



## THE EFFECT OF “KNOWLEDGE MANAGEMENT” TRAINING TO IMPROVE EMPLOYEE PERFORMANCE IN PT SEMEN INDONESIA (PERSERO) TBK

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### Abstract

This study aims to reveal the influence of Knowledge Management training on the performance of PT. Semen Indonesia (Persero) TBK. The hypothesis proposed is (1) there are differences in employee performance after training between the experimental group and the control group, (2) there are differences in employee performance in the experimental group between before Knowledge Management training and after Knowledge Management training, (3) there are differences in Gain Score of employee performance in the experimental group before training with employee performance after training. The subjects in this study are leaders or employees who will become Knowledge Management agents or leaders who manage Knowledge Management in the work units of PT Semen Indonesia. Data collection methods used in this study use employee performance scale, observation and interviews. The data analysis technique used is Sample T- Test to see the differences in employee performance before and after training. The results showed that there were differences in employee performance before and after training with a value of  $t = 3.658$  and significance of  $0.001$  ( $p < 0.05$ ).

Keywords: *Knowledge Management Training, Performance, Employee*

### Introduction

The national cement industry is facing problems in decreasing demand while at the same time experiencing excess production. This condition causes a threat of decline in company profit. On

the other hand, the cement industry also has to continue to dominate the market in order to maintain and develop its business (Harian Rakyat Merdeka, 2017). This condition also occurs at PT. Semen Indonesia (Persero) TBK. As the largest cement producer in Southeast

Asia, PT. Semen Indonesia also experienced a decrease in net income in the third quarter of 2017 to Rp. 1.4 trillion from the same period in the previous year which reached Rp. 2.9 trillion. The decline in net income has continued to occur since 2014 (Chandra, 2017).

In order to achieve corporate targets, companies need to improve the quality of human resources in the organization. This is based by the fact that human resources have an important role in maintaining the sustainability and credibility of the company, and creating public trust. Becker (2001) suggests that investment in human resources aims to gain long- term or short- term benefits for the organization.

#### Literature Review

Falah and Prasetya Research (2017) shows that to maximizing Knowledge Management, it is not enough to only manage organizational knowledge, but it is necessary to develop each individual knowledge within the organization, which means that knowledge needs to be developed by combining values, information and individual experience will be able to obtain optimal results. Basically, Knowledge Management is a concept that continues to develop along with the need for organizations to improve the quality of their employees and management. This study aims to reveal the influence of Knowledge Management training on the performance of PT. Semen Indonesia (Persero) TBK.

Performance is a result of work that has a strong relationship with the organi-

zation's strategic objectives, customer satisfaction and economic contribution (Armstrong, 1998). As'ad (1998) defines organizational performance as the degree to which the success of an organization in achieving its objectives. Meanwhile, Soedarmayanti (2001) associates performance as a result or outcome of a process. This means that performance is an indicator for organizations to see the extent of their productivity in achieving their stated goals.

Minner (1990) suggested several aspects of performance including: (a) Quality produced, explains the number of errors, time and accuracy in performing tasks, (b) Quantity produced, regarding how many products or services can be produced, (c) Working time, explaining how many absences, delays , as well as the work period that has been undertaken by the individual employee, and (d) Cooperation, explaining how individuals help or hinder the efforts of their co- workers.

Matthew (2011) defines Knowledge Management as a process that helps organizations identify, choose, organize, disseminate, and transfer important information and experiences that are part of the organization. Zack (in Easa, 2012) defines Knowledge Management as managerial activity in developing new applications regarding information technology whose purpose is to support the capture, storage, retrieval and distribution of digital information which is then explicitly documented by the organization. Knowledge Management training can be considered to be successful if there is an increase in employee per-

formance which indirectly also benefits the company. According to Nonaka and Takeuchi (1995), there are four aspects needed to implement knowledge management: (a) Socialization, experience sharing processes so as to create tacit knowledge such as mental models and technical skills, (b) Externalization, processes articulating tacit knowledge in the form of explicit concepts, (c) Combination, the process of combining tacit knowledge and explicit knowledge, (d) Internalization, the process of converting explicit knowledge into tacit knowledge that is operationalized through learning by means of learning (learning by doing).

The hypothesis proposed are (1) there are differences in employee performance after training between the experimental group and the control group, (2) there are differences in employee

performance in the experimental group between pre- Knowledge Management training and after Knowledge Management training, (3) there are differences in employee performance Gain Score in the experimental group before training with employee performance after training.

### Method

The subjects in this study are leaders or employees who will become Knowledge Management agents or leaders who manage Knowledge Management in the work unit of PT Semen Indonesia as many as 60 people which are divided into two groups: The experimental group and the control group. The experimental research method used uses random experiments. The design used in this study used pre- test- post- test control group design (Creswell, 2009).

Table 1. Pre- test- Post- test Control Explanation Group

<i>Group</i>	<i>Pretest</i>		<i>Post test</i>
KE	O1	X	O2
KK	O1	~ X	O2

Explanation:

KE : experimental group

KK : control group

O1 : early measurement before treatment

O2 : final measurement after treatment

X : treatment of the experimental group (knowledge management training)

~ X : without treatment (no training)

In this study, the independent variables to be manipulated were carried out through the provision of knowledge management training in the experimental

group using seven materials based on Knowledge Management aspects: Socialization, Externalization, Combination, and Internalization. The data col-

lection method applied in this study uses an employee performance scale that lists the statements that must be answered by respondents by selecting one of the answers from the five alternatives that have been provided.

### Results and Discussion

The results of the normality test of the pretest- posttest of the experimental group and the pretest- posttest control group in 30 subjects showed that the data had been normally distributed based

on the significance value of K- S Z. The measurement results of the pretest experimental group had a K- S Z value of 0.271 with a p value of 0.085. The posttest experimental group has a K- S Z value of 0.238 with a p value of 0.158. The pretest control group has a K- S Z value of 0.112 with a value of p 0.200. The posttest control group has a K- S Z value of 0.107 with a p value of 0.200. Based on the results of the normality test that has been done it can be concluded that the data is normally distributed ( $p > 0.50$ ).

Table 2. KE Posttest VS KK Posttest

<i>Group</i>	<i>N</i>	<i>Mean</i>	<i>t</i>	<i>Sig</i>
KE	30	115,23	3,161	0,003
KK	30	105,83		

The results of the independent sample t- test for the experimental group post test and posttest control group, resulted a value of  $t = 3.161$  with  $p = 0.003 < 0.050$ . This result show that there is a significant difference between the

posttest experimental group and the posttest control group. The experimental group had a higher performance value (Mean = 115.23) compared to the control group (Mean = 105.83).

Table 3. KE Pretest VS KE Posttest

<i>Group</i>	<i>N</i>	<i>Mean</i>	<i>t</i>	<i>Sig</i>
<i>Pretest</i>	30	105,83	3,658	0,001
<i>Posttest</i>	30	115,23		

The results of the paired sample t- test show, values = 3.658 and  $p 0.001 < 0.050$ . This shows that there are significant differences between the performance of the experimental group before and after training. The performance of the experimental group after being

given training was higher (Mean = 115.23) than the performance of the experimental group before being given training (Mean = 105.33). Thus, knowledge management training is proven to improve performance.

Table 4. KE Gain Score VS KK Gain Score

<i>Group</i>	<i>N</i>	<i>Mean</i>	<i>t</i>	<i>Sig</i>
<i>KE</i>	30	0,3293	2,234	0,030
<i>KK</i>	30	0,0963		

The results of the independent sample t- test obtained a value of  $t = 2.234$  with  $p = 0.030 < 0.050$ . This shows that there is a significant difference between the experimental group Gain Score and the Gain Score control group. The experimental group had a higher performance value (Mean = 0.33) compared to the control group.

The results of this study prove that Knowledge Management training proved effective in improving employee performance. These findings indicate that training can lead to behavioral changes as a result of understanding and experience gained during training. Knowledge Management training carried out also succeeded in improving individual knowledge and skills, and proved to be applicable in the context of the daily problems of employees. This result is consistent with the research conducted by Torabi, Kyani and Falakinia (2016) which shows that knowledge management has an influence on employees performance. Knowledge Management has a relationship to capability, clarity, organizational support, incentives, evaluation, validity and environment which are some factors that influence employee performance.

This is corresponding to Bounfour theory (2003) which is the main theory in the research of Torabi, Kyani and Falakinia (2016), stating that knowledge

management is a series of procedures, infrastructure, and other technical and managerial tools designed to be compiled, implemented and shared all of its information and knowledge both to inside and outside the organization. One of the advantages of knowledge management is generating and utilizing collective knowledge in an organization to create value that leads to competitive advantage. In details, knowledge management is an approach to managing and enhancing organizational knowledge assets, including knowledge about organizational finances, processes, personal services, products, and customers (Cope, Cope, & Hotard, 2006). Knowledge management training is one of the factors that influence employee performance. Therefore, when knowledge management training is successful, it is expected that employee performance will also be increased, so that indirectly it will influences the profits generated by the company.

Therefore, the company should invest in the form of a knowledge system to obtain a sustainable competitive advantage. Knowledge management is based on a resource- based theory that considers knowledge to be a valuable strategic asset. This includes knowledge and information that lies at the heart of developing human resources to practice at work. In addition, knowledge management supports both HRD paradigms:

Learning and performance (Akdere, 2009).

### Conclusion

Based on the results of data analysis and previous explanation, it can be concluded that there are differences in the value of posttest Knowledge Management training in the Experimental Group (KE) that go through Knowledge Management training with the Control Group (KK) that is not given Knowledge Management training. The Experimental Group (KE) has a higher level of understanding of Management Knowledge than the Control Group (KK), this result shows that Knowledge Management training can improve the performance of PT.SI employees.

In addition there are also differences in Knowledge Management behavior in the experimental group (KE) between before and after given Knowledge Management training, where the level of performance after being in Knowledge Management training is higher than before Knowledge Management training. This increase was caused by Knowledge Management training interventions provided to improve Knowledge Management knowledge, resulting in improved performance in the experimental group (KE).

Based on the overall discussion and evaluation of training, it can be concluded that Knowledge Management training is able employee performance at PT.SI

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