.org/10.1080/03088839.2022.2031409

Review of Maritime Transport. (2021). Digital transformation and sustainability trends. United Nations Conference on Trade and Development (UNCTAD). https://unctad.org/webflyer/review-maritime-transport-2021

Rowley, J. (2006). *The Wisdom Hierarchy: Representations of the DIKW Hierarchy.* Journal of Information Science, 33(2), 163–180.

Saafi, S., Vikhrova, O., & Fodor, G. (2022). AI-aided integrated terrestrial and non-terrestrial 6G solutions for sustainable maritime networking. IEEE Journal on Selected Areas in Communications. https://doi.org/10.1109/JSAC.2022.3144755

Sen, A. (2024). Organizational knowledge and knowledge management – A new framework. American Journal of Management Science and Engineering, 9(1), 1–12. https://doi.org/10.11648/j.ajmse.20240901.11

Sporsem, H., & Hermes, N. (2023). Knowledge loss induced by organizational member turnover: A literature review. Journal of Knowledge Management. https://doi.org/10.1108/JKM-04-2023-0412

Stopford, M. (2021). Maritime Economics (4th ed.). Routledge.

Sushandoyo, D., Kencanasari, R., & Prasetio, E. A. (2024). Learning for Innovations in Digital Startups. ITB Press.

Utami, C. M., & Hendarman, A. F. (2023). Knowledge management as an enabler of innovation: A case study of an Indonesian interior design firm. *International Research Journal of Economics and Management Studies, 1*(1), 1–4.