

## The Effect of Knowledge Management on Employee Performance with Organizational Culture as a Moderation Variable at PT. PLN UP3 Makassar Utara

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### Abstract

*The purpose of this study is to determine the influence of knowledge management on employee performance with organizational culture as a moderation variable in PT. PLN UP3 Makassar Utara. This research uses a quantitative approach. The population in this study was all employees of PT. PLN UP3 Makassar Utara which amounted to 72 people with a total sample of 39 people. The technique used in data collection is a survey method in the form of a questionnaire which will then be processed in the SPSS application. The results showed that knowledge management had a significant positive effect on the performance of PT. PLN UP3 Makassar Utara, as well as organizational culture moderate the influence of knowledge management on the performance of PT. PLN UP3 Makassar Utara.*

**Keywords** Knowledge Management, Employee Performance, Organizational Culture

### INTRODUCTION

The achievement of organizational goals requires competent human resources. In an organization, not only financial performance must be managed optimally, but good human resource control must also be considered. Improving organizational performance is the impact of the development of human resources that are always heeded which are then able to form a system so that quality develops.

In order to achieve organizational goals, employee performance will be more optimal if professionalism, determination, obedience and enthusiasm are supported by the knowledge, skills and abilities possessed by these employees, because employees are human resources in the organization who have a fundamental contribution in the success of the organization.

Performance assessment is always the main concern of an organization. Mangkunegara in (Ardiansyah & Sulistiyowati, 2018) defines performance as the result of the implementation of quality duties from employees as their authority. Sutrisno in Andayani & Tirtayasa (2019) stated that performance is a person's success in carrying out tasks properly based on authority and obligations as well as individual actions and abilities based on the role they have and also the duration used in completing their tasks. The success of an employee's performance can be measured from the ability to complete the given task, which is also the task as an indicator in measuring his performance.

The quality of an employee can be seen from the knowledge possessed which is certainly very influential on his performance. In organizational sustainability, knowledge management is very useful, because the drivers of competitive organizations come from knowledge. As Nonaka said in (Wijayanti & Sundiman, 2017) that knowledge is a powerful substantial tool to develop organizational excellence in carrying out proper activities.



Good management of knowledge or knowledge owned by the organization and its members can improve performance if utilized as well as possible. According to Thung in (Djalil, 2020) at the end of the 21st century knowledge management is one of the branches of knowledge that is starting to develop. As an important asset, knowledge management is influenced by the development of information technology and organizations.

In the current era of knowledge as an organizational asset, organizations need controls that are able to apply the knowledge possessed by employees so that the resulting employee performance is more optimal. Knowledge management is carried out by the organization to make it easier in the decision-making process so that ultimately the organization's goals can be achieved.

For the betterment of the organization, organizational leaders should pay attention to the performance of their members to support organizational productivity. In addition, the ability to develop organizational culture is certainly able to develop the performance of its employees. In organizational culture, there are values that should be animated, practiced and most importantly understood by all elements of an organization.

The characteristics of an organization become the identity of the organization itself and can be used as a differentiator between the organization and others. The characteristic that becomes the identity is then known as organizational culture. The unique relationship between norms, values, beliefs and the way groups and individuals solve problems is a reference to organizational culture. The values contained in organizational culture must be understood, imbued and practiced together in the organization.

Sutrisno in (Jufrizen & Rahmadhani, 2020) argues that organizational culture is a set of value systems (values), or assumptions (assumptions), or norms that have long been in force, which are then allowed and implemented for each member of the organization and become the basis for organizational decision making.

The scope of organizational culture is so broad and deep and becomes a guideline to create the expected organizational atmosphere.

As a state-owned enterprise tasked with meeting the need for electricity, PT. PLN UP3 Makassar Utara needs to make updates in every instrument both from human resources or employees and other organizational resources. Therefore PT. PLN UP3 Makassar Utara conducts knowledge management by first evaluating the performance of its employees, in order to serve optimally all Indonesian people.

PT. PLN UP3 Makassar Utara is expected to be able to provide maximum contribution to society through the performance of its employees. Realizing the magnitude of this responsibility and along with the shift to the current era of knowledge, knowledge management is considered indispensable to realize maximum employee performance.

## **METHOD**

This research uses a type of qualitative research, which is structured research on existing phenomena and related to their relationships. This study was conducted to determine the effect of the independent variable on the dependent variable by adding moderation variables as a form of novelty in this research. The moderation variable is a verifiable that is

used to see the potential or possible increase in the influence of the independent variable on the dependent being tested.

This research was conducted at PT. PLN UP3 Makassar Utara which is located at Jl. Gunung Latimojong No. 6 Gaddong, Bontoala District, Makassar City which will be held for 1 month from July 2022 to August 2022.

The population of this study consisted of 72 employees of PT. PLN UP3 Makassar Utara. Random sampling with the Slovin method approach was the sampling methodology employed in this investigation, resulting in a total of 42 samples. By using questionnaires, the survey method is used to collect data. The number of samples in this study was 39 responders because the researchers ran into problems when gathering the data. The study's quantitative data analysis method makes use of a Moderated Regression Analysis (MRA) model using SPSS software.

## RESULTS AND DISCUSSION

### Partial Test

This section explains the level of influence of knowledge management variables on employee performance at PT. PLN UP3 Makassar Utara uses partial test (t).

**Table 1**  
**Partial Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.988	3.924		2.545	.015
	KNOWLEDGE MANAGEMENT	.372	.126	.437	2.959	.005

a. Dependent Variable: KINERJA KARYAWAN

Source: data processed by SPSS,2022

According to the partial test results, knowledge management's t count is 2.959 > its t table counterpart's 1.684 at a significance level of 0.005. The employee performance at PT. PLN UP3 Makassar Utara is therefore positively and significantly impacted by variable knowledge management. To assess the effect of knowledge management on employee performance, a straightforward linear regression test is conducted. The following equation shows an example of simple linear regression:

$$Y = a + bX_1 + e$$

$$Y = 9.988 + 0.372X_1 + 0.1$$

From a simple linear regression equation, it can be said that:

1. The constant value of 9.988, which means if the knowledge management variable is 0, then employee performance at PT. PLN UP3 Makassar Utara will remain constant at 9,988.
2. The regression coefficient X1 is 0.372 which means that knowledge management has a positive effect on employee performance at PT. PLN (Persero) UP3 North Makassar.



This means that with the addition of knowledge management by one unit, there is a problem in employee performance at PT. PLN UP3 Makassar Utara amounted to 0.372.

### Moderated Regression Analysis (MRA) Test

This section describes the level of influence of knowledge management variables on employee performance moderated by organizational culture at PT. PLN UP3 Makassar Utara uses a moderated regression analysis test (MRA).

**Table 2**  
**Coefficient of Determination Test Results**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437 <sup>a</sup>	.191	.170	1.891

a. Predictors: (Constant), KNOWLEDGE MANAGEMENT

b. Dependent Variable: KINERJA KARYAWAN

The R Square value, which indicates how much the knowledge management variable has contributed to employee performance, is 0.191, as can be seen from the table above. The test findings show that the independent variable's influence on the dependent variable accounts for 19.1% of the total.

**Table 3**  
**MRA test result**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607 <sup>a</sup>	.368	.333	1.695

a. Predictors: (Constant), XZ, KNOWLEDGE MANAGEMENT

b. Dependent Variable: KINERJA KARYAWAN

There is an increase in the adjusted R square value from regression model I (table 4.15) to regression model II (table 4.16) of 16.3% (adjusted R square in regression model I by 17%), as shown in the table above where the adjusted R square value displays the coefficient of determination. Only 33.3% of employee performance can be accounted for by knowledge management variables, with organizational culture characteristics acting as moderators (0.333, modified R square value). Following are the outcomes of the interaction test:

**Table 4**  
**Interaction Test Results**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	70.427	54.757		1.286	.207
	KNOWLEDGE MANAGEMENT	-2.001	1.717	-2.354	-1.166	.252
	BUDAYA ORGANISASI	-1.645	1.798	-1.844	-.915	.366
	KNOWLEDGE MANAGEMENT*BUDAYA ORGANISASI	.067	.056	4.419	1.197	.239

a. Dependent Variable: KINERJA KARYAWAN

The equation obtained is as follows:

$$Y = a + b1X1 + b2X2 + b3X1X2 + e$$

$$Y = 70.427 - 2.001X1 - 1.645X2 + 0.067X1X2 + 0.1$$

Based on the above equation it can be seen that:

1. The constant value is 70,427 which means if the knowledge management variable is 0 then the performance of employees at PT. PLN UP3 Makassar Utara is 70,427
2. The coefficient of equation X1 is -2.001 which means that if the knowledge management variable decreases, the performance of PT. PLN UP3 Makassar Utara also decreased by - 2,001.
3. The coefficient of equation X2 is -1.645 which means that if the organizational culture variable decreases, the performance of PT. PLN UP3 Makassar Utara also decreased by -1,645.
4. The efficiency of the equation X1 X2 is 0.067 which means that if the variable interaction between knowledge management and organizational culture increases by one unit, it will have an impact on the performance of PT employees. PLN UP3 North Makassar will experience an increase of 0.067.

**The Effect of Knowledge Management on Employee Performance**

Regression analysis testing results show that knowledge management factors have a positive and significant effect on employee performance. According to the study's findings, knowledge management plays a crucial part in PT. PLN (Persero) UP3 North Makassar's efforts to increase employee productivity.

Based on the results of research that has been carried out, the knowledge management indicator that has the largest role is that employees are included in training, the indicator is an effort in the knowledge creation process. This means that the training that has been passed has a big impact on employees related to how the performance can be produced.

The results of this study correspond with research by Falah and Prasetya (2017), which found that knowledge management positive affects PT. Semen Indonesia Persero Tbk's performance. According to research (Islamy, Andriani, & Nurjaman, 2021), knowledge





management has a good and significant impact on organizational performance. The findings of this study are consistent with those findings.

### **The Effect of Knowledge Management on Employee Performance Moderated by Organizational Culture**

An organization's culture is its set of core values or beliefs. The performance of the company's employees as well as the company itself will benefit from a strong organizational culture. Assuming it can have a positive impact on employee performance through interactions with knowledge management variables, organizational culture is used in this study as a moderating variable.

Based on the results of tests that have been carried out, it shows that organizational culture variables have succeeded in strengthening the influence of knowledge management on employee performance, which can be seen from the increased Adjusted R Square value.

### **CONCLUSION**

The conclusions of this study entitled the influence of knowledge management on employee performance with organizational culture as a moderation variable at PT. PLN UP3 Makassar Utara are as follows:

1. Knowledge management has a positive and significant effect on the performance of employees of PT. PLN UP3 Makassar Utara
2. Organizational culture is able to moderate the influence of knowledge management on employee performance at PT. PLN UP3 Makassar Utara, this can be seen in the Adjusted R Square value which has increased.

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