

DOI: <https://doi.org/10.31933/dijdbm.v2i3>Received: 22nd March 2021, Revised: 10th April 2021, Publish: 30th May 2021

THE INFLUENCE OF KNOWLEDGE MANAGEMENT, SKILL, AND ATTITUDE ON EMPLOYEE PERFORMANCE

Wachyu Hari Haji¹⁾, Harries Madiistriyatno²⁾, C. Catur Widayati³⁾, Muhammad Usman⁴⁾

¹Study Program of Magister Management, Universitas Mercu Buana, wahyuhari@mercubuana.ac.id

²Study Program of Magister Management, STIMA IMMI, harries.madi@gmail.com

^{3,4}Faculty of Economics and Business, Universitas Mercu Buana, catur.widayati@mercubuana.ac.id, christinewijaya73@yahoo.co.id

Corresponding Author: First Author

Abstract: This research was to determine to influence Knowledge Management, Skill, and Attitude on Employee Performance. The Object of This Research Are Employees Who Work At PT Sun Life Syariah of Jakarta. This study was conducted on 35 respondents using a causal research design. This test's analysis technique is descriptive analysis and test instruments in the form of Validation and Reliability Tests with Version 3.0 of the Smart PLS (Partial Least Square) software. This study indicates that Knowledge Management has a positive effect on Employee Performance, and Skill has a positive effect on Employee Performance. Attitude has a positive effect on Employee Performance at PT Sun Life Syariah of Jakarta.

Keywords: Knowledge Management, Skill, Attitude, Employee Performance, Human Resources

INTRODUCTION

Knowledge has become a strategic asset for, in the 21st century, organizations that invest in knowledge, knowledge assets, and knowledge values will be the most advanced and most successful than organizations that do not invest in this knowledge. For this reason, every organization should have developed the best strategy for identifying, developing, and applying the knowledge assets needed to be successful. Whether it is a business organization or a public organization, every organization needs to invest in creating and implementing a network of knowledge, processes, methods, tools, and technology. It allows the organization to learn, create new knowledge, and apply the best knowledge much faster. Individuals in organizations who wish to participate in a global knowledge economy that is continuing to develop rapidly and rapidly should consider developing their competence regarding management knowledge as an essential life skill for the 21st century. Wahyuni et al. (2018).

From an organizational aspect, performance is defined as the work achieved by an organization (company). The performance review scope focuses more on work results related to the achievement of organizational goals, not only based on the company's functional group but also the work results achieved by existing work units. In theory, there are many factors related to employee performance. These factors can come from the organization, employees, and factors outside the employee and organization. The factor that affects the performance that comes from employees is one of the abilities possessed by employees, not only in theory but also in practice.

Human resource management's ideal condition is not easy to implement where there are many problems related to human resources, such as the difficulty of finding competent workers. If the workforce is not competent, it will cause losses in terms of time and costs, where the level of productivity of a company is largely determined by employee performance. The company highly expects high employee performance. Therefore, human resources must always be considered and developed.

The problem above also occurs in PT Sun Life Syariah in Jakarta. PT Sun Life Financial Indonesia, since October 2019, has collaborated with PT Bank Muamalat to create an Insurance product or the so-called Sharia Insurance Policy. The first problem at PT Sun Life Syariah was the failure to sell insurance policies in January-June 2020.

Furthermore, employee performance will achieve maximum results if it is supported by the knowledge they have. Each employee is expected to continue to explore their knowledge and depend on the existing system. It can be stated that each employee has a role in improving the company. The success and performance of the company can be shown from the performance achieved by its employees. Therefore, the company demands that employees be able to display optimal performance because the good and bad performance achieved by employees will affect the company's performance and success as a whole.

This research's problems are: (1) Does Knowledge Management affect the Employee Performance at PT Sun Life Sharia in Jakarta? (2) Does Skill affect the Employee Performance at PT Sun Life Sharia in Jakarta? (3) Does Attitude affect Employee Performance at PT Sun Life Sharia in Jakarta?

While the research objectives are: (1) to analyze the effect of Knowledge; (2) Management on Employee Performance of PT Sun Life Sharia in Jakarta; (3) To analyze the effect of Skill on Employee Performance of PT Sun Life Sharia in Jakarta; (4) To analyze the influence of Attitude on Employee Performance of PT Sun Life Sharia in Jakarta.

THEORITICAL REVIEW

Human Resource Management

Human resources are an important factor in an organization or company, besides assets and capital. Therefore, human resources must be managed properly to increase the organization's effectiveness and efficiency, as a function in a company known as human resource management. According to Hasibuan (2016), human resource management is planning, organizing, directing, and controlling the workforce, developing, providing compensation, integrating, maintaining, and terminating employment with human resources to achieve individual, organizational, and community goals. Meanwhile, Hasibuan (2011) states that regulates the relationship and role of the workforce to be effective and efficient and help the realization of company, employee, and community

goals. From the various opinions above, it can be concluded that human resource management plays an important role in empowering people, starting from the planning process to terminating employment.”

Knowledge Management

Shofa (2013) argues that knowledge management is an activity to plan, collect and organize, lead and control data and information owned by an organization that is then combined with various thoughts and analyses from various kinds of apt sources. Knowledge management can be shown as a comprehensive approach to achieving organizational goals by focusing on knowledge (Wijayanti & Sundiman, 2017). Knowledge management is planning, collecting and organizing, leading, and controlling data and information that is owned by an organization that is then combined with various thoughts and analyses from various competent sources. Individual ability is the current individual capacity to perform various tasks in a job (Fasmitha, S. D., 2017).

Skill

A skill or skill is the capacity needed to carry out a series of tasks that develop from training and experience. Based on the above understanding, it can be concluded that skill means operating a job easily and accurately, which requires basic skills. Skills are task-related behaviors, which can be mastered through learning and improved through training and helping others. According to Yusuf (2019), skill is the ability to use reason, thoughts, ideas, and creativity in doing, changing, or making something more meaningful to produce value from the work results. Skills should be developed and trained continuously to increase one's abilities to become experts or professionals in one particular field. Skills can be used to control behavior—the way people perceive their attitudes influence the world. Attitudes consist of cognitive aspects (perception, knowledge, belief), affective aspects (feelings, emotions), conative aspects (behavior in the form of action). Employees who have good work abilities will accelerate the achievement of organizational goals. On the other hand, unskilled employees will slow down organizational goals. For new employees or employees with new assignments, additional capabilities are required to carry out their assigned tasks.

Attitude

Work attitudes are a collection of feelings, beliefs, and thoughts held by the organization. Attitudes are more specific than values and permanent because the way people perceive and live their work changes over time. For example, a person's work situation may change due to a job transfer or because his promotion is accepted or rejected, which results in a change in his work attitude (Abdul Latief et al., 2019). Excellence is not a birth gift, nor is it a high IQ or good talent. The advantage of champions is attitude, not talent. The right attitude is the greatest asset in a person because it has a huge influence on the organization's performance and the company. Experts estimate an organization's success stems from 80 percent attitude and 20 percent talent. It results in differences in a person's attitude or individual with his friends, family, and neighbors' attitudes. There are many things we need to know to know the characteristics of attitudes.

Employee Performance

Sedarmayanti (2011) states that performance is a translation of performance which means the work results of a worker, a management process, or an organization as a whole, where the work results must be shown concrete and measurable evidence (compared to predetermined standards). Hasibuan (2011) explains that employee performance is a work result that an employee can achieve in carrying out the tasks assigned to him based on skills, experience, seriousness, and time. According to Sutrisno (2016), performance is a person's success in carrying out the task, the work achieved by a person or group of people in an organization. Following their respective authorities and responsibilities, or about how someone is expected to function and behave under the task assigned to him and the quantity, quality, and time used in carrying out tasks. Based on several definitions of employee performance that have been stated, it can be concluded that performance is the result achieved by an employee during a certain period based on their respective jobs that the company has determined.

1. The Influence of Knowledge Management on Employee Performance

Companies have their competitiveness because they understand that knowledge is a source of competitiveness. Shofa (2013) argues that knowledge management is an activity to plan, collect and organize, lead and control data and information owned by an organization that is then combined with various thoughts and analyses from various kinds of apt sources. In achieving innovative organization, efforts are needed to build knowledge sharing. The main key to knowledge-sharing actors is humans. The advantage of people sharing knowledge is that they can respond to opportunities quickly, and innovations can be created to achieve success in the business world appropriately. Based on previous research, Yunita Lidya Kandou, Victor P. K. Lengkong, Greis Sendow (2016) showed the results of their research that knowledge management, skills, and attitude simultaneously affect employee performance.

H1: Knowledge management affects employee performance

2. The Effect of Skill on Employee Performance

Skill is the capacity needed to carry out a series of tasks that develop from training and experience. According to Yusuf (2019), skill is the ability to use reason, thoughts, ideas, and creativity in doing, changing, or making something more meaningful to produce value from the work results. The behavior is a manifestation of personality and attitudes shown when a person interacts with their environment. One's expertise is reflected in some of one's good in carrying out a specific activity, such as operating equipment, communicating effectively, or implementing a business strategy. According to Hashim, Ali et al. (2014) state the result of the analysis that skills affect employee performance based on the results of previous research.

H2: Skill affects employee performance

3. The Effect of Attitude on Employee Performance

Attitude is a way of placing or carrying oneself or a way of feeling, thinking, and behavior. Hakim (2010) also explained that attitude is a complex mental condition that involves beliefs and feelings and a disposition to act in a certain way. Hakim (2010) states that attitudes are mental and neural conditions obtained from experience, which direct and dynamically influence individual responses to all related objects and situations. According to Michael Taroreh (2017), Attitude has a significant effect on employee

performance based on the results of previous research.
 H3: Attitude affects employee performance

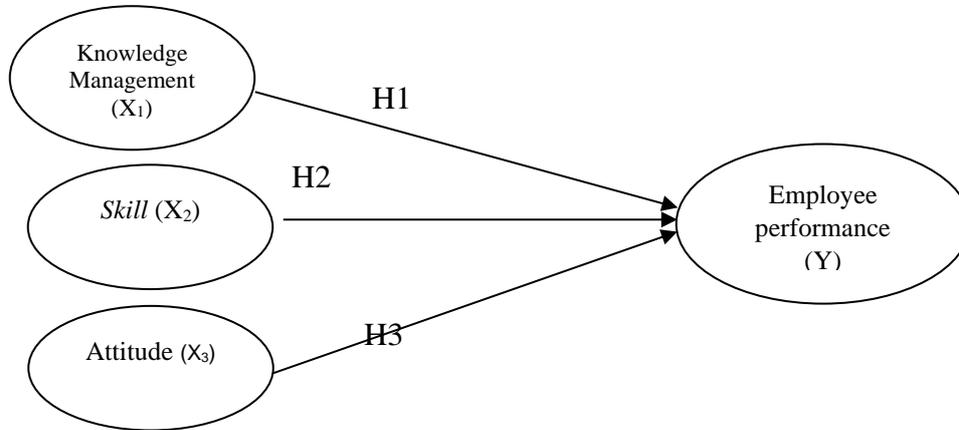


Figure 1. Research Framework

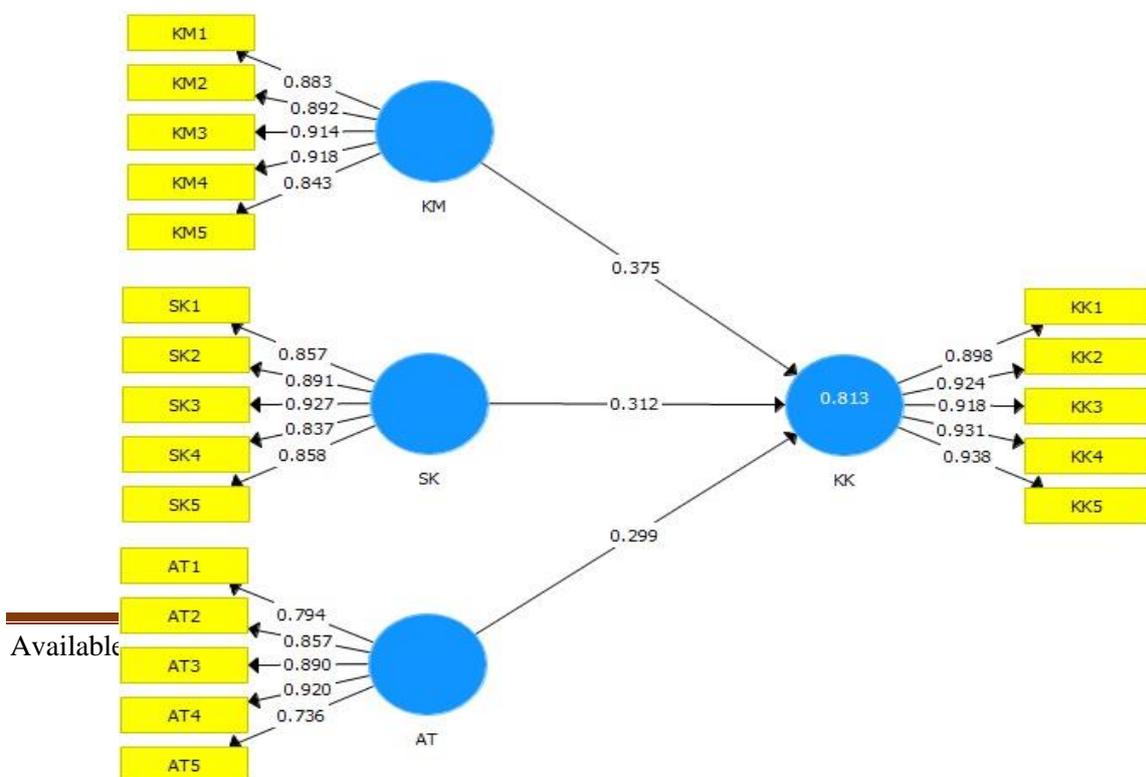
RESEARCH METHOD

The research process identifies the problem in the place used as a research location, problem formulation, collecting theoretical basics that strengthen the foundation in variables, and determining the statistical test techniques used. This process requires research time from March to September 2020. The research site was conducted at PT Sun Life Sharia Jakarta. The total population used is all employees of PT Sun Life Sharia, totaling 35 people. Researchers use saturated sampling as a sampling technique because it uses all population members as a sample. The research sample consisted of 35 people.

RESULT AND DISCUSSION

1. Validity Test (Convergent Validity)

Ghozali (2014) revealed that an indicator is declared valid if the loading factor



measurement has a value of > 0.5 so that if there is a loading factor below 0.5, it will be dropped from the model. In the Convergent Validity test, the individual reflexive size is high if it is corrosive to more than 0.70 with the construct is measured. However, for research in the early stages of developing a measurement scale, the loading value of 0.50 to 0.60 is considered sufficient. Outer loading makes it easy to show indicator blocks that measure the construct, so a path diagram is presented in the image below.

Figure 1. Outer Model

Source: PLS 3.0 data processing, processed in 2020

Table 1. Convergent Validity Test Results

Variable	Indicator	Loading Factor	Explanation
Knowledge Management (X ₁)	KM1	0,883	Valid
	KM2	0,892	Valid
	KM3	0,914	Valid
	KM4	0,918	Valid
	KM5	0,843	Valid
Skill (X ₂)	SK1	0,857	Valid
	SK2	0,891	Valid
	SK3	0,927	Valid
	SK4	0,837	Valid
	SK5	0,858	Valid
Attitude (X ₃)	AT1	0,794	Valid
	AT2	0,857	valid
	AT3	0,890	valid
	AT4	0,920	valid
	AT5	0,736	valid
Employee Performance(Y)	KK1	0,898	valid
	KK2	0,924	valid
	KK3	0,918	valid
	KK4	0,931	valid
	KK5	0,938	valid

Source: PLS 3.0 data processing, processed in 2020

Table 1 shows that the loading factor's size, the result of the re-estimation, shows that all indicators have good validity because they have a loading factor of more than 0.7. In addition to the loading factor value in analyzing the research data's validity, the Average Variance Extracted (AVE) value is used. The following is a table and graph of the validity test values using the AVE (Average Variance Extended) value, shown in the following table.

Table 2. AVE (Average Variance Extracted) Test Results

Variable	AVE (Average Variance Extracted)	Explanation
Knowledge Management (X ₁)	0,793	Valid
Skill (X ₂)	0,765	Valid

Attitude (X ₃)	0,709	Valid
Employee Performance (Y)	0,849	Valid

Source: PLS 3.0 data processing, processed in 2020

2. Test-Path Coefficients

The estimated values for the path relationships in the structural model must be significant. The bootstrapping procedure can obtain this significant value. Seeing the significance of the hypothesis by looking at the value of the parameter coefficient and the significance value of the T-statistic on the bootstrapping report algorithm, the T-statistic significance value must be more than 1.96 (Ghozali, 2014). The significance is seen from the T-table at alpha 0.05 (5%) = 1.96, and then the T-table is compared by T-count (T - Statistics). Below are the results of hypothesis testing with path coefficients and bootstrapping in this study.

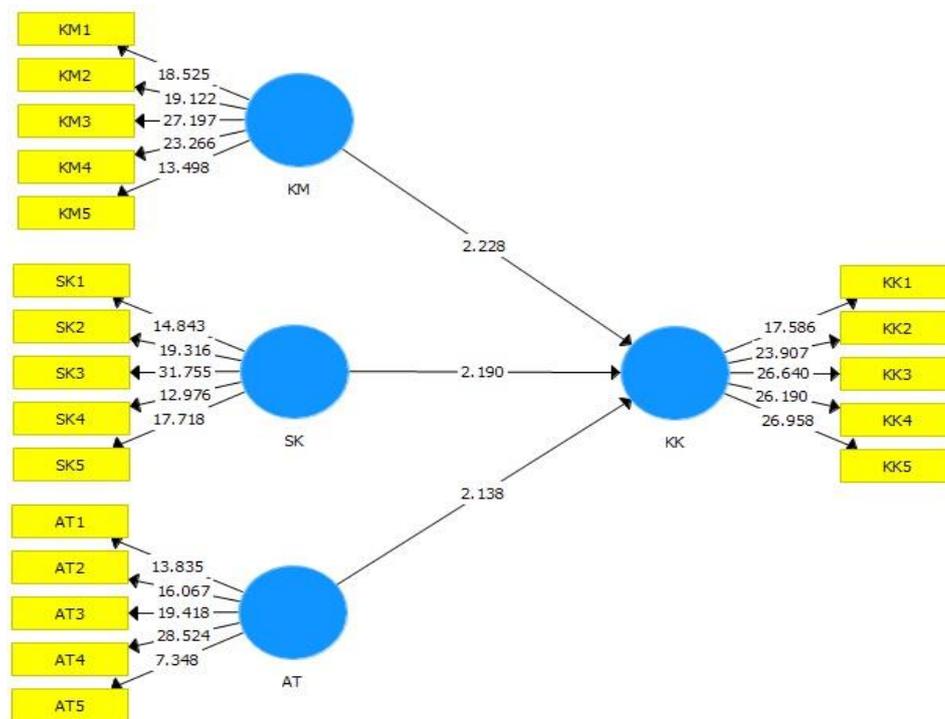


Figure 2. Bootstrapping Test Results
Source: PLS 3.0 data processing, processed in 2020

Table 3. Hypothesis Test Results (Path Coefficients)

Hypothesis	Original Sample (O)	T Statistics ((O/STDEV))	P-Values	Explanation
Knowledge Management → Employee Performance	0,375	2.228	0,026	Positive - Significant
Skill → Employee Performance	0,312	2.190	0,029	Positive - Significant

Attitude → Employee Performance	0,299	2.138	0,033	Positive - Significant
---------------------------------	-------	-------	-------	------------------------

Source: PLS 3.0 data processing, processed in 2020

Hypothesis H1 in Table 3 shows that the original sample value is positive, which is equal to 0.375, meaning that this test's direction is following the hypothesis proposed. Then the t-statistics value is 2.228 or <1.96, but the p-value shows a value of 0.026 or > 0.05. These data show that the criteria have been met, so it can be concluded that Knowledge Management positively affects Employee Performance.

Hypothesis H2 in Table 3 shows the original sample value is positive, which is equal to 0.312, meaning that this test's direction is following the hypothesis proposed. Then the t-statistics value is 2.190 or > 1.96, with the p-value showing a value of 0.029 or <0.05. From these data, it shows that one of the criteria is met, so it can be concluded that Skill has a positive effect on Employee Performance.

Hypothesis H3 in Table 3 shows the original sample value is positive, which is equal to 0.299, meaning that this test's direction is following the hypothesis proposed. Then the t-statistics value is 2.138 or > 1.96, with the p-value showing a value of 0.033 or <0.05. These data show that the criteria have been met, so it can be concluded that Attitude has a positive effect on Employee Performance.

DISCUSSION

Based on the analysis results using PLS (Partial Least Square), the researcher will then discuss the analysis that has been carried out. This research was conducted to determine knowledge management, skills, and attitude on employee performance. In determining the effect, hypothesis testing is carried out to see the effect of one variable on other variables.

1. The Influence of Knowledge Management on Employee Performance

The result of the hypothesis test of the influence of Knowledge Management on Employee Performance show that the t-statistics value is 2.228 or <1.96, and the p-value shows a value of 0.026 or > 0.05. It shows that there is an influence of Knowledge Management on Employee Performance, or it can be said that the Hypothesis is Accepted. This study's results also support research from Yunita Lidya Kandou, Victor P. K. Lengkong, Greis Sendow (2016) Knowledge Management, Skill, and Attitude simultaneously affect employee performance.

2. The Effect of Skill on Employee Performance

The hypothesis test results of the effect of Skill on Employee Performance show that the t-statistical value is 2.190 or > 1.96, with the p-value showing a value of 0.029 or <0.05. It shows that there is an influence of skill on employee performance, or it can be said that the hypothesis is accepted. This study's results support previous research conducted by Hashim, Ali et al. (2014), and Anisa (2018) that research results show that skills have a positive and significant effect on performance.

3. The Effect of Attitude on Employee Performance

The hypothesis test results of the effect of Attitude on Employee Performance show that the t-statistical value is 2.138 or > 1.96 , with the p-value showing a value of 0.033 or < 0.05 . So it shows that there is an influence of Attitude on Employee Performance, or it can be said that the Hypothesis is Accepted. This study's results also support Untari et al. (2018) and Latief et al. (2019) that the results of their research show Attitude have a significant effect on employee performance.

CONCLUSIONS AND SUGGESTION

Conclusions

Based on the analysis and discussion in the previous section, the following conclusions can be drawn: (1) Knowledge Management has a positive and significant effect on the performance of employees of PT Sun Life Sharia in Jakarta. It shows that if knowledge management increases, employee performance will increase. (2) Skill has a positive and significant effect on the employee performance of PT Sun Life Syariah in Jakarta. It means that if skills or knowledge increase, employee performance will increase. (3) Attitude has a positive and significant effect on PT Sun Life Syariah's performance in Jakarta. It means that if Attitude or attitude between fellow employees is good or increases, the employee's performance will increase.

Suggestion

Based on the author's discussion and conclusions and this research, it is hoped that it can reach the academic and practitioner significance that has been formulated in the first chapter. Therefore, some suggestions that can be given are as follows:

1. From the research results have proven that there is a strong influence between Knowledge Management on the Employee Performance of PT Sun Life Syariah in Jakarta. Thus, the researcher suggests that the management of PT Sun Life Sharia be able to encourage and be firm on employee knowledge management by motivating them with goals that match the company's needs; knowledge management can be the basis for employees to be able to have good performance.
2. Skill & Attitude in the organization should pay more attention to employees' work aspects to improve employee performance so that organizational goals can be achieved properly and optimally, and the smooth implementation of activities is guaranteed.
3. Researchers suggest the next researcher be able to select respondents with a larger number. Due to the limited number of subjects, the ability of the results of this study to be generalized will also be narrower and more limited.
4. For further researchers to add other variables such as Leadership Style, Motivation, Work Discipline, Organizational Culture, Job Satisfaction, Job Stress, and so on.

REFERENCE

Anisa, R. F., & Susilo, H. (2018). Pengaruh Outbound Training Terhadap Kinerja Karyawan Melalui Motivasi Sebagai Variabel Intervening (Studi pada Kantor Pusat

- d'Besto, PT Evalinda Berkah Mandiri Jakarta). *Jurnal Administrasi Bisnis*, 60(1), 203-210.
- Fasmitha, S. D. (2017). Pengaruh Knowledge Management Dan Kemampuan Individu Terhadap Kinerja Guru.
- Ghozali, I. (2014). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)*. Edisi 4. Semarang: Badan Penerbit Universitas Diponegoro
- Hakim, A. (2016). *Pengaruh Knowledge Management dan Keterampilan Terhadap Kinerja*. Jakarta.
- Hasibuan. (2011). *Manajemen Sumber Daya Manusia*. Indonesia.
- Hasibuan, M. S., & Hasibuan, H. M. S. (2016). *Manajemen sumber daya manusia*. Bumi Aksara.
- Indriani, S. (2016). *Pengaruh Keterampilan dan Motivasi Terhadap Kinerja*. Jakarta.
- Iskandar, R. (2016). *Sebuah studi tentang dampak Attitude terhadap Kinerja Karyawan*. Indonesia.
- Kandou, Y. L. (2016). Pengaruh knowledge management, skill dan attitude terhadap kinerja karyawan (studi pada PT. Bank Sulutgo Kantor Pusat di Manado). *EFISIENSI*, 16(1).
- Latief, A., Nurlina, N., Medagri, E., & Suharyanto, A. (2019). Pengaruh Manajemen Pengetahuan, Keterampilan dan Sikap terhadap Kinerja Karyawan. *JUPIIS: Jurnal Pendidikan Ilmu-ilmu Sosial*, 11(2), 173-182.
- Rivai. (2010). *Manajemen Sumber Daya Manusia*. Indonesia.
- Rosmelia, & dkk. (2014). *Dampak Knowledge Management Terhadap Kinerja Karyawan*. Jakarta.
- Serdamayanti, (2011) *Manajemen Sumber Daya Manusia*. Cetakan Kedua, Bandung : PT. Remaja Rosdakarya
- Shofa, S., & Djastuti, I. (2013). *Pengaruh Knowledge Management Terhadap Kinerja Karyawan: Studi Pada Karyawan Room Division Hotel Patra Jasa Semarang* (Doctoral dissertation, Fakultas Ekonomika dan Bisnis).
- Sinaga, A. (2017). *Pengaruh Manajemen Pengetahuan terhadap Kinerja Karyawan Dalam Organisasi*. Indonesia.
- Sugiyono. (2013). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif dan R&D*. Alfabeta. Bandung.
- Sugiyono. (2014). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif dan R&D*. Alfabeta. Bandung.
- Sugiyono. (2017). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif dan R&D*. Alfabeta. Bandung.
- Sugiyono. (2018). *Manajemen Sumber Daya Manusia*. Jakarta: Alfabeta.
- Taroreh, M. (2017). *Pengaruh Sikap progresif terhadap Kinerja karyawan di PT BNI Life Insurance*. Jakarta.
- Untari, N. P., Sudarwati, S., & Wulan, I. A. D. P. (2018). Analisis Attitude, Knowledge Dan Skill Terhadap Kinerja Di Hotel (Studi Tentang Kinerja Alumni Victoria Hotel School). *Jurnal Manajemen dan Keuangan*, 7(1), 25-31.
- Wahyuni, S., Suprihanto, J., & Suhartono, S. (2018). Evaluasi Pelatihan Aplikasi Berbasis Teknologi Informasi Dalam Upaya Mengoptimalkan Potensi Kinerja Organisasi Di Pengadilan Negeri Kebumen (Doctoral dissertation, STIE Widya Wiwaha).

- Wijayanti, D. P., & Sundiman, D. (2017). Pengaruh knowledge management terhadap kinerja karyawan: Studi empiris pada PT. SMS Kabupaten Kotawaringin Timur [The influence of knowledge management toward employee performance: An empirical study at PT. SMS Korawaringin Timur district]. *DeReMa (Development Research of Management): Jurnal Manajemen*, 12(1), 69-85.
- Yunita lidya kandou, V. P. (2016). *Pengaruh Knowledge Management, Skill, dan Attitude terhadap Kinerja Karyawan (Studi pada PT. Bank Sulutgo Kantor Pusat di Manado)*. Indonesia.
- Yusup, Y. (2019). Pengaruh Skill Dan Knowledge Terhadap Kinerja Pegawai Pada Dinas Kesehatan Kabupaten Kampar. *Jurnal Riset Manajemen Indonesia*, 1(1), 6-12.