

# The Effect of Leadership and Trust on Company Performance through Knowledge Management as an Intervening Variable (Case Study on BPJS Ketenagakerjaan)

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**Abstract:-** This study aims to analyze the effect of leadership and trust on company performance through knowledge management as an intervention variable (case study on BPJS Employment). The population of this study are employees who work in BPJS Ketenagakerjaan throughout Indonesia with the position of head of field, with a sample of 210 heads of fields. The data analysis method used Structural Equation Model-Partial Least Square (SEM-PLS). The results of the study found that leadership has a positive and significant effect on company performance. Trust has a positive and significant influence on company performance. Leadership has a positive and significant influence on knowledge management. Trust has a positive and significant influence on knowledge management. Knowledge management has a positive and significant impact on company performance. Knowledge management acts as a mediating variable in the relationship between leadership and company performance. Knowledge management acts as a mediating variable in the relationship of trust to company performance.

**Keywords:-** Leadership, Trust, Knowledge Management, Company Performance.

## I. INTRODUCTION

Social security is one of the human rights and rights as citizens that must be realized in accordance with the ideals of the Indonesian nation, as enshrined in Pancasila and the 1945 Constitution of the Republic of Indonesia. Every program or activity in an effort to protect and prosper all workers implemented based on non-discriminatory, participatory and sustainable principles in order to increase worker productivity and competitiveness as well as to support development and national economic independence.

BPJS Ketenagakerjaan is a public legal entity that is responsible to the president and functions to administer the Work Accident Insurance (JKK), Death Security (JKM), Old Age Security (JHT) programs, with the addition of the

Pension Guarantee (JP) program starting July 1, 2015, for all workers in Indonesia, including foreigners who work for a minimum of 6 (six) months in Indonesia. It can also be said that BPJS Ketenagakerjaan is a public program that provides protection for workers to overcome certain social and economic risks and is implemented using social insurance mechanisms. Given the importance and magnitude of these responsibilities, BPJS Ketenagakerjaan must be able to improve the company's performance both in terms of quality and competence in all service units by developing various programs and benefits that can be directly enjoyed by workers and their families.

Along with the increase in the number of active participants, BPJS Ketenagakerjaan is also able to increase the amount of funding management from membership fund contributions which only amounted to 28,721 billion Rupiah in 2014 to 65,099 billion Rupiah in 2018. (2014) to 25,446 billion Rupiah (2018), death insurance increased from 455 billion Rupiah (2014) to 708 billion Rupiah (2018), work accident insurance increased from 651 billion Rupiah (2014) to 1,226 billion Rupiah (2018) and pension insurance from 35 Billion Rupiah (2015) to 223 Billion Rupiah (2018).

In the process of improving company performance, leaders have a very important role. The function of a leader is not only to direct and organize. More than that is how a leader can provide a clear vision and mission or direction regarding the company's goals (Pambudi, 2017). One of the reasons for the success of BPJS Ketenagakerjaan is the leadership role. Based on Presidential Decree No. 24P/2016, BPJS Ketenagakerjaan changed the leadership of the President Director in 2016. Agus Susanto was inaugurated by President Joko Widodo as President Director of the Employment Social Security Administration for the 2016-2021 period, replacing Elvyn G. Masassy.

The leader in the company has a strategic role, because the leader is the central point in determining the increase in existing sources for the realization of a company achievement. In addition to the main leader in the company, the direct leader or direct supervisor also has an influence on

employee performance. This is supported by previous research conducted by Dahri et al. (2019), Arif and Akram (2018) and Alrowwad et al. (2017) who found that one of the company's performances was influenced by the leadership role.

In addition to the leadership factor, in an effort to improve company performance, trust is a very important factor. Trust is a mutually beneficial understanding based on shared values. In building a working relationship, of course, it requires an attitude of trust in the other party. Koohang, Paliszewicz and Goluchowski, 2016) state that trust exists and exists when one party has confidence in the ability and integrity of the other party. Trust is very important in a relationship because one cannot build a real relationship without trust. Research that is relevant to the trust variable refers to the research conducted by Alaarj et al. (2016), Kim (2019) and Esau (2016) which state that trust has a positive and significant effect on company performance.

In addition, in order to improve enterprise performance, an organization must be able to increase knowledge to recognize that the management of technology and people in order to provide a useful knowledge sharing environment. In this case, BPJS Ketenagakerjaan continues to include members of the Supervisory Board of the Employment Social Security Administering Body and the Board of Directors in several knowledge and skill development programs, in order to update information on the latest developments in the implementation of the social security system.

From 2016 to 2018 there was a decrease in the participation of the Supervisory Board of the Employment Social Security Administering Body and the Board of Directors in education and training activities from 56 activities during 2016 to only 37 activities during 2018. Knowledge management is basically a principle organization that lays the foundation for capturing the potential of knowledge possessed in an organization and increasing knowledge is also vitally needed. Knowledge management is an important factor in order to improve company performance. This is supported by research conducted by Alaarj et al. (2016), Dahri et al. (2019), Sahibzada et al. (2020) and Sayyadi (2019).

From the results of respondents' answers in the pre-survey, three variables were found, namely knowledge management, leadership, and trust. Other empirical research on the factors that affect the company's performance was also carried out by several other researchers. Based on these studies, the researchers found differences in the findings. The results of existing research found several different findings. The leadership factor was found to have a significant effect by several researchers including Dahri et al. (2019), Arif and Akram (2018). However, research conducted by Sofi and Devanadhen (2015), Beakana (2017) found that there was no effect on this relationship. While the trust factor was found to have an influence by Alaarj et al. (2016) and Kim (2019). While the research conducted by Guinot, Chiva and Mallén (2015) did not find any influence between relationships. The

third factor, namely knowledge management, was found to be influential by Alaarj et al. (2016) and Dahri et al. (2019), while Hakim and Hassan (2016) did not find any influence between knowledge management and company performance.

Based on the explanation of the background of the problem where the performance of BPJS Ketenagakerjaan has increased fluctuatingly, it can be seen from the increase in the number of employees and the number of active participants as well as the amount of funding management, but there has been a decrease in the number of participation of the Supervisory Board of the Employment Social Security Administering Body and the Board of Directors in education and training activities. These problems are supported by theories and research gap findings by researchers, researchers are interested in researching, reviewing and reconfirming the relationship of each variable in different situations and conditions that are more or less the same.

## II. LITERATURE REVIEW

### A. Company Performance

According to Mangunegara (2014:9) "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Wirawan (2013: 34) "The word performance is an abbreviation of work energy kinetics whose equivalent in English is performance, which is often Indonesianized as the word performance". Hasibuan (2013:10) is a result of work achieved by a person in carrying out his duties on skills, efforts and opportunities. Hasibuan also explained that performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. Furthermore, Hasibuan revealed that performance is a combination of three important factors, namely the ability and interest of a worker, ability and acceptance of the explanation of task delegation and the role and level of worker motivation. If the performance of each individual or employee is good, it is expected that the company's performance will be good too.

Wahab, et al. (2016) stated that the dimensions of company performance are company effectiveness and prologue quality service, while Yang, et al. (2013) stated that the dimensions of the company's performance are; Market Share, Efficiency, Growth, Profit, Productivity. Furthermore, according to Yang, et al. (2013) the company's performance indicators are; The company has a large market share, the company has a market share and is a market leader, the company has high efficiency, the company is able to implement efficiency, 5. the company has fast growth, the company is able to implement a growth strategy, the company has a large profit , The company has the ability to increase profits / profits, the company has high productivity, the company has maintained productivity produktivitas

### B. Knowledge Management

Knowledge Management is the process of creating, sharing, using and managing the knowledge and information of an enterprise. This refers to a multi-disciplinary approach to achieve company goals by making the best use of knowledge (Girard, 2015). According to McInerney and Koenig, (2011) Knowledge Management is an effort to increase useful knowledge within the company, including getting used to a culture of communication between employees, providing opportunities for learning, and sharing knowledge. This venture will create and sustain increased value from the core business by leveraging existing information technology. Meanwhile, according to Girard (2015), knowledge management is the process of how a company produces wealth in terms of intellectual or knowledge base assets, namely something of value without physical dimensions attached to people, or obtained from processes, systems and cultures related to company, brand, individual knowledge, intellectual property rights, license and company knowledge (database, understanding of company processes and relationships). This process is achieved through the creation, sharing and application of knowledge as well as through valuable lessons and best practices in the memory of the company in order to encourage the company to continue learning.

According to Figueirida et al., (2014) there are four dimensions of Knowledge Management, namely; knowledge-centered culture, competitive orientation, formal knowledge management practices, informal knowledge management practices.

### C. Leadership

Leadership is about influencing others to understand and agree on what needs to be done, how to do it and the process of assisting individual and collective efforts to achieve common goals (Yukl, 2010). According to Kritner and Kinicki (2010) define leadership as a process in which individuals influence others to achieve common goals. Meanwhile, Robbin and Judge (2013) define leadership as the ability to influence a group towards achieving a vision or achieving a goal. Leadership is setting direction or developing a vision of the future together with the strategies needed to achieve the changes needed to achieve the vision (Long and Thean, 2011). According to Thoa (2010), leadership is an activity to influence the behavior of others, or the art of influencing human behavior, both individually and in groups. Meanwhile, according to Yamin and Maisah (2010) Leadership is an influencing process carried out by a person in managing his group members to achieve company goals.

According to Robbins in Sunanda (2020) states that there are three indicators of leadership, namely;

1. Influence
  - a. Good relationship between superiors and subordinates.
  - b. Leaders set a good example in complying with company regulations..
2. Legitimacy
  - a. Leaders can delegate authority well.

- b. Leaders have legitimacy and have a strong influence in the company
3. Purpose
  - a. Responsibility for the task.
  - b. Providing guidance, direction, and encouragement to employees.
  - c. Giving employees the freedom to give their opinion.

### D. Trust

According to Muhl (2014), trust is a mutual trust that neither party in an exchange will exploit the vulnerability of the other party. Trust is a positive expectation and hope that others will not through words, actions and policies act opportunistically. Trust in the organization is what people rely on, leading to cooperation in the use of resources for maximum efficiency. Trust is related to the behavior of personnel in corporate relationships (Fard and Karimi, 2015). Trust in management, assurance about their actions, honesty and positive expectations form some of the components that form the basis of trust for employees. This is the result of a social exchange process in which employees interpret and reciprocate actions and constantly monitor the work environment to assess whether they should trust top management. Companies with a high level of trust are more successful, because the behavior of their workers shows an attitude as social beings and is willing to help other jobs outside of their main job (Firaz, 2015).

Muhl (2014: 17) identifies five dimensions of trust as follows; a. integrity; integrity. belief that the organization is fair and will continue to be fair, b. benevolence, caring and supportive behavior are part of the emotional bond between leaders and followers. c. competence; competence. the belief that a company has the ability to do what it says it will do, including the extent to which the organization is seen as effective, and that it can compete and survive in the marketplace. d. openness; represents an open mind and flexibility of mind. it also refers to the ability to see problems from a different angle and to be able to put oneself in the shoes of others. Dependability/reliability; constancy/reliability e. belief that a company will do what it says it will do, that it acts consistently and reliably.

## III. RESEARCH METHODS

The method used is a quantitative research method with the type of descriptive research, through observation and questionnaires; The distribution of the instrument used is a questionnaire with a Likert scale which has 5 alternative answers. This research uses data analysis method using Structural Equation Modeling (SEM) method. Data analysis with descriptive analysis with percentages and evaluation of the measurement model or outer model. In this study the authors collect data by distributing questionnaires, distributing questionnaire instruments. The research sample is 210 people. The data were randomly analyzed and compiled through the results of the Structural Equation Modeling (SEM) Smart PLS 3 calculation.

The purpose of this study is to determine: a. analyze the influence of Leadership on the Performance of BPJS Employment Companies. b. analyze the effect of Trust on the Performance of BPJS Employment Companies. c. analyze the influence of Leadership on Knowledge Management BPJS Employment. d. analyze Trust in BPJS Employment Knowledge Management. e. analyze the influence of Knowledge Management on the Performance of BPJS Employment Companies. f. analyze the role of Knowledge Management in mediating the relationship between Leadership and Performance of BPJS Employment Companies. g. analyze the role of Knowledge Management in mediating the relationship between Trust and Performance of BPJS Employment Companies.

The data analysis method uses the Structural Equation Modeling (SEM) method which is one of the methods currently used to cover the weaknesses that exist in the regression method. The model specification in this study involves a structural model and a measurement model. Sarstedt and Cheah (2019) explain that the structural model shows the paths between constructions, while the measurement model shows the relationship between each construction and its indicators.

The target population in this study are employees who work in BPJS Ketenagakerjaan throughout Indonesia with the position of head of field throughout Indonesia as many as 441 employees. Samples were taken from the population using purposive sampling using the sampling technique formulated by Slovin as many as 210 respondents.

Collecting data in this study using a questionnaire distribution technique in the form of a questionnaire. The analysis used for the research data includes: descriptive analysis, partial least square analysis which includes: measurement model test (outer model), structural model test (inner model), and hypothesis testing. Descriptive analysis to describe and communicate raw data in the form of distribution tables. From the results of processing raw data on partial least squares, the mean, median, mode, standard deviation and theoretical values of each variable are obtained to obtain a measure of concentration, distribution and prediction of data normality.

Before testing the hypothesis, the measurement model test (outer model) was tested, namely the convergent validity test, discriminant validity test, and reliability test, then the structural model test (Inner model) namely the coefficient of determination test, Cohen effect test, blindfolding test, and model fit test. . Bootstrapping testing to test the hypothesis using path analysis. The use of bootstrapping test to get the calculation and hypothesis testing technique of path analysis. Tests were carried out using the Smart PLS statistical program.

## IV. RESULT

### A. Variable Description

Respondents in this study were employees who worked at BPJS Ketenagakerjaan throughout Indonesia with the position of head of field throughout Indonesia. The number of respondents used as a sample in this study were 210 respondents. Based on the results of the questionnaires that have been distributed to respondents, the description of research data in each field is presented as follows:

<b>Indikator</b>	<b>Mean</b>	<b>Standard Deviation</b>
X1.1	2.4	0.571
<b>X1.2</b>	<b>1.738</b>	<b>0.612</b>
X1.3	1.971	0.577
X1.4	2.548	0.73
X1.5	3.152	0.747
X1.6	2.267	0.548
<b>X1.7</b>	<b>3.181</b>	<b>0.622</b>
<b>Indikator</b>	<b>Mean</b>	<b>Standard Deviation</b>
Y1.1	3.419	0.522
<b>Y1.2</b>	<b>4.005</b>	<b>0.452</b>
Y1.3	3.633	0.589
Y1.4	3.962	0.363
Y1.5	2.781	0.569
Y1.6	2.957	0.471
Y1.7	3.176	0.776
Y1.8	2.924	0.605
Y1.9	3.014	0.651
Y1.10	2.238	0.479
Y1.11	3.271	0.688
Y1.12	2.495	0.692
Y1.13	3.671	0.587
<b>Y1.14</b>	<b>2.29</b>	<b>0.513</b>
Y1.15	3.367	0.807

<b>Indikator</b>	<b>Mean</b>	<b>Standard Deviation</b>
X2.1	2.281	0.554
X2.2	2.4	0.595
X2.3	2.714	0.581
X2.4	3.419	0.694
X2.5	2.271	0.55
<b>X2.6</b>	<b>4.671</b>	<b>0.47</b>
X2.7	4.252	0.496
<b>X2.8</b>	<b>1.61</b>	<b>0.543</b>
X2.9	3.657	0.688
X2.10	2.457	0.763
X2.11	3.124	0.612
X2.12	3.233	0.646
<b>Indikator</b>	<b>Mean</b>	<b>Standard Deviation</b>
Y2.1	3.781	0.585
<b>Y2.2</b>	<b>2.348</b>	<b>0.496</b>
Y2.3	3.195	0.396
Y2.4	3.757	0.596
<b>Y2.5</b>	<b>4.576</b>	<b>0.494</b>
Y2.6	4.452	0.602
Y2.7	3.129	0.838
Y2.8	3.629	0.651
Y2.9	3.467	0.499
Y2.10	4.019	0.365

Table 1:- Variable Description

**B. Convergent Validity Test Results**

Based on the table, it can be seen that all have met the requirements for testing the loading factor value after the elimination of invalid indicator items and average variance extracted (AVE) above 0.50 so that it can be said to be valid and can be used to measure each latent variable.

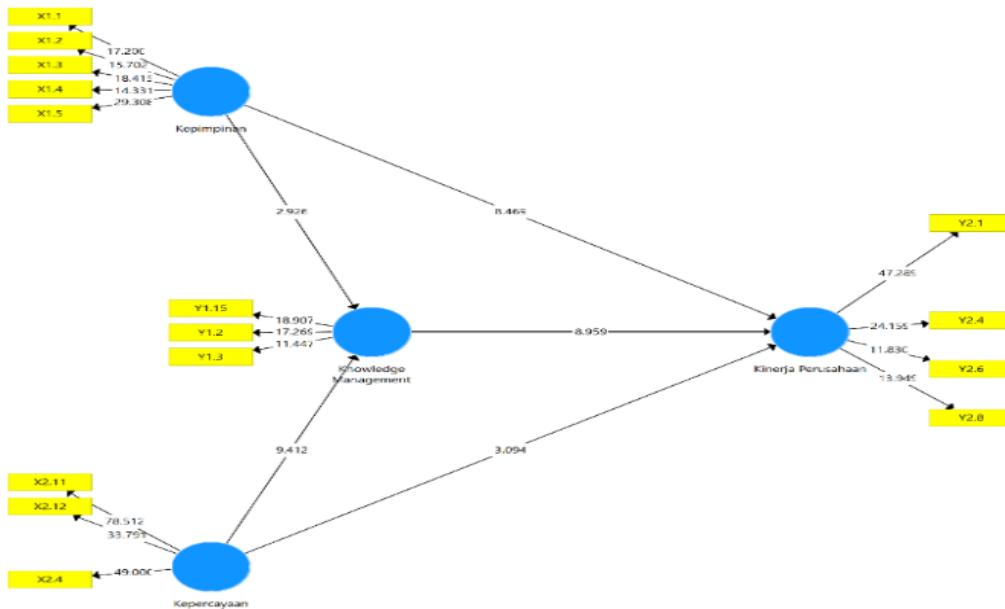
Variabel	Indikator	Loadings	Kesimpulan	AVE	Kesimpulan
Kepemimpinan (Leadership)	X1.1	0.706	Valid	0.539	Valid
	X1.2	0.740	Valid		
	X1.3	0.762	Valid		
	X1.4	0.699	Valid		
	X1.5	0.761	Valid		
Kepercayaan (Trust)	X2.4	0.871	Valid	0.787	Valid
	X2.11	0.918	Valid		
	X2.12	0.871	Valid		
Knowledge Management	Y1.2	0.801	Valid	0.570	Valid
	Y1.3	0.702	Valid		
	Y1.15	0.759	Valid		
Kinerja Perusahaan (Company Perfomance)	Y2.1	0.826	Valid	0.542	Valid
	Y2.4	0.752	Valid		
	Y2.6	0.669	Valid		
	Y2.8	0.688	Valid		

Table 2:- Convergent Validity Test Results

**Hypothesis Test Results**

Leadership has a positive and significant influence on company performance. This is indicated by the test results between leadership and company performance which have path coefficients of 0.410 which are close to the value of -1, the T-Statistic value is 8.469 ( $> 1.96$ ), the f-square value is 0.331 (strong), and the p-value is 0.000 ( $< 0.05$ ). Trust has a positive and significant influence on company performance. This is indicated by the test results between trust and company performance which have path coefficients value of 0.183 which is close to +1 value, T-Statistic value of 3.094 ( $> 1.96$ ), f-square value of 0.055 (weak), and p-value of 0.002 ( $< 0.05$ ). Leadership has a positive and significant influence on knowledge management. This is indicated by the test results between leadership and knowledge management which have path coefficients value of 0.203 which is close to +1 value, T-Statistic value of 2.926 ( $> 1.96$ ), f-square value of 0.051 (weak), and p-value of 0.003 ( $< 0.05$ ). Trust has a positive and significant influence on knowledge management. This is indicated by the test results between trust and knowledge management which have path coefficients of 0.451 which are close to the value of +1, the T-Statistic value is 9.412 ( $>$

1.96), the f-square value is 0.254 (strong), and the p-value is 0.000 ( $< 0.05$ ). Knowledge management has a positive and significant impact on company performance. This is indicated by the test results between knowledge management and company performance which have path coefficients value of 0.376 which is close to +1 value, T-Statistic value of 8959 ( $> 1.96$ ), f-square value of 0.234 (strong), and p-value 0.000 ( $< 0.05$ ). Leadership has a positive and significant influence on company performance through knowledge management. This is indicated by the test results between leadership and company performance through knowledge management which have path coefficients values of 0.076 which are close to +1 value, T-Statistic value of 2.748 ( $> 1.96$ ), and p-value of 0.006 ( $< 0.05$ ). Trust has a positive and significant influence on company performance through knowledge management. This is indicated by the results of the test between trust and company performance through knowledge management which has a path coefficient value of 0.169 which is close to a value of +1, a T-Statistic value of 6.482 ( $> 1.96$ ), and a p-value of 0.000 ( $< 0.05$ ).



Picture 1. Bootstrapping Test Results

Direct Relationship	Path Coefficient	T Statistics	P Values	Conclusion
<b>X1 -&gt; Y2 (H1)</b>	0.410	8.469	<b>0.000</b>	Positive and Significant
<b>X2 -&gt; Y2 (H2)</b>	0.183	3.094	<b>0.002</b>	Positive and Significant
<b>X1 -&gt; Y1 (H3)</b>	0.203	2.926	<b>0.003</b>	Positive and Significant
<b>X2 -&gt; Y1 (H4)</b>	0.451	9.412	<b>0.000</b>	Positive and Significant
<b>Y1 -&gt; Y2 (H5)</b>	0.376	8.959	<b>0.000</b>	Positive and Significant
Indirect Relationship	Path Coefficient	T Statistics	P Values	Conclusion
<b>X1 -&gt; Y1 -&gt; Y2 (H6)</b>	0.076	2.748	<b>0.006</b>	Positive and Significant
<b>X2 -&gt; Y1 -&gt; Y2 (H7)</b>	0.169	6.482	<b>0.000</b>	Positive and Significant

Table 3:- Bootstrapping Test Results

## V. DISCUSSION

### A. The Relationship Between Leadership And Company Performance

Based on the test results, leadership is found to have a positive and significant effect on company performance, so it can be concluded that the first hypothesis (H1) is accepted. The results of this study are in line with research conducted by Ilham (2016) which found that leadership has a positive and significant effect on the performance of members of the Makassar City DPRD. From these findings, it can be concluded that the better the leadership, the higher the company's performance. This is because the performance of the BPJS Employment company focuses on one instruction from the leadership. Therefore, it takes flexibility from the employees to provide the necessary suggestions because they are directly related to consumers. Where these suggestions can be managed jointly through knowledge management owned by the company. BPJS Ketenagakerjaan is a public legal entity that is operationally regulated by Law Number 24 of 2011 concerning the Social Security Administering Body (BPJS), in addition to the existing products in BPJS Ketenagakerjaan which are mandatory for workers in Indonesia where this has been implemented because of the instructions. BPJS Employment

has been regulated by laws, government regulations, ministerial regulations and regulations of the BPJS Employment directors itself.

### B. The Relationship Between Trust And Company Performance

Based on the test results, trust is found to have a positive and significant effect on company performance, so it can be concluded that the second hypothesis (H2) is accepted. It can be concluded that the higher the trust felt by employees in BPJS Ketenagakerjaan, the higher the company's performance directly. BPJS Employment employees are considered to have given each other trust, both from employees and leaders and vice versa. Where based on these findings, this belief encourages the performance of BPJS Ketenagakerjaan to be better. Trust is able to form employee loyalty within the organization, when employees have confidence in the leader and the organization then this will be able to create employees who are ready to give their best for the company.

### C. The Relationship Between Leadership And Knowledge Management

Based on the test results, leadership was found to have a positive and significant influence on knowledge

management, so it can be concluded that the third hypothesis (H3) is accepted. It can be concluded that the higher the leadership at the top management level at BPJS Ketenagakerjaan, the higher the knowledge management directly. A good leader must be able to manage knowledge management to improve company performance. Knowledge management is defined as the process required to generate, capture, codify, and share knowledge (knowledge transfer) within a company that can gain competitive advantage (Becerra et al., 2010). For this reason, leaders cannot directly improve company performance without a process to create, capture, codify, and share knowledge (transfer knowledge) to elements in the company.

#### D. The Relationship Between Trust And Knowledge Management

Based on the test results, trust was found to have a positive and significant effect on knowledge management, so it can be concluded that the fourth hypothesis (H4) is accepted. It can be concluded that the higher the trust felt by employees in BPJS Ketenagakerjaan, the higher the knowledge management directly. With trust, knowledge management can increase due to good management and mutual trust among employees.

#### E. The Relationship Between Knowledge Management And Company Performance

Based on the test results, knowledge management was found to have a positive and significant effect on company performance, so it can be concluded that the fifth hypothesis (H5) is accepted. It can be concluded that the higher the knowledge management perceived by employees at BPJS Ketenagakerjaan, the higher the company's performance directly. According to Dalkir (2011) knowledge management is a systematic coordination within a company that manages human resources, technology, processes, and organizational structures in order to increase value through reuse and innovation. Where with this process, the company's performance can be improved. Knowledge management is the most important production factor besides organizational resources. Knowledge management is a unique organizational resource and cannot be replicated (Amrainy and Nawangsari, 2021).

#### F. The Mediating Role of Knowledge Management in the Relationship Between Leadership and Company Performance

Based on the test results on the indirect influence of leadership and company performance through the mediation variable, knowledge management has a positive and significant influence so it can be concluded that knowledge management mediates the full mediation between leadership and company performance, this is due to changes that occur in the influence of direct relationships (direct effects) and indirect relationships (indirect effects) where if previously it was known that leadership and company performance had a negative and significant influence, it was found that there was a change if through knowledge management, leadership and company performance had a positive and significant influence.

#### G. The Mediating Role of Knowledge Management in the Relationship Between Trust and Company Performance

Based on the test results on the indirect effect of trust and company performance through the mediation variable, knowledge management has a positive and significant effect, so it can be concluded that knowledge management mediates the partial mediation between trust and performance. company (company performance), this is because there are no changes that occur in the influence of direct relationships (direct effects) and indirect relationships (indirect effects) where if previously known trust (trust) and company performance (company performance) have a positive and significant influence , the effect is found to be a change if through knowledge management, trust and company performance have a positive and significant influence.

## VI. CONCLUSION

- Based on the results of the hypothesis testing and discussion presented in the previous chapter, several conclusions can be drawn as follows:
- Leadership is found to have a positive and significant effect on company performance. This proves that the high leadership factor can improve the company's performance.
- Trust was found to have a positive and significant effect on company performance. This proves that the high trust factor that exists can improve the company's performance.
- Leadership was found to have a positive and significant effect on knowledge management. This proves that the high existing leadership factors can improve knowledge management.
- Trust was found to have a positive and significant effect on knowledge management. This proves that the high trust factor is able to improve knowledge management.
- Knowledge management was found to have a positive and significant effect on company performance. This proves that the high factor of existing knowledge management is able to improve company performance.
- Knowledge management acts as a mediating variable in the relationship between leadership and company performance. This proves that knowledge management mediation is able to improve company performance caused by the high leadership factor.
- Knowledge management acts as a mediating variable in the relationship of trust to company performance. This proves that knowledge management mediation is able to improve company performance due to the high trust factor.
- Based on the results of the research conducted, the researcher gives some suggestions because this research still has some limitations from several aspects so that improvements need to be made in further research, including:
- The researcher suggests to BPJS Employment management to increase the knowledge management factor and the company's performance will increase by

focusing on the attitude of the company's leaders in complying with the policies and regulations applied so that they can become role models for employees. Leaders who obey the rules will certainly be role models, and their good attitudes or habits will be imitated by employees. Complying with company regulations is also the obligation of all company actors, including a leader in the company. Complying with company rules and regulations is also part of good ethics and behavior that aims to ensure a balance between the rights and obligations of employees, as well as between the authority and obligations of the leadership, providing guidelines for leaders and employees to carry out their respective duties and obligations, creating working relationships harmonious, safe and dynamic between workers and employers, in a joint effort to promote and ensure the continuity of the company, as well as improve the welfare of employees.

- The researcher suggests to the BPJS Employment management to increase the knowledge management factor and the company's performance will increase by focusing on strategies that are considered capable of competing with existing competitors. In dealing with competitors, you can see the potential of the existing market by finding out which competitors are currently competent, so you don't make a wrong step in determining the strategy. Innovating in creating unique products that are not yet on the market, also has more value in the eyes of consumers. Highlighting and maintaining product excellence with excellent service can also maintain consumer loyalty with the products used. Providing attractive and competitive prices for products or services and frequent promotions in product offerings can be a special attraction for consumers. To attract more consumer interest, companies must dare to take big risks and challenges to improve their business competitiveness.
- Researchers suggest to the management of BPJS Employment to maintain the knowledge management factor and the company's performance will increase by maintaining the provision of employee freedom. Leaders who give freedom of opinion to employees indirectly also give broad authority to subordinates. Whenever there is a problem, the leader always includes subordinates as a team so that members are also given the freedom to solve the problems they face.
- The researcher suggests to the BPJS Employment management to maintain the knowledge management factor and the company's performance will increase by maintaining the ability to fulfill its promises. The commitment or promise of the company in paying attention to the welfare of employees is one of the efforts in maintaining and increasing the company's trust in its employees. Commitments from companies that are usually carried out to meet the needs of employees include providing salaries according to the specified deadline to the amount of salary offers or salary increases that increase every year. In addition to salary, other facilities promised by the company are benefits such as vehicles, houses, insurance or other facilities.

Furthermore, companies can provide self-development facilities to their employees by means of education and training, for example soft skills training for employees.

- The research suggests that BPJS Employment management can optimize knowledge management to support company performance, knowledge management can be done by increasing knowledge sharing from superiors or people who are experts in their fields so that leadership in BPJS Ketenagakerjaan runs optimally.
- Research suggests to the management of BPJS Ketenagakerjaan that the head of the field to provide examples in terms of work, so that trust from subordinates can be achieved, in order to achieve company performance can be achieved.

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