

The Effect of Knowledge Management, Skill and Attitude on Employee Performance at Telkom Education Foundation

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Abstract

This research aims to investigate the effect of knowledge management, skills, and attitudes on employee performance at Telkom Bandung Education Foundation. This study using quantitative methods with multiple linear descriptive analysis. Regression analysis, and non-probability sampling with saturated sampling type. The number of respondents in this study was 77 respondents. Research conducted by researchers shows that there is a significant effect of knowledge management to skills, attitudes and employee performance at Telkom Bandung Education Foundation.

Keywords

Human Resource Management, Business Administration, Performance.

Introduction

Organizations that invest in knowledge, knowledge assets and knowledge values will be the most advanced and most successful organizations are not supported in expertise (Fakhri et al., 2019). Every organization should "...develop the best strategy to identify,

develop, and apply the knowledge assets needed to be successful,” (Hasbi et al., 2021). Every organization both business organizations and public organizations need to invest in creating and applying networks of knowledge, processes, methods, tools and technology (Gilang et al., 2019, Augustrianto et al., 2019). Individuals in the organization who want successful participation in a growing global knowledge economy quickly and rapidly should consider developing their personal competence regarding management knowledge as an essential life skill for the 21st century (Pradana et al., 2020).

Basically, a person's performance is... “an individual thing because each employee has a different level of ability,” (Fakhri et al., 2020). Some literatures agree that performance is often seen as set of abilities, opportunities and effort obtained (Winarno et al., 2019).

Literature Review

Knowledge Management is defined as a process carried out improve organizational performance (Hasbi et al., 2021). It is measured by the following indicators according to Kandou et al. (2016): Ability, Motivation, Support received, Existence of work performed, Employee relations with the organization.

Skill is when a person applies knowledge into the form of action. An employee's skills are acquired through education and training. The skill variable can be measured using a questionnaire developed by Usai et al. (2018) with the following indicators: Technical skills, Human skills and conceptual skill.

Attitude can be measured using a questionnaire developed by Kandou et al. (2016) with the following indicators: Think flexible and free in thinking, freedom of expression, belief in one's own ideas, involvement in tasks.

Employee Performance is defined as the work results in quantitative and qualitative forms that have been achieved by employees in completing assigned tasks in accordance with the responsibilities and performance standards set by the company. Employee Performance indicators according to Fakhri et al. (2020) include as follows: Job Quantity, Quality of Work, Timeliness, Employee Attendance, and Ability to work together.

Knowledge becomes guidance regarding the management of intangible assets, which are the company's pillars in creating value (Hasbi et al. 2021). Based on Augustrianto et al. (2019), the most essential part of knowledge management is one concrete form of explicit knowledge known as the Standard Operation Procedure (SOP) or basic implementation procedures made to maintain the quality and results of work. By using the Standard Operation Procedure (SOP), the tasks will be easier to do, and guests will also be familiar

with the existing service system. Besides, the Standard Operation Procedure (SOP) was created so that guests feel comfortable in getting what they need and want. The Standard Operation Procedure (SOP) itself is very flexible in its implementation, employees can provide input based on the knowledge obtained. The results of research by Kosasih (2007) show that the indirect effect of job procedures has a significant effect on employee performance.

Methodology

We used a specific method in this study, which is a quantitative method with a type of descriptive and causality. Respondents are required in filling out questionnaires that would be disseminated and able to obtain good data processing (Pradana & Novitasari, 2017). To process the data, we used descriptive analysis techniques and simple linear regression analysis with software operation of the SPSS 22 for Windows program.

We gathered the population in this study are 77 employees at the Telkom Education Foundation. The sample taken is 77 employees at the Telkom Education Foundation. The sampling technique in this study used nonprobability sampling.

1. Validity Test and Reliability Test

We found that the Cronbach's alpha has a value of > 0.700 . Now we can conclude that all statement items are said to be reliable. The results of the normality test with the Kolmogorov Smirnov test, obtained a significance result (asymptotic significance (2-tailed)) of 0.171, because the results of significance (asymptotic significance (2-tailed)) $0.171 > 0.05$, it can be stated that the data in this study were normally distributed. Afterwards, we conducted multicollinearity test results which show that all independent variables have $VIF < 10$. Hence, we found no multicollinearity problem.

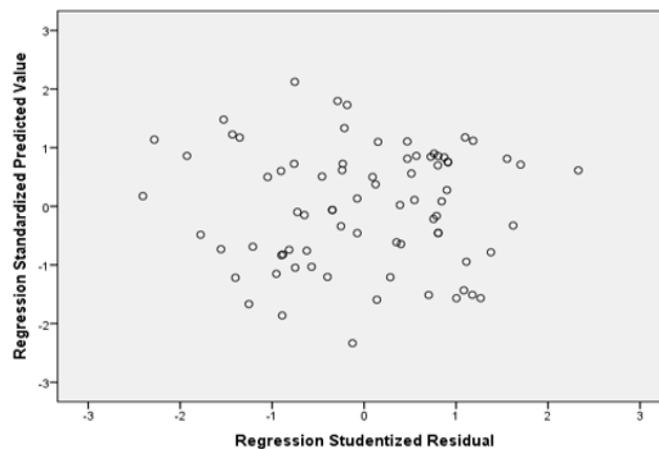


Figure 1 Scatterplot Graph

Source: Authors' Data Processing Results

Result and Discussion

1. Analysis of Multiple Linear Regression

According to Wardhana et. al (2017), multiple linear regression analysis will be carried out if there are at least two outcome variables and one antecedent.

Table 1 Multiple Regression Test

Coefficients ^a						
Model		Unstandardized		Standardized	T	Sig.
		B	Std. Error	Beta		
1		4.445	2.088		2.129	.037
	Knowledge management	.261	.055	.318	4.737	.000
	skill	.583	.132	.455	4.406	.000
	attitude	.278	.105	.272	2.621	.011

Source: Authors' Data Processing Results

Based on table 1, the results of the multiple linear regression equation are as follows:

$$Y = 4,445 + 0.261X1 + 0.583X2 + 0.278X3 + e$$

From the results of the regression equation above, it can be interpreted as follows:

- The constant is 4,445, meaning that if knowledge management, skills and attitude are worth 0 (zero) and there is no change, then the employee's performance will still be worth 4,445.
- The knowledge management regression coefficient is 0.261, which is positive, which means that if knowledge management increases one-by-one while skills and attitude are constant, employee performance will increase by 0.261.
- The skill regression coefficient is 0.583 which is positive, which means that if the skills increase by one unit while knowledge management and attitude are constant, the employee's performance will increase by 0.583.
- The attitude regression coefficient is 0.278 which is positive, which means that if the attitude increases by one unit while knowledge management and skills are constant, then the employee's performance will increase by 0.278.

Based on table 1, the calculation of the coefficient of determination is $0.8352 \times 100\% = 69.7\%$, this shows that 69.7% of the contribution of the influence of knowledge management, skills and attitude on employee performance, while the remaining 30.3% is the contribution of influence from other variables outside of this research.

2. Hypothesis Testing (T Test)

According to Sugiyono (2017), a hypothesis is a temporary answer to the problem formulation. We found from our result that the hypothesis can be measured by partial hypothesis and simultaneous hypothesis.

The results of the conclusions of each partial hypothesis testing are obtained, as follows:

i. The Influence of Knowledge Management on Employee Performance

Based on table 1, the results of testing the hypothesis with the t test, obtained the results of tcount for the knowledge management variable of 4,737, then compared with the t table with a probability of 5% and $df = 77-2 = 75$, then the results of tcount are obtained. amounting to 1,992, because the results of $tcount > ttable$ ($4,737 > 1,992$) and significance ($0,000 < 0,05$), then H_a is accepted but H_o is rejected. Here it is obvious that we found significant effect between knowledge management on the performance of employees of the Telkom Bandung Education Foundation.

ii. The Effect of Skill on Employee Performance

Based on table 4:13 above, the results of testing the hypothesis with the t-test, obtained the results of tcount for the skill variable of 4.406 with a significance (pvalue) of 0.000, the results of the tcount are obtained 1.992, because the results of $tcount > ttable$ ($4.406 > 1.992$) and significance ($0.000 < 0.05$), then H_a is accepted but H_o is rejected. Here it is obvious that we found significant effect between skills on the performance of employees of the Telkom Bandung Education Foundation.

iii. The Effect of Attitude on Employee Performance

Based on the table 4.14 above, the results of testing the hypothesis with the t test, the tcount for the attitude variable is 2,621 with a significance (p-value) of 0.011, then compared with the t-table with a probability of 5% and $df = 77-2 = 75$, then the tcount results are obtained for 1.992, because the results of $tcount > ttable$ ($2.621 > 1.992$) and significance ($0.011 < 0.05$), then H_a is accepted but H_o is rejected. Here it is obvious that we found significant effect on the performance of the employees of the Telkom Bandung Education Foundation.

3. Hypothesis Testing (F-Test)

The F test or simultaneous test is used to show all independent variables that have a simultaneous influence on the dependent variable. The results of simultaneous hypothesis

testing with the f test, obtained the results of fcount of 55,886 with a significance (p-value) of 0.000, then compared with the table with a probability of 5%, $df_1 = 3$ and $df_2 = 77-2 = 75$, then the results are obtained. F_{table} is 2,727, because the results of $f_{count} > f_{table}$ ($55,886 > 2,727$) and significance ($0.000 < 0.05$), then H_a is accepted but H_o is rejected. Here it is obvious that we found significant effect between knowledge management, skills and attitude on the performance of the employees of the Telkom Bandung Education Foundation.

Conclusion

To conclude, our research "the influence of knowledge management, skills and attitudes on the performance of employees of the Telkom Bandung Education Foundation" argues these few points:

1. Knowledge management plays an important part and influence performance of the employees of the Telkom Education Foundation in Bandung.
2. Skill plays an important part and also influence the performance of employees at Telkom Education Foundation.
3. Attitude has a strong effect on the employee performance of the Telkom Education Foundation in Bandung.
4. Knowledge management, skills and attitudes towards performance at Telkom Education Foundation in Bandung.

After knowing the results of this study, some suggestions that can be recommended are as follows:

1. This study provides a reference for the employees to evaluate and use the results of the study in an effort to understand the desire to change employees. The employees of Telkom Education Foundation can reduce the number of willingness to move by reducing the work skills experienced by employees, which will affect the employees' organizational commitment.
2. By linking the results of this research study with other studies that explain the same problem in the interaction of different variables, Telkom Education Foundation will get a broader picture of the desire to move employees.
3. It is hoped that the Telkom Education Foundation can provide special directions to employees who tend to be sensitive and fast to assist in solving employee conflict problems. For stress problems, the management should provide time with employees with holidays that are useful for building teamwork. As well as providing comfort to skills.

Limitations

1. The results of this study can only be used as an analysis of the object of research in Telkom Education Foundation, so that there may be differences in results and conclusions when carried out in other districts.
2. This study only examines the overall performance of employees with a random sample, the results can be different when examining civil servants in certain positions.

Recommendation for Future Studies

1. Future research should add other variables that can improve employee performance such as knowledge sharing behavior, professional commitment and job innovation.
2. Further research can expand the survey area, not only in one location, namely the Telkom Education Foundation, but at other branch companies of Telkom Education Foundation, so that it will be more representative of the population as a whole.

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