

Knowledge Management in Public Relations and Industrial Relations: A Case Study of Amazon

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Abstract

Knowledge management (KM) plays an important role in managing complex operations and maintaining the reputation of global companies such as Amazon. This study examines the application of KM in two critical areas: industrial relations (IR) and public relations (PR) at Amazon. Using a qualitative case study approach based on document analysis, this research explores how Amazon leverages data-driven feedback systems, organizational intelligence, and structured communication strategies to manage relationships with employees and the public. The findings reveal that effective KM, such as the daily feedback program 'Connections' and data-driven issue management, enables Amazon to detect labor issues early and shape a positive public narrative. However, crisis case studies like the "pee bottles" incident and union efforts in Bessemer highlight that failures or misuse of KM can damage long-term relationships and corporate image. In conclusion, integrated, transparent, and empathetic KM is key for Amazon to align industrial relations and community relations, transform data into actionable insights, and maintain stakeholder trust in a dynamic and challenging business environment.

Keywords: *Knowledge Management, Public Relations, Industrial Relations, Amazon, Case Studies, Corporate Reputation.*

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INTRODUCTION

Amazon, as one of the world's largest technology and e-commerce companies, operates at an extraordinary level of complexity, characterized by a massive workforce, complex business processes, and constant high media exposure. In this context, the ability to effectively manage knowledge becomes a key determinant of success. Knowledge Management (KM) is no longer merely a support function but a strategic asset that enables the company to maintain internal stability and manage external perceptions. Knowledge management (KM) has evolved into a critical strategic asset in modern organizations, far beyond its traditional role as a support function. Research shows that organizations that are effective in implementing KM are able to maintain internal stability and better manage their external perceptions. For example, Ambos and Schlegelmilch emphasize that KM is key in international consulting firms because their main product is knowledge, suggesting that knowledge management has a direct impact on the success of organizations in maintaining good relationships with stakeholders (Ambos & Schlegelmilch, 2009). In addition, Nair et al. explain that the integration of KM with internal marketing processes is essential to achieving optimal performance and stakeholder satisfaction, which supports the formation of a positive corporate image (Nair et al., 2023).

In the context of knowledge management (KM), two areas that are heavily influenced are Industrial Relations (IR) and Public Relations (PR). At the internal level, IR focuses on the relationship between management and employees, including issues related to working conditions, compensation, and union involvement. Research by Syech et al. shows that KM has a positive impact on employee performance, which is essential for maintaining good relations in the context of IR (Syech et al., 2023). In addition, Zaim et al. discuss how KM processes can affect human resource management, indicating that good knowledge management can strengthen the relationship between management and employees, as well as reduce the risk of conflict (Zaim et al., 2018).

In terms of PR, the focus is on how companies build and maintain a positive image in the eyes of the public, investors, and other stakeholders. Failure to manage knowledge in this area can lead to a reputation crisis. According to Moser, knowledge sharing is essential in building a successful team and is essential in a service-oriented work environment, where image and reputation are important assets for the company (Moser, 2017). Research by Rhee and Choi also shows that knowledge management behavior and individual creativity affect interactions with the public, indicating that effective knowledge management and communication can strengthen positive external relations (Rhee & Choi, 2016).

In this context, the inability to manage knowledge in these two areas can have detrimental consequences for the company, both in terms of reputation and operations, which is recognized by many studies on the importance of KM in facing challenges in industrial and public relations (Syech et al., 2023; Rhee & Choi, 2016; Zaim et al., 2018).

This case study aims to analyze how Amazon applies KM in its IR and PR practices. The research will explore how Amazon uses internal data and organizational intelligence to address industrial relations issues, implements knowledge-based communication strategies to shape public opinion, and addresses challenges when KM systems fail or are misused in handling crises.

LITERATURE REVIEW

A. Knowledge Management (KM)

Knowledge Management plays a crucial role in both industrial and public relations. Internally (IR), knowledge in the form of employee feedback data, performance metrics, and organizational intelligence can improve engagement and speed of response to labor issues but must be balanced with empathy and openness. Good KM (e.g., daily surveys, incident reporting) helps Amazon detect issues early and improve working conditions, so conflicts can be contained before they escalate. Conversely, misuse of KM to control or manipulate workers (such as excessive surveillance or aggressive anti-union campaigns) actually damages long-term relationships.

In the external (PR) realm, KM ensures that the message is consistent and fact-based. Amazon's PR team relies heavily on access to internal knowledge operational data, company values, success stories to build a positive narrative for customers, investors, and the media. Crisis cases teach us that closing the loop between field information and top management is vital: negative information that is known at the operational level must be raised in the knowledge

system so that it is not ignored by PR. In addition, transparency and speed in sharing knowledge (e.g., updates during a crisis) can maintain public trust. In essence, effective KM creates an organization that is aware (knows the latest internal-external conditions) and aligned (has one voice in communication) 3 both of which are key to Amazon's success in dealing with IR and PR challenges in a company of its size.

B. Industrial Relations (IR)

Based on the Indonesian Manpower Law Number 13 of 2003. In Article 1 number 16 Industrial Relations is a system of relations formed between actors in the process of producing goods and/or services consisting of elements of entrepreneurs, workers/laborers, and the government based on the values of Pancasila and the Constitution of the Republic of Indonesia of 1944.

Labor relations is the relations between trade unions and management (also known as labor-management relations) Industrial relations include four types of relations :

1. Group relations, the relations between various groups of workers, workers, supervisors, technical persons, etc.
2. Employer-employee relations, the relations between management and employees. This denotes all employer-management relations except trade union-management relations;
3. Community or Public Relations, the relations between industry and the community.

The purpose of Industrial Relations is to maintain stability and minimize conflict in the work environment including Increasing Work Productivity, Handling Conflict, Minimizing Turnover Levels, Increasing Work Environment Harmony (Putri, Sinta. 2024).

A good relationship between workers and employers can create harmony. The first aspect of industrial relations is the relationship between workers and employers (companies). These aspects include: Trade Unions, Conflict Resolution, Negotiations, Government (Putri, Sinta. 2024).

I) Industrial Relations Facilities in the Job Creation Law (Law No. 11 of 2020):

1. Workers' Unions/Labor Unions
2. Employers' Organizations
3. Bipartite Cooperation Institutions
4. Tripartite Cooperation Institutions
5. Collective Labor Agreements (PKB) and Company Regulations

II) According to Payaman J. Simanjuntak, (Nurhayat, Wiji. Frengky, Johan. 2024) some of the principles of industrial relations include;

1. Common interests between employers, workers, the community, and the government
2. The existence of a profitable partnership between workers and employers
3. Functional relationships and the division of tasks
4. Having a family nature
5. Creating peace and tranquility at work
6. Increasing productivity

7. Increasing shared prosperity.

III) Industrial Relations Disputes and How to Resolve Them

What is an industrial relations dispute? The provisions of Article 1 of Law 2/2004 explain that an industrial relations dispute is a difference of opinion that results in conflict between the authorities or a group of employers and workers/laborers or workers/labor unions due to disputes regarding rights, interests, termination of employment, and between unions in one company. The types of disputes regarding rights that may occur include normative rights, company regulations, work agreements, or statutory regulations. Examples of industrial relations disputes are issues of salary, THR, layoffs, severance pay, and others (Online Legal Team 2022).

IV) Settlement of Industrial Relations Disputes

If an industrial relations dispute is found, bipartite deliberation negotiations must be held to reach a consensus. The period for this negotiation is 30 working days from the date the negotiation began.

If the bipartite exceeds 30 days, the bipartite is considered to have failed, one or both parties register the dispute that occurred with the local labor agency/agency by attaching evidence that the negotiations have been carried out.

After registration, the industrial relations settlement institution will offer two settlement options, namely conciliation and arbitration. If within seven working days the parties involved do not choose the desired settlement method, the authorized agency will delegate the settlement to the mediator.(Online Law Team 2022)

C. Public Relations (PR)

Activities aimed at regulating the flow of information between individuals or organizations and the general public. The goal of a company's public relations is often to persuade the public, investors, partners, employees, and other stakeholders to favor a particular viewpoint about the company, its leadership, products, or political decisions.

I) Public Relations characteristic

Provides protection to the company from public opinion attacks, criticism, or other issues that can damage the organization's. The practice of managing communication between organizations, includes efforts to convey information, build a positive image, and create understanding and harmonious relationships between the organization and various community groups (both internal and external publics).

II) Public Relations Features

- Securing Cooperation with the Public support from the public (all related parties such as consumers, employees, shareholders, and the community).
- Successful Public Relations, developing better relations with the public.
- Satisfying Different Groups The expectations of a particular group can be known to be satisfied by fulfilling their expectations.
- Engaging in Dialogue, organizations provide information and this can only be done through Public Relations.
- Ongoing activities, meetings should be arranged from time to time

III) The role of Public Relations (PR) and the RACE model (Marston, 1979)



According to Marston (1979) in his book *The Nature of Public Relations*, Public Relations strategy includes four important elements: Research, namely identifying the problem or situation being faced. Action (planning and action), designing a plan and concrete steps to handle the problem. Communication (communication) conveying messages to the public effectively so that they can be understood. Evaluation (evaluation) assessing the extent to which information is received by the public and the results of the program that has been implemented.

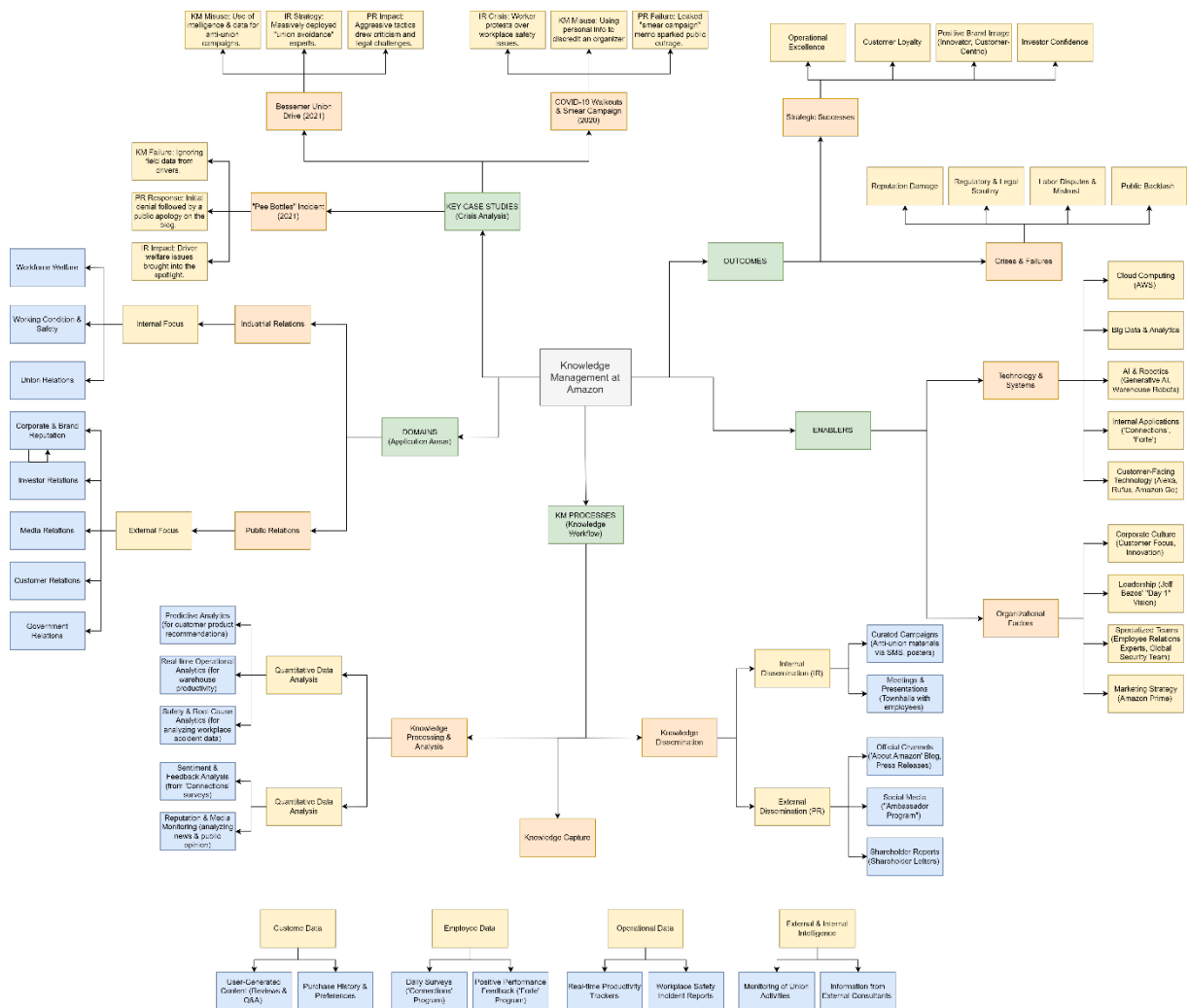
METHODS

This research employs a qualitative case study approach to conduct an in-depth analysis of the application of Knowledge Management (KM) in the fields of Industrial Relations (IR) and Public Relations (PR) at Amazon. This approach was chosen for its ability to explore complex phenomena within a real and dynamic organizational context. Primary data collection in this study was conducted through **document analysis**, with data sources including official company publications (e.g., the "About Amazon" blog), reports from leading media outlets (such as The Verge and VICE News), and relevant industry analysis articles.

The data analysis procedure was carried out through three systematic stages inspired by a conceptual research framework:

Stage 1: Data Extraction In this stage, relevant information from all source documents was systematically extracted and classified. The data was codified into several main categories: KM Practices (e.g., feedback systems, data management), Industrial Relations Issues (e.g., working conditions, labor unions), Public Relations Strategies (e.g., crisis communication, reputation management), and Supporting Technologies (e.g., algorithms, internal applications).

Stage 2: Conceptual Framework and Knowledge Mapping. This stage focused on developing a conceptual framework to visualize the dynamic relationship between KM, IR, and PR at Amazon. The Knowledge Map designed in this study is not static but rather depicts a process flow: how knowledge from the internal environment (IR issues captured from workers) is processed and managed by the company's KM engine, which is then transformed into actions and narratives for an external audience (PR strategies). This map helps illustrate how KM functions as a strategic bridge—or, conversely, a barrier—between internal reality and the company's public image. The existing case studies, particularly the "pee bottles" incident, serve as a real-world reflection of this knowledge map's flow, showing the points where the KM process succeeded or failed.



The knowledge map (Figure 1) presented here visually models the Knowledge Management (KM) ecosystem at Amazon. The goal is not to simply categorize components, but to weave an analytical story about how knowledge is both a source of strength and weakness for this technology giant. The map centers on Knowledge Management at Amazon as the driving force that connects all aspects, from internal operations to external reputation.

a. The Dynamic Heart of the Ecosystem: KM Processes

The main focus of this model is on the KM Processes branch, which serves as the dynamic heart of the entire ecosystem. Amazon's success or failure in managing its industrial and public relations can be traced back to the effectiveness of this workflow, which consists of three crucial stages:

1. Knowledge Capture: This stage shows how Amazon aggressively acquires data from various sources within its Domains. Internally, Amazon captures employee sentiment in real-time through the 'Connections' program and performance data through productivity trackers. Externally, they collect data customer preferences and shopping

history and monitor intelligence on union activity. This stage is the foundation of the entire system; failure to capture accurate and relevant information here will impact the entire process.

2. Knowledge Processing & Analysis: Once the data is captured, it is processed into strategic insights. With the support of Enablers such as AI and Big Data, Amazon performs various analyses. Predictive Analytics is used to provide personalized product recommendations, while Real-time Operational Analytics monitors warehouse productivity. On the other hand, Sentiment & Feedback Analysis from employee data should provide an authentic picture of internal conditions. This is the stage that turns raw data into actionable knowledge.
3. Knowledge Dissemination: Knowledge that has been processed is then disseminated. Externally, this is realized through Public Relations strategies, such as releasing statements on official blogs to shape the public narrative. Internally, knowledge is disseminated to manage Industrial Relations, for example through curated campaigns to influence employee opinion towards unions.

b. Operational Context: Enablers and Domains

This KM workflow does not operate in a vacuum. It is supported by the Enablers pillar, which provides the infrastructure and conditions that enable the process to run. Technology & Systems such as AWS, AI, and internal applications are the technical backbone. Meanwhile, Organizational Factors such as customer-obsessed corporate culture and innovation are the strategic drivers. The entire process is implemented in two main Domains: the internal world of Industrial Relations and the external world of Public Relations.

c. Final Exam: Outcomes and Proof Through Case Studies

The real impact of the effectiveness of this KM ecosystem is reflected in the Outcomes branch. When KM workflows run smoothly—the right data is captured, analyzed correctly, and disseminated effectively—the results are Strategic Successes, such as customer loyalty and operational excellence.

However, the main focus of this map analysis is how failures in KM Processes directly lead to Crises & Failures. The Key Case Studies branch serves as the real evidence or “final test” of the entire model. The “Pee Bottles” Incident (2021) is a perfect example of this dynamic. This map clearly shows a failure at the Knowledge Capture stage, where real complaints from drivers (a crucial piece of knowledge in Industrial Relations) were ignored by the system. This single failure at the core process then rippled throughout the system: it triggered a false PR Response (denial), which ultimately led to severe Reputation Damage under the Outcomes branch.

This pattern is reinforced by other cases. The Bessemer Union Crisis and the COVID-19 Walkout demonstrate how Knowledge Management can not only fail, but also be misused (KM Misuse). Knowledge of employee sentiment and personal organizer data were used

offensively to discredit and suppress labor movements. This shows that misuse at the Knowledge Dissemination stage can also produce Outcomes that undermine trust and trigger negative public reactions.

Overall, the narrative woven from this knowledge map confirms that Amazon's successes and failures in managing industrial relations and its public image are not random events. Both are direct consequences of the health and integrity of the knowledge management processes at the heart of its organization. A failure at the core of the process—especially in capturing the realities on the ground—will inevitably trigger a systemic crisis that is difficult to contain.

Stage 3: Thematic Analysis of Case Studies. In the final stage, the mapped conceptual framework was applied to analyze specific case studies. The **2021 "pee bottles" incident** was chosen as the primary focus for in-depth analysis using the RACE model (*Research, Action, Communication, Evaluation*). Additionally, other crises such as the **unionization efforts in Bessemer (2021)** and the **COVID-19 related walkouts (2020)** were analyzed concisely to identify recurring patterns of success, failure, or misuse of KM by Amazon in managing its IR and PR challenges.

RESULTS AND DISCUSSION

The analysis of KM practices at Amazon reveals its dual role as a strategic asset and a potential liability. The findings are presented and discussed thematically to build a coherent argument.

a. Knowledge Management as a Strategic Asset: The Proactive Engine for IR and PR

Amazon effectively utilizes KM as an engine to proactively manage industrial relations and shape its public image.

In the realm of Industrial Relations, Amazon implements a sophisticated knowledge capture system to understand employee sentiment in real-time. The primary example is the 'Connections' program, a daily survey system that asks employees one question each day through an internal application. The collected data is analyzed by internal teams to detect operational and job satisfaction issues early, allowing management to respond before these issues escalate into larger conflicts. This practice is complemented by the 'Forte' program, which focuses on positive feedback for individual strength-based career development. Both programs demonstrate how structured KM can enhance employee engagement and strengthen the company's internal reputation.

The knowledge captured from internal sources then becomes the foundation for its **Public Relations** strategy. Amazon's PR team relies heavily on access to operational data and company values to build a consistent, positive narrative for customers, investors, and the media. The use of data for product personalization, measured communication through official channels like the "About Amazon" blog, and the dissemination of success stories are examples of how internal knowledge is processed into a powerful external communication asset.

b. Knowledge Management Failures as a Liability: Reactive Responses Amidst Crisis

Despite its sophistication, Amazon's KM system exhibits significant weaknesses when faced with crises, especially those of a qualitative and sensitive nature.

In-depth Case Analysis: The "Pee Bottles" Incident (2021)

Marston's RACE Model Implementation Example at Amazon

Case: Pee bottle incident and worker image crisis in 2021

1.) Research Amazon initially failed at this stage because it did not have a good system in place to gather insights from the field, especially from delivery drivers. Complaints about the lack of toilet access had actually been raised on worker forums and social media, but were not systematically integrated into the company's knowledge base. After the controversy erupted, Amazon re-conducted research in a reactive manner, gathering data from internal logistics, driver reports, and public feedback on social media.

2.) Action After receiving public pressure, Amazon took action: Issued an official statement with a public apology. Acknowledged the error in previous communication. Stated that it would provide additional facilities and review driver operational standards. This shows systemic improvements based on previous research findings are an important part of KM.

3.) Communication Amazon delivers information to the public through: The official "About Amazon" blog with an article titled "We Owe an Apology" Open statements to the media and official Twitter channels. Data-based explanations to show concrete steps (e.g. the number of vehicles now equipped with better toilet access). This communication reflects the processing of internal knowledge into a structured and open PR narrative.

4.) Evaluation After the communication was done, Amazon monitored public perception through: Media monitoring (The Verge, Vice, CNN) and responses on social media. Internal feedback from employees regarding the effectiveness of the solutions provided. The decrease in the frequency of negative news within 2 weeks after the response was considered a partial success in PR recovery. This evaluation also became a new knowledge base to prevent similar crises in the future.

Patterns of Failure in Other Crises

Similar patterns were observed in other crises. In the case of the **Bessemer unionization drive**, organizational data and intelligence—a product of KM—were used to launch an aggressive anti-union campaign, a misuse of KM that damaged employee trust. Meanwhile, during the **COVID-19 walkouts**, there was again a gap between workers' on-the-ground safety concerns and the company's public narrative, which even led to a "smear campaign" against an organizer.

c. Discussion and Synthesis: Towards an Integrated and Empathetic KM Framework

These findings indicate that Knowledge Management at Amazon is a double-edged sword. On one hand, its systems are highly effective at capturing and analyzing structured data for operational efficiency and marketing communications. On the other hand, it often fails to capture, interpret, and act upon qualitative, human-centric knowledge, especially when that knowledge is detrimental to the company's image.

The analyzed crises consistently reveal a "broken loop" in the knowledge flow. Critical information from the operational level fails to be elevated into the awareness of top management, preventing it from being anticipated by either the IR or PR teams. Therefore, this research concludes that for a company as complex as Amazon, an effective KM framework must be more than just technologically superior. It requires a framework that is **integrated, transparent, and empathetic**. Transparency and speed in sharing knowledge, especially during a crisis, are vital for maintaining public trust. Ultimately, the ability to ethically transform data – both quantitative and qualitative – into actionable insights is the key for Amazon to align its industrial relations and public relations in a challenging business environment.

• Nuances of Knowledge Management

Knowledge Management (KM) is not merely about electronic systems or formal writing procedures, but also includes emotional dimensions and relationships between individuals in the organization. In the context of Amazon, systems are used to collect feedback information from employees directly. However, how well the system works depends largely on how effectively the organization can understand and respond to the human aspects behind the data, especially those that focus on employee treatment (Wang, Yuxuan. 2024).

Effective KM must connect automated data with attention to tacit knowledge and emotions. Thus, the success of KM depends on the alignment between scalable systems and responsibility for the social dynamics of the organization, not just on the amount of information that has been collected.

CONCLUSION AND RECOMMENDATIONS

This study shows that Knowledge Management (KM) plays a role in shaping the effectiveness of Public Relations (PR) and Industrial Relations (IR) strategies in large companies such as Amazon. The implementation of real-time feedback systems (such as Connections, Forte) illustrates how KM supports data-driven decision-making. However, this case also shows that relying too much on automation without human judgment can pose reputational and ethical risks, especially in relation to labor issues and public controversies. In the context of Amazon, KM serves not only as an operational tool, but also as a strategic asset that impacts the company's resilience, employee trust, and public perception. The inability to turn internal data into actionable actions, especially in the context of labor protests and crisis management, calls for a more sensitive and contextual approach to knowledge.

Recommendations:

- Incorporate qualitative insights into KM systems to capture the emotional and social aspects of employee experiences.
- Improve collaboration between HR, PR, and KM teams to ensure a unified narrative and more proactive crisis management.
- Implement an ethics review mechanism for the use of employee feedback data, to maintain trust and transparency.
- Strengthen leadership training to understand KM results as more than just metrics, but as a deeper indicator of organizational health.

- Encourage participatory feedback cycles where employees feel cared for, not just what happens on a survey.
- In closing, effective Knowledge Management implementation in PR and IR requires more than just sophisticated technology; it requires human sensitivity, ethical rigor, and an organizational culture that values data and dialogue.

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