THE INFLUENCE OF WORK ENVIRONMENT AND KNOWLEDGE MANAGEMENT ON EMPLOYEE PERFORMANCE: A CASE OF SUNSHINE ASSET MANAGEMENT CO., LTD.

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ABSTRACT

This study aimed to analyze the impact of working environment and knowledge management on employee performance in the asset management industry, using a case study of Sunshine Asset Management Co., Ltd. The sample consisted of 175 employees selected by multi-stage sampling. A questionnaire was used as the main tool for data collection, and the analysis was performed using descriptive statistics (frequency, percentage, mean, and standard deviation) and inferential statistics (t-test, One-way ANOVA, and Multiple Regression Analysis). The results of the study found that working environment factors, especially physical environment, had a statistically significant positive impact on employee performance at a level of $.05$, with a predictive power of 36.8%. In addition, knowledge management, especially knowledge storage and retrieval, as well as knowledge transfer and utilization, had a statistically significant impact on employee performance at a level of $.05$, with a predictive power of 31.9%. These findings reflect that developing a good working environment infrastructure and effective knowledge management are important strategies that organizations can use to increase employee capabilities and organizational success. This study also provides policy recommendations on supporting employees based on marital status. Designing a suitable workplace and developing a knowledge sharing platform to help asset management companies improve their personnel efficiency and organizational competitiveness in the long run.
Keywords: Work Environment, Knowledge Management, Employee Performance

INTRODUCTION

The asset management business is essential for managing the financial assets of individuals, institutions and organizations. Employee performance plays a critical role in the success of wealth management firms in today's highly competitive business landscape. Therefore, it is important for organizations to understand the determinants that impact employee performance in this sector in order to maintain competitiveness and ensure long-term success. Although employee performance is critical in asset management, there is a notable lack of research on how the work environment and knowledge management affect employee performance in this particular sector. Although there are studies examining the influence of the work environment and knowledge management on employee performance in general, there is a dearth of research looking specifically at asset management (Armawan, & Herlina, 2023; Wiswadas et al., 2023). Wealth management is characterized by its high-pressure and fast-paced nature in the workplace, where staff must make crucial decisions that directly impact the financial well-being of clients. Therefore, it is crucial to understand the impact of the work environment and knowledge management strategies in this field on employee performance. Previous research has shown that a favorable work environment can lead to higher job satisfaction, increased drive and better employee performance. Nevertheless, there is a lack of research on the exact elements of the work environment that have the greatest impact on employee performance in asset management (Puryanti, Supriyadi, & Rafikasari, 2023; Yusnita, Melyiatama, & Irawan, 2023). A pleasant work environment has several components, including physical working conditions, organizational culture, leadership style, and interpersonal relationships among employees. In the field of asset management, a comfortable work environment can alleviate the anxiety associated with critical decision-making and improve cognitive abilities, leading to better performance outcomes. Studies suggest that employees who perceive their work environment as supportive and nurturing tend to exhibit higher levels of job satisfaction and organizational commitment, which is directly linked to improved performance metrics (Paulsson et al., 2023; Yusnita, Melyiatama, & Irawan, 2023).

Knowledge management strategies, such as training programs, information sharing and collaboration, are essential to improving employee performance by equipping them with the necessary skills and knowledge to make informed decisions. In asset management, accuracy and speed of information are critical. The introduction of efficient knowledge management can significantly improve decision-making processes and performance results. Training programs are specifically designed to ensure that employees are familiar with the latest financial models, regulatory changes and market trends so that they can effectively manage the intricacies of their positions. In addition, cultivating a culture that encourages knowledge sharing and collaboration can lead to widespread adoption of better practices and inventive approaches, thus enhancing performance (Ameen, & BEKTAŞ, 2023).

This study will fill the existing gap in the literature and provide important insights for asset management firms seeking to improve the performance of their employees and the overall success of the organization. The results of the study will help asset management managers and executives understand the critical elements that lead to employee performance. This will enable them to develop methods to create a work environment that promotes both high performance and knowledge sharing. This research looks specifically at Sunshine Asset Management Co., Ltd. and provides a comprehensive case study that explores the intricate interplay of these aspects in a real-world setting. The results of this research have important implications for both theoretical understanding and practical application. Practitioners are given practical suggestions on how to improve the performance of their employees by implementing specific measures in the work environment and strengthening knowledge management techniques. Asset management organizations can use various tactics, such as implementing leadership development programs, designing ergonomic workplaces, and improving information-sharing

platforms, to create a more conducive work environment and enhance their knowledge management system.

Objectives

1) To investigate the performance of employees according to personal information.
2) To investigate the influence of the work environment on employee performance.
3) To investigate the influence of knowledge management on employee performance.

Conceptual Framework
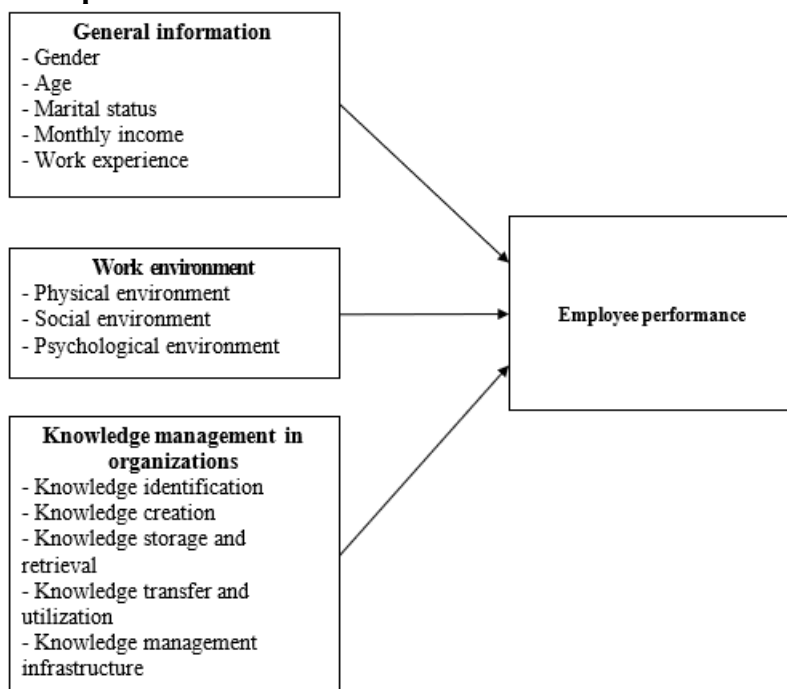
Hypothesis

Hypothesis 1: Employees with different personal information influence employee performance differently.

Hypothesis 2: Work environment influences employee performance.

Hypothesis 3: Knowledge management influences employee performance.

LITERATURE REVIEWS

Work environment

The work environment plays a significant role in employee performance and organizational success. A good work environment can promote employee job satisfaction and motivation (Achsyan, Sanusi, & Supriadi, 2022; Yusnita, Melyiatama, & Irawan, 2023), which can be divided into 3 main dimensions: physical environment refers to tangible elements in the workplace, such as office design, lighting, noise, temperature levels, and air quality, which directly affect employee health and performance (Taheri, Miah, & Kamaruzzaman, 2020). Studies in manufacturing industries and organizations have found that a good physical environment increases productivity and reduces work-related health problems (Hailemariam & Yang, 2023; Andayani & Tibaat, 2023). Social environment refers to factors related to employee relationships, such as relationships with supervisors, coworkers, and organizational culture, which can create motivation and engagement with the organization (Badrianto & Ekhsan, 2019; Sugiarti, 2022). Research in various organizations has found that a good social environment helps employees to be enthusiastic about their work. And indirectly affect employee satisfaction and performance through motivation and engagement factors (Harahap et al., 2022; Tammalele & Malik, 2022). However, some research found that the social

environment may not have a direct effect on employee performance, but through other factors such as organizational culture and skill development (Yasin & Julita, 2022). Psychological environment Or the emotional and psychological dimensions of the workplace, such as job security, relationships with coworkers, and a sense of belonging to the organization, which affect motivation and work performance (Putri et al., 2019; Sugiarti, 2022). Studies in various organizations have found that a good psychological environment reduces stress and increases work motivation (Khasan, Qomariyah, & Akmaluddin, 2022; Rabuana & Yanuar, 2023). For instance, Smith (2020) demonstrated that self-perception acts as a crucial mediator in decision-making processes, influencing individuals' behavioral choices in complex situations. Similarly, Lee et al. (2019) highlighted the importance of social environments in fostering intrinsic motivation, suggesting that contextual factors may be equally influential as personal traits. These studies collectively suggest that understanding behavior requires an integrated perspective that considers both internal psychological mechanisms and external social influences. In conclusion, a good work environment not only directly affects employee performance, but also, indirectly, through job satisfaction and engagement. Despite numerous studies confirming the work environment's impact on job satisfaction and productivity, few have dissected which specific dimensions—physical, social, or psychological—carry the most influence in financial service industries. The asset management sector, in particular, may demand different emphasis due to its high cognitive load, need for confidentiality, and decision-making under pressure. Moreover, cultural factors and organizational norms can mediate how employees perceive and respond to their environments. Therefore, more comparative research is needed to understand how these subcomponents operate in high-stakes environments and how interventions in these areas can be customized based on industry-specific needs and demographic profiles of employees. Ultimately, organizations should focus on designing a suitable workplace and promoting a good organizational culture and create a working environment that supports employee mental health to increase productivity and overall organizational success (Ismail, 2023; Hailemariam & Yang, 2023).

Knowledge management in organizations

Knowledge management in organizations is crucial to enhance the competitiveness and efficiency of an organization. Knowledge identification is a key process in finding and prioritizing knowledge in an organization, which involves interviewing, using case studies, and creating an organizational culture that supports knowledge sharing (Giraldo et al., 2019). In addition, factors such as organizational learning and organizational culture often influence the identification and integration of knowledge for maximum benefit (Mesbah, Babaei, & Shabanali, 2017). Knowledge creation is another important element that organizations can stimulate through the exchange of ideas, creating a learning culture, and using digital tools to promote knowledge synthesis and sharing (Karamitri, Kitsios, & Talias, 2020). An effective knowledge creation process increases organizational innovation and agility (Chung et al., 2019). Knowledge capture and retrieval is the process involved in managing reusable information, using techniques such as intelligent filing systems. Or the Six Sigma process to improve the efficiency of information retrieval (Al Balushi et al., 2019). However, effective knowledge storage requires systematic measurement to improve the organization's structure and strategy (Khalifa, Yan Yu, & Ning Shen, 2008). Knowledge transfer and utilization play a key role in linking knowledge to innovation development and decision-making. Organizations can use tools such as storytelling, communities of practice, and best practices to encourage effective knowledge sharing and utilization (Bertolazo, Sartori, & Tenório, 2020). In addition, effective knowledge transfer requires clear standards and indicators to assess the outcomes and impact on the organization (von Clarmann, 2018). Finally, the knowledge management infrastructure is an important foundation that supports knowledge creation and sharing in an organization. It requires both technical and social structures, such as IT systems, organizational

culture, and project management can help make knowledge management effective (Kudozia et al., 2023; Arbabi, Salehi-Taleshi, & Ghods, 2020). Having a strong infrastructure allows organizations to integrate knowledge into their work processes and reduce potential barriers such as budget constraints or resistance to change (Mazorodze, & Buckley, 2019). In summary, effective knowledge management requires the integration of all elements, from identifying and creating knowledge to capturing, transferring, and applying knowledge, as well as creating an infrastructure that supports organizational learning, which will enable organizations to leverage knowledge to increase their competitiveness and long-term success (Smaradhani, Hubeis, & Hidayatulloh, 2023).

Employee performance

Employee performance is an important factor that directly affects the organization's efficiency and the success in achieving business goals. Employee performance can be measured by the quality of work, the ability to perform duties, achieve goals, teamwork, problem-solving skills, and the application of suggestions (Vuong & Nguyen, 2022). Factors that influence employee performance include motivation, work environment, ability, attitude, and workload. It was found that abilities and demographic factors such as age, gender, education level, and work experience are related to the level of employee performance in public organizations (Rochmawati & Indiyati, 2022). In addition, emotional intelligence also has an important effect on work performance by helping employees control their emotions and cope with high workload situations effectively (Vasić & Petrović, 2023). Organizations that focus on continuous development and learning will be able to create a learning organization culture (Learning Organization), which helps enhance service quality and increase employee efficiency, especially during crises (Vasić & Petrović, 2023). Employee performance evaluations are often conducted through HR Scorecard, which is used to assess from the perspective of financial, internal business operations, and organizational development. However, a study in the PDAM Tirtanadi organization found that employee performance was low, indicating the need to improve development strategies and measurement (Siregar, Sinulingga, & Sembiring, 2022). Important factors that promote employee performance include job satisfaction, clarity of organizational goals, and employee training. Setting consistent goals between employees and the organization can help increase motivation and commitment to work (George et al., 2021; Nowak, 2020). In addition, providing regular feedback through a 360-degree appraisal system can help develop employees' skills and problem-solving abilities (Charalampous & Darra, 2023; Campion et al., 2015). Other factors such as organizational support and a collaborative work culture also play an important role in increasing employee performance. Teamwork and organizational support were found to be positively related to employee effort and outcomes (Schmutz et al., 2019; McEwan et al., 2017). In summary, effective management of various factors, such as appropriate workload allocation, motivation, and employee skill development, will help increase employee performance, which will lead to long-term organizational success (Alqarni et al., 2023; Farida & Sopiah, 2022).

RESEARCH METHODOLOGY

In this study, the population consisted of 332 employees working at Sunshine Asset Management Co., Ltd. To determine the appropriate sample size, Weiers' (2005) formula was used, which is a method used in cases where the population size is known but the population variance is unknown. This formula helps determine the appropriate sample size and is statistically representative of the population. The calculation found that the appropriate sample size was 175 people. For the sample selection process, a multi-stage sampling method was used. In the first step, employees were divided into groups according to the company's branch locations and each branch was used as a sub-sample to provide geographical representation. In the second step, convenience sampling was used to select employees from each selected branch

to participate in the study. This method reduces time and budget constraints while maintaining an appropriate level of sample representativeness. The use of convenience sampling, although potentially limiting in terms of generalizability, was a pragmatic choice given resource constraints and the need for timely data collection. To minimize bias and enhance representativeness, this approach was embedded within a broader multi-stage sampling framework. By first stratifying the sample by branch location, the study ensured geographical and departmental diversity. Moreover, the selected participants reflected the organizational structure and staffing distribution of Sunshine Asset Management Co., Ltd. This layered approach aligns with methodological best practices in applied organizational research, especially in cases where randomized sampling is not feasible.

This study used a questionnaire as the main tool to collect data from employees. The questionnaire was designed to measure employees' perspectives on working environment, knowledge management, and employee performance. The collected data can be divided into two main types: primary data and secondary data. Primary data was obtained by distributing questionnaires to employees in various departments of the company. Secondary data was obtained from academic documents, online databases, international research journals, and other relevant sources to be used as a guideline for analysis and comparison with the study results. The questionnaire was developed for reliability and content validity by 3 experts and pretested with a sample of 30 people working in the banking and financial industry, who were not related to the study company, to assess the understandability and consistency of the questionnaire. The data collection was conducted at the premises of Sunshine Asset Management Co., Ltd., an organization engaged in asset management business. Data was collected from employees working in various branches of the company by distributing both paper-based and online questionnaires to facilitate employee response and increase the response rate. The collected data were processed through Data cleaning to filter out incomplete or incomplete data, then input the data into the statistical analysis system to find the relationship between work environment factors, knowledge management and employee performance. This comprehensive data collection method and the use of various data sources help the study to produce more accurate and reliable results.

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RESEARCH RESULTS
General Information of Respondents
From the study, it was found that the majority of respondents were female, comprising 91 individuals (52.00%). Most respondents were aged between 20 and 30 years, accounting for 89 individuals (50.86%). A significant portion were married, totaling 164 individuals (93.71%). The largest group had an average monthly income between 6,001 and 8,000 CNY, representing 78 individuals (44.57%). Additionally, 52 respondents (29.71%) had more than 10 years of work experience.

Opinion level on Work Environment, Knowledge Management in Organization, and Employee Performance

Table 1 Opinion level on Work Environment, Knowledge Management in Organization, and Employee Performance

Variables	Mean	S.D.	Opinion Level
Work Environment			
- Physical environment	2.27	0.57	Low
- Social environment	2.20	0.60	Low
- Psychological environment	2.26	0.58	Low
Overall of Work Environment	**2.24**	**0.48**	**Low**
Knowledge Management in Organization			
- Knowledge identification	2.20	0.63	Low
- Knowledge creation	2.20	0.60	Low
- Knowledge storage and retrieval	2.22	0.55	Low
- Knowledge transfer and utilization	2.22	0.60	Low
- Knowledge management infrastructure	2.22	0.61	Low
Overall of Knowledge Management in Organization	**2.21**	**0.43**	**Low**
Employee Performance			
- Employee Performance	2.23	0.57	Low

From Table 1, the results of the study found that the respondents had a low level of opinions on all variables. The work environment had a total mean of 2.24 (S.D. = 0.48), with subcomponents such as physical environment (Mean = 2.27), society (Mean = 2.20), and psychology (Mean = 2.26) all being at a low level. As for knowledge management in the organization, it had a total mean of 2.21 (S.D. = 0.43), with all components, including knowledge identification (Mean = 2.20), knowledge creation (Mean = 2.20), knowledge storage and retrieval (Mean = 2.22), knowledge transfer and utilization (Mean = 2.22), and knowledge management infrastructure (Mean = 2.22), also being at a low level. Meanwhile, employee performance had a mean of 2.23 (S.D. = 0.57).

Hypothesis Testing
Hypothesis 1: Employees with different personal information influence employee performance differently.

Table 2 Hypothesis result of influence of employee's general information on employee performance

Personal factors	Statistics	Statistical values	Sig.	Test results
- Gender	t-test	-1.030	.304	Not Support
- Age	F-test	0.754	.521	Not Support
- Marital status	t-test	-2.563	.011*	Support
- Average monthly income	F-test	2.011	.114	Not Support
- Working experience	F-test	0.253	.859	Not Support

* Statistically significant at the .05 level.

From Table 2, it was found that personal factors related to marital status have a statistically significant effect on employee performance at Sunshine Asset Management Co., Ltd., at the .05 level. Specifically, employees who are married exhibit higher performance levels compared to those who are single.
Hypothesis 2: Work environment influences employee performance.

Table 3 Hypothesis testing results on the impact of the work environment on employee performance.

Work Environment	b	Std. Error	β	t	Sig.	Tolerance	VIF
Constant	.845	.167		5.048	.000*		
- Physical environment	.623	.082	.623	7.559	.000*	.536	1.867
- Social environment	-.030	.070	-.031	-0.428	.669	.680	1.471
- Psychological environment	.017	.073	.017	0.235	.814	.678	1.476

R = .615, R^2 = .379, Adjusted R^2 = .368, SE_{EST} = .457, F = 34.732, Sig. = .000*
* Statistically significant at the .05 level.

From Table 3, it was found that the work environment, specifically the Physical Environment (β = .623), has a statistically significant influence on employee performance at Sunshine Asset Management Co., Ltd., at the .05 level. The model demonstrates a predictive power of 36.8% (Adjusted R^2 = 0.368) with a standard error of 0.457 (SEEST = 0.457). Additionally, the Multicollinearity test results show that the Tolerance values ranged from 0.536 to 0.680, which exceeds the 0.100 threshold, and the VIF values ranged from 1.471 to 1.867, which is well below the 10.000 threshold, indicating no multicollinearity issues among the independent variables. This relationship can be expressed in unstandardized forms:

$$\hat{y} = .845 + .623_{\text{Physical environment}} - .030_{\text{Social environment}} + .017_{\text{Psychological environment}}$$

Hypothesis 3: Knowledge management influences employee performance.

Table 4 Hypothesis testing results on the impact of knowledge management in organization on employee performance.

Knowledge Management in Organization	b	Std. Error	β	t	Sig.	Tolerance	VIF
Constant	.505	.191		2.643	.009*		
- Knowledge identification	.111	.068	.120	1.619	.107	.709	1.411
- Knowledge creation	.085	.072	.088	1.171	.243	.689	1.451
- Knowledge storage and retrieval	.276	.078	.265	3.559	.000*	.705	1.418
- Knowledge transfer and utilization	.218	.073	.225	2.997	.003*	.693	1.443
- Knowledge management infrastructure	.089	.072	.094	1.240	.217	.678	1.476
R = .582, R^2 = .338, Adjusted R^2 = .319, SE_{EST} = .474, F = 17.283, Sig. = .000*							

* Statistically significant at the .05 level.

From Table 4 , it was found that knowledge management in organization, specifically Knowledge storage and retrieval, and Knowledge transfer and utilization, has a statistically significant influence on employee performance at Sunshine Asset Management Co., Ltd., at the .05 level. The model demonstrates a predictive power of 31.9% (Adjusted R^2 = 0.319) with a standard error of 0.474 (SEEST = 0.474). Additionally, the Multicollinearity test results show that the Tolerance values ranged from 0.678 to 0.709, which exceeds the 0.100 threshold, and the VIF values ranged from 1.411 to 1.476, which is well below the 10.000 threshold, indicating no multicollinearity issues among the independent variables. Knowledge management in organization of Sunshine Asset Management Co., Ltd., the factor that exerts the greatest influence on employee performance is Knowledge storage and retrieval (β = .265), followed by Knowledge transfer and utilization (β = .225). This relationship can be expressed unstandardized forms:

$$\hat{y} = .505 + .111_{\text{Knowledge identification}} + .085_{\text{Knowledge creation}} + .276_{\text{Knowledge storage and retrieval}} + .218_{\text{Knowledge transfer and utilization}} + .089_{\text{Knowledge management infrastructure}}$$

DISCUSSION
Personal factors, especially marital status, have a significant impact on the performance of Sunshine Asset Management Co., Ltd. employees at a statistical significance level of .05, which is in line with the research hypothesis. Marital status of employees may reflect personal stability and greater responsibility leading to higher motivation and commitment. Married employees often show greater commitment to their work to ensure the financial and emotional stability of their families, while single employees may focus more on personal development in areas other than work due to fewer family responsibilities. The study suggests that married workers who have family responsibilities tend to take on more responsibilities at work to ensure financial stability and improve family well-being. In addition, marriage may help workers develop better time management and interpersonal skills at work by benefiting from their experiences in family life. Jordan and Zitek (2012) supported this notion by showing that marital status affects employee perceptions, with married women being perceived less negatively and single men being perceived more positively. In addition, Khetjenkarn and Agmapisarn (2020) found that marital status influences both positive and negative aspects of hotel employees' emotional labor and job performance. Yavuz and Akça (2018) also found that divorced employees experience more stress and burnout compared to their married or single

counterparts, especially among female employees, who tend to experience greater conflict and higher turnover intentions than male employees.

The work environment, especially the physical environment, has a significant impact on the performance of Sunshine Asset Management Co., Ltd. employees with a statistical significance level of .05 and a predictive power of 36.8%, which is consistent with the hypothesis. A well-designed physical work environment, including appropriate space layout, lighting, temperature, and overall comfort, can significantly increase employee performance by creating a supportive and comfortable atmosphere. An efficient workplace design reduces distractions and increases concentration, which can improve overall work efficiency. Respondents ranked the statement "The design of my workspace is suitable for my tasks" the highest, as the right space layout allows employees to work effectively and undisturbed. This result is consistent with Taheri, Miah and Kamaruzzaman (2020), who emphasized that the physical work environment has a direct impact on job satisfaction and performance, especially in the design of the workplace. The second most important factor was "The temperature in my workplace is suitable for working'," as suitable temperatures help employees feel comfortable and able to concentrate, which improves their overall performance. Putri et al (2019) also confirmed that appropriate environmental conditions, such as an appropriate temperature, directly influence employees' work efficiency. However, "My workplace is designed with health and safety in mind" received the lowest rating, possibly because employees do not perceive health and safety design aspects as clearly. Nevertheless, a study by Badrianto and Ekhsan (2019) has shown that workplaces without clear health and safety measures reduce job satisfaction, which is a further indication of how important a well-structured work environment is for both safety and efficiency.

Knowledge management in the organization, especially knowledge storage and retrieval, as well as knowledge transfer and utilization, has a statistically significant effect on the performance of employees of Sunshine Asset Management Co., Ltd. at a level of .05, with a predictive power of 31.9%, which is consistent with the study's hypothesis. Effective knowledge management allows employees to access necessary information quickly and accurately, resulting in increased work efficiency. A good knowledge storage and retrieval system makes information easily accessible, reduces errors, and speeds up the work process (Mitrović, 2020). In addition, sharing and utilizing knowledge also helps to enhance employee skills and develop work capabilities (Chatterjee & Samanta, 2022). The study found that knowledge storage and retrieval have a greater impact on employee performance than knowledge transfer and utilization. This is because regular updates and maintenance of the database allow employees to access accurate and up-to-date information, which affects decision-making efficiency (Kokkaew et al., 2022). Respondents gave the highest score to the statement, "My organization regularly updates its knowledge base to keep it current," reflecting that having accurate information reduces the risk of outdated information and increases employee efficiency (Sart, 2023). However, although knowledge transfer and utilization are important for developing employee skills. However, it has less impact than knowledge storage and retrieval in daily work (Khalifa, Yan Yu, & Ning Shen, 2008). This finding is consistent with the study by Lee and Tao (2020) who indicated that effective knowledge management enhances employee performance, while Anser et al. (2020) emphasized the role of knowledge transfer in empowering overall employees. The findings from this study highlight the practical importance of investing in both physical infrastructure and digital knowledge systems. While comfort and workspace layout improve focus and cognitive performance, well-structured knowledge systems reduce errors, speed up decision-making, and enhance collaboration. These dual drivers—environmental support and knowledge accessibility—form the backbone of modern employee performance strategies. Importantly, the results suggest that these factors do not operate in isolation but rather interact with employee characteristics, such as marital status,

to influence outcomes. A comprehensive organizational strategy should therefore consider both structural interventions and individualized support mechanisms. This integrative approach can help firms navigate the complexities of human performance in knowledge-intensive environments.

Implications of the study

Policy and Practical Recommendations for Personal Factors

1) Support programs for employees with families: The company should consider developing family-friendly programs or benefits, such as childcare services, flexible maternity/paternity leave, and financial and family management counseling. These initiatives would help employees balance work and personal life and thus improve their work performance.

2) Self-development opportunities for single employees: For single employees, the company could offer additional training programs or opportunities to develop new skills aligned with their personal interests. Offering opportunities for personal development will increase their commitment to the company and give them a sense of purpose in their work.

Policy and Practical Recommendations for Work Environment

1) Adequate workplace design: The company should ensure that workplaces are efficiently arranged to minimize distractions and facilitate work performance, e.g. by providing sufficient space, adequate lighting and well-organized areas for individual and group work. This contributes to a more focused and productive working environment.

2) Temperature control and air quality: Maintaining a comfortable temperature and good air quality in the workplace is crucial for the health and well-being of employees. The company should install adjustable climate control systems and air filtration systems to ensure that employees work in a safe, comfortable environment that promotes productivity.

Policy and Practical Recommendations for Knowledge Management

1) Knowledge storage and retrieval: The organization should develop efficient knowledge storage systems that are regularly updated and easily accessible. Implementing technology-enabled data management systems and providing clear guidelines for accessing information will improve employee efficiency and reduce the risk of outdated or incorrect information.

2) Knowledge transfer and utilization: The company should foster a culture of knowledge sharing by promoting collaboration tools, such as online knowledge-sharing platforms, and organizing activities that encourage the exchange of ideas and experiences among employees. Training your employees to use their knowledge effectively in their role will improve their decision-making and work performance.

Future research

Firstly, exploring the relationship between work environment, job satisfaction and employee mental health: Future research should investigate how workplace design and management affect job satisfaction and employee mental health. Understanding this relationship will help organizations create a work environment that promotes employee well-being. Secondly, research on knowledge management in culturally diverse organizations: Studying how knowledge management impacts employee performance in multicultural organizations will help organizations develop knowledge management strategies that meet the needs of employees from diverse backgrounds. Thirdly, exploring the influence of transformational leadership on innovation development: Future studies could focus on the role of transformational leadership in fostering innovation in organizations. This analysis will help organizations understand how leadership can foster creativity and innovation and how to create a workplace culture that fosters these elements. Lastly, given the evolving nature of societal and technological influences, it is necessary to employ a more comprehensive research design that incorporates multi-level analysis. This approach allows for a deeper examination of the interaction between individual, social, and structural factors. Additionally, the inclusion of diverse population groups in future research can further enhance the generalizability of

findings, addressing limitations present in previous studies that focused on homogenous samples.

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