

## The Influence of Knowledge Management towards Employee's Competence and its Effect to the Employee's Performance

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**Abstract:** This study was aimed at finding out how knowledge management, employee's competence and employee's performance in PT.Pos Indonesia Branch Ciamis. Management towards employee's competence, the amount of employee's competence headed for employee's performance, the amount of the mutual effect of knowledge management, employee's competence and employee's performance. The target of the study is expected to provide an overview that most significant effect on knowledge management on employee performance or competency employee on employee performance or collectively knowledge management by competence employees on employee performance, hence, it can be referenced in implementation of knowledge management in the future so that it is expected to be maximal. The analytical method used was simple and multiple linear regressions. The regressions analysis is to quantitatively calculate the effect of a change variable X to variable Y. To see the relationship between the variables used path analysis: Direct effect: employee's performance/EP =  $\gamma_{x11} \times \gamma_{x11}$ , indirect effect: employee's performance/EP =  $\gamma_{x12} \times r_{xy} \times \gamma_{x13}$ . The results were obtained by the effect of each variable and significant partially on employee performance is knowledge management (X): 30.2%, Competence employees: 71.9% and simultaneously at 71.9%, other variables that influence employee performance but not examined by 28.1%. The benefits of this research is for the manager of the PT.Pos Indonesia Ciamis Branch namely to find out the important of knowledge management in improving employees competence that can influence to their work performance.

**Key words:** Knowledge management, employee's competence, work performance, significant, variables

### INTRODUCTION

PT.Pos Indonesia is requested to boost their performance or the services they themselves both as a public organization. It has to be done for as it is contained in Pos Indonesia company's motto that is "Move On" which is the realization that the service rendered is oriented on customers. In addition in accordance to one of the elements of catur sukses sapta pedoman pos Indonesia are the principal target elements which include targets to customer satisfaction, commitment to public service and the best results. Thus, here the satisfaction of the public as users of Postal services should be prioritized.

PT.Pos Indonesia continues to make innovations to improve employee's performance both with regard to the compensations, infrastructures, work disciplines, work environment and work culture. However, by the development of knowledge, business and the level of business competition which is higher PT.Pos Indonesia needs further improvement of their employee's performance that are currently being experienced stagnant or ordinary. The factor that affected to the achievement of the performance is the capability (ability) and motivation factors (Motivation), in Mangkunegara (2007) to formulate

that:

$$\text{Human performance} = \text{Ability} + \text{Motivation}$$

$$\text{Ability} = \text{Knowledge} + \text{Skill}$$

$$\text{Motivation} = \text{Attitude} + \text{Situation}$$

From that formula Pos Indonesia tried one of the activities that can be implemented today is the knowledge management activities associated with Ability is equal to the competency to improve the quality of the work (effectiveness) and improved its working efficiency to improve knowledge of employees research that cannot be able to develop employee intellectuality by sharing knowledge among the employees and facilitate them to disseminate knowledge towards the whole of the employee effectively.

Based on the study that was conducted by Choy and Suk (2005), Alshehhi (2016) and Wong (2005) is a structured approach is one key factor in the successful implementation of knowledge management. Through this approach, the company conducting the assessment or audit of knowledge management process quality in the internal of the company. The structured approach gave

clarity for member companies as to what will be reached how to achieve and especially-the clarity of each role in the effort on knowledge management applied. Therefore, in structured that was employee involvement and empowerment employee empowerment.

In facing public demands for improved service quality and quantity and to still survive then every office, trying not to make mistakes that lead to delays in postal delivery because the service user will not receive the reasons for delays of office reasons. For that in forming a full service and quality so it takes a good performance. However, the wild implementers and development, many people are questioning performance of PT.Pos Indonesia in providing services to the public. The question arises because of the delay in delivery of letters and packages, damage and loss of shipment, expensive shipping costs as well as employee attitudes that are too rigid and rejection package for wrapping the package is not in accordance with the terms specified. This of course is the phenomenon of lack of competence of the employees of PT.Pos Indonesia Branch Ciamis on the customer's demands. Based on these phenomena and the description above, it is known that PT.Pos. Indonesia still needs to improve overall performance on both productivity and quality of service.

#### **Literature review**

**Knowledge management:** Knowledge is the data and information that is correlated to the abilities, intuition, experience, ideas and motivation of the competence source. Uriarte argued there are two types of knowledge, namely tacit knowledge and explicit knowledge, tacit knowledge is something that is stored in the human brain while explicit knowledge is something that is contained in the document or other storage than in the human brain in (Werdiningsih and Emiliana, 2006). Maimunah argued that knowledge management is plan activities, collect and organize, lead and organize data and information that has been owned by a company which later merged with the variety of thought and analysis of the various competentin (Werdiningsih and Emiliana, 2006). Knowledge management is an emerging, interdisciplinary business model dealing with all aspects of knowledge within the context of the firm, including knowledge creation, codification, sharing and using these activities to promote.

One management system that offers an intellectual discipline that treats as assets under management is knowledge management (Honeycutt, 2005) as measured by three variables: personal knowledge, job procedures, and technology. In practice knowledge management can be guidance on the management of intangible assets that became pillars of the company in creating value. Companies need to know the extent to which knowledge management role in improving employee performance.

Turban which states that "knowledge is information that has been analyzed and organized so that they can understand and use to solve problems and make decisions". Albert Einstein provides a simple but effective citation, "knowledge is experience, and everything else is information".

Many perceived that knowledge management can be replaced by the existence of information technology or even that information technology is a knowledge management (Dalkir,2005). As presented by McDermott (1999), "knowledge involves thinking with information". So with the information technology alone-or information system-not necessarily knowledge can be managed properly. As recent studies of Gholipour and Revilla information technology is enabling (enabler) in knowledge management that makes the processes in knowledge management.

It can be underlined the fact that greatly influenced the three ultimate success of knowledge management. First, its application is not only generate new knowledge but also recycle the existing knowledge. Second, information technology cannot fully replace the function of social networking functions among members of the organization. Third, most organizations do not know what they really know a lot of important knowledge must be found through a special effort but the knowledge it already has an organization for a long time.

**Competence:** Competence is something that someone pointed out in the work every day. The focus is on workplace behavior not personality traits or basic skills that exist outside the workplace or in the workplace.

Crunkilton in Sutrisno (2011) defines competence as mastery of an assignment, skills, attitudes and appreciation necessary for the success. It shows that competence includes tasks, skills, attitudes and appreciation must be owned by the HR organization to be able to carry out tasks in accordance with the work that is charged by the organization. Gordon in Sutrisno (2011) describes some of the aspects contained in the concept of competence as follows:

- Knowledge (knowledge), namely in the field of cognitive awareness. For example an employee knows how to identify learning and learning how to do a good fit with the needs that exist in the company
- Comprehension (understanding), namely into the cognitive and affective of the individual. For example an employee in carrying out the study must have a good understanding of characteristics and condition effectively and efficiently
- Capacity/skills (skills) is something that is owned by the person which carry out the task or job that is charged to him. For example, the ability of employees to choose working methods which is assumed effective and efficient

- Value (value) is a standard of behavior that has been believed and psychologically has been fused in a person. For example, the standard employee's attitude in performing tasks (honesty, openness, democratic and others)
- Attitude (attitude), that emotion (happy-unhappy, like-dislike) or the reaction against a stimulus that comes from outside. For example reaction towards the economic crisis, the feeling of the salary increase and so on
- Interest (interest) is the tendency for someone to do an action. For example, in doing an activity task

Characteristics of competence according to Spencer and Spencer in Sutrisno (2011) there are five aspects, namely:

- Motives; is something in which a person consistently thinks in doing the action. For example, people have achievement motivation consistently develop goals to challenge him and sole responsibility to achieve these objectives and expected get feedback to improve himself
- Traits; is the character of the person who made people to behavior how someone responds to something in a certain way. For example, self confidence, self-control, stress, or fortitude
- Self concept; is the attitude and values of a person and the attitudes value are measured through tests respondent to know how the person value what is interesting for someone in doing something. For example, someone who is considered to be the leader should have leadership behaviors that need to test their ability about leadership
- Knowledge; is the information of a person's field of competence. Knowledge is complex. Knowledge test scores often fail to predict human performance because that scores unsuccessful measure knowledge and expertise as to what to do in the work in real. Measuring knowledge by test-takers to choose the most correct answer but cannot see whether someone can do the job based on their owned competence
- Skill is the ability to perform a particular task both physically and mentally. For example, one computer programmers make SIM programs related to HR

**Employee's performance:** Performance can be (and usually should be) defined in terms of both countable quantitative output (or outcome) measures and also by ratings made by supervisors, customers and other. (Bernardin and Joyce, 2013). One reason why research has generally yielded modest correlations between job satisfaction and performance may lie in how job performance is traditionally defined in terms of "in-role"

performance measures such as quantity or quality of work produced (Valentine *et al.*, 2010). Bernardin and Joyce (2013) mentions there are six categories of performance outcome by which the value of performance in any work activity or research function may be assessed; quality, quantity, timeliness cost-effectiveness, Need for supervision, Interpersonal impact/contextual or citizenship performance.

Knowing whether the person's performance is good and has done research in accordance with the duties and responsibility answer organization shall conduct performance appraisals. Performance appraisal is a process used to determine whether the leadership of an employee performs work in accordance with the duties and responsibilities (Mangkunegara, 2007).

## MATERIALS AND METHODS

Designs or models of research are a type of research that will be used (Road map) that is adapted to the problems in the research. For more directed investigators to draft studies using the approach quantitative data and scientific observation that quantitative data, according to Sugiono (2012): "The quantitative data is a characteristic of a variable whose values are expressed in the form of numerical". While the observation scientific according to Cooper and Schindler in consists of:

- The observations are designed to answer the research questions
- Designed and implemented systematically
- Record systematically all matters relating to the events, circumstances and anything that's new (weird) relates to the proportion of research
- Using the proper controls
- Perform calculations, predictions are valid and reliable and is based on the observed incidence

Population according Sugiono (2012) is: "Branchal generalization which consists of object or subject that have quality and certain characteristics defined by the researchers to learn and then drawn conclusions." As the population in this study were all Employees PT.Pos Indonesia Branch Ciamis totaling 36 people. The sampling have used the total population sampling is a type of purposive sampling technique where you choose to examine the entire population (i.e., the total population) that have a particular set of characteristics. The research model can be seen from the image in Fig. 1.

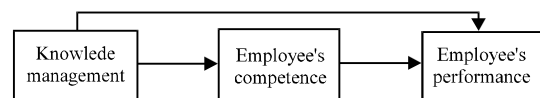


Fig. 1: Research model

**RESULTS AND DISCUSSION**

In accordance with the results of research that was conducted, the authors used research instrument consisting of a variable knowledge management (X) by 10 item statements, employee competence (Y) by 8 statement item, employee performance (Z) as 6 item statement and all them have tested validity and reliability.

**Knowledge management of PT.Pos Indonesia Branch Ciamis:** The employee’s responses to the Knowledge Management at PT.Pos Indonesia Branch Ciamis can be seen from the results of employee’s answers through questionnaires. The questionnaire consists of a list of statements relating to Knowledge Management at PT.Pos Indonesia Branch Ciamis. The result of the questionnaires are clarified to determine the level of Knowledge Management at PT.Pos Indonesia Branch Ciamis. According to Sugiono (2011), the classification of each indicator of variable X (Knowledge Management) can be calculated with the following steps:

- The highest value of each knowledge management indicator:  $36 \times 5 = 180$
- The lowest value of each knowledge management indicator:  $36 \times 1 = 36$
- The number of statement criteria = 5

$$\begin{aligned}
 NJI &= \frac{\text{Highest value} - \text{lower value}}{\text{Number of statement criteria}} \\
 &= \frac{180 - 36}{5} = 28.8
 \end{aligned}$$

Table 1: The valuing classifications of each knowledge management indicator

Valuing classification	Values
Not good	64.7; 36.0
Less good	93.5; 64.8
Adequate	122.3; 93.6
Quite good	151.1; 122.4
Good excellent	180.0; 151.2

Table 2: Knowledge management recapitulation

Descriptions	The target score	The achieved score	Criteria
All this time the company develops intellectual assets of all employees.	$5 \times 36 = 180$	158	Excellent
Process of understanding knowledge by the employees happen all this time	$5 \times 36 = 180$	152	Excellent
The company records any data to make information as a knowledge in that company all this time	$5 \times 36 = 180$	158	Excellent
The company saves any data to make information as a knowledge in the company all this time	$5 \times 36 = 180$	157	Excellent
The company distributes knowledge for all groups of people in that company all this time	$5 \times 36 = 180$	154	Excellent
The company provides knowledge for all groups of people in that company all this time	$5 \times 36 = 180$	153	Excellent
The employees share knowledge all this time	$5 \times 36 = 180$	155	Excellent
The company uses knowledge of organization to make rules of work all this time	$5 \times 36 = 180$	158	Excellent
The company develops knowledge from the experiences and the knowledge of past	$5 \times 36 = 180$	151	Good
The company perfects knowledge from the experience and knowledge of past	$5 \times 36 = 180$	148	Good
Total score	1800	1.544	

The valuing classifications of each knowledge management indicator are as follow: Based on the data which are collected through questionnaires that distributed to 36 employees at PT.Pos Indonesia Branch Ciamis obtained the result statement and can be seen in the following Table 1 and 2: Based on the result of calculation above of the overall employee’s responses about knowledge management at PT.Pos Indonesia Branch Ciamis then recapitulated to see the total score of employees responses are as follow:

- The highest overall value:  $36 \times 5 \times 10 = 1.800$
- The lowest overall value:  $36 \times 1 \times 10 = 360$
- The number of statement criteria: 5

$$NJI = \frac{1800 - 360}{5} = 288$$

The overall valuing classifications to knowledge management indicator at PT.Pos Indonesia Branch Ciamis are as follow Table 3. From the calculation above towards the employee’s responses about knowledge management achieve 1.544 this is included in excellent category. From the analysis result above is known that knowledge management at PT.Pos Indonesia Branch Ciamis has already very good. From some of the purposed criterias, the highest score are obtained from the description of the company develops intellectual assets of all employees, the company records any data to make information as a knowledge in that company, the company uses knowledge of organization to make rules of research all this time with the total score 158. Meanwhile, the lowest score is about the company perfects knowledge from the experience and knowledge of past with the total score 148. In short, it can be suggested to PT.Pos Indonesia Branch Ciamis to conduct some programs about knowledge perfecting from experience and knowledge of past to improve knowledge management.

**The competences of employees of PT.Pos indonesia branch ciamis:** The employee’s responses to The Competences of employees of PT.Pos Indonesia Branch

Ciamis can be seen from the results of employee's answers through questionnaires. The questionnaire consists of a list of statements relating to competences of employees at PT.Pos Indonesia Branch Ciamis. The questionnaires have also been tested by using validity and reliability tests with the calculation results are valid and reliable. The questionnaires are given to 36 employees who have structural position, at least as a part coordinator in PT.Pos Indonesia Branch Ciamis. The result of the questionnaires are clarified to determine the level of competences of employees of PT.Pos Indonesia Branch Ciamis. According to Sugiono (2012), the classification of each indicator can be calculated with the following steps:

- The highest value of each knowledge management indicator:  $36 \times 5 = 180$
- The lowest value of each knowledge management indicator:  $36 \times 1 = 36$
- The number of statement criteria = 5

$$\begin{aligned}
 NJI &= \frac{\text{Highest value} - \text{lowest level}}{\text{Number of statment criteria}} \\
 &= \frac{180 - 360}{5} = 28.8
 \end{aligned}$$

The valuing clasifications of each employee's competence indicator are as follow: Based on the data which are collected through questionnaires that distributed to 36 employees at PT.Pos Indonesia Branch Ciamis obtained the result statement and can be seen in the following Table 4 and 5.

Table 3: The overall valuing clasifications to knowledge management indicator variable

Valuing clasification	Values
Not good	360-647
Less good	648-935
Fairly good	936-1.223
Good	1.224-1.511
Excellent	1.512-1.800

Table 4: The valuing clasifications of each indicator variable of employee's competence

Valuing clasification	Values
Not good	64.7-36.0
Less good	93.5-64.8
Fairly good	122.3-93.6
Good	151.1-122.4
Excellent	180.0-151.2

Table 5: The Employee's competence recapitulation

Descriptions	The target score	The achieved score	Criteria
All this time the employees have knowledg of authority and responsibility of the work.	$5 \times 36 = 180$	158	Excellent
The employees havee knowledge about their job job descriptions all this time	$5 \times 36 = 180$	152	Excellent
The employees have the skills to solve problems in the workplace all this time	$5 \times 36 = 180$	158	Good
The employees have the creativity skills in doing their duties all this time	$5 \times 36 = 180$	157	Good
The employees have the technical skills in doing their duties all this time	$5 \times 36 = 180$	154	Excellent
The employees have the social skills in doing their duties all this time	$5 \times 36 = 180$	153	Good
The employees have the intelectual ability in doing their duties all this time	$5 \times 36 = 180$	155	Excellent
The employees have the physical ability in doing their duties all this time	$5 \times 36 = 180$	158	Excellent
Total score	1.440	1.234	

Based on the result of calculation above of the overall employee's responses about competences of employees at PT.Pos Indonesia Branch Ciamis then recapitulated to see the total score of employees responses are as follow:

- The highest overall value:  $36 \times 5 \times 8 = 1.440$
- The lowest overall value:  $36 \times 1 \times 8 = 288$
- The number of statement criteria: 5

$$NJI = \frac{1.440 - 288}{5} = 230.4$$

It means that in very good category. In this case, it shows that knowledge management in PT.Pos Indonesia, Ciamis Branch has been well implemented inline with the standard from the head office Table 6. The overall valuing clasifications to competences of employees indicator at PT.Pos Indonesia Branch Ciamis are as follow:

From the calculation above towards the employee's responses about the competences of employees achieve 1.234 this is included in excellent category. From the analysis result above is known that the competences of employees at PT.Pos Indonesia Branch Ciamis has already very good. From some of the purposed criterias, the highest score are obtained from the description of the employees have knowledge of authority and responsibility of the work with total score 163. Meanwhile the lowest score is about the employees have the skills to solve problems in the workplace with the total score 148. In short, it can be suggested to PT.Pos Indonesia Branch Ciamis to conduct some training programs about skills to solve problem in the workplace to improve the competences of employees.

**The employee's responses toward the performance of employees at PT.Pos Indonesia Branch Ciamis:** The employee's responses to performances of employees at PT.Pos Indonesia Branch Ciamis can be seen from the results of employees answers through questionnaires. The questionnaire consists of a list of statements relating to Performances of employees at PT.Pos Indonesia Branch Ciamis. The questionnaires have also been tested by using validity and reliability tests with the calculation results are valid and reliable. The questionnaires

Table 6: The overall valuing classifications to indicator variable of the employee's competence

Valuing classification	Values
Not good	288-517
Less good	518-748
Fairly good	749-978
Good	979-1.209
Excellent	1.210-1.440

Table 7: The valuing classifications of each indicator variable of Employee's performance

Valuing classification	Values
Not good	64.7-36
Less good	93.5-64.8
Fairly good	122.3-93.6
Good	151.1-122.4
Excellent	180-151.2

are given to 36 employees who have structural Position at least as a part coordinator in PT.Pos Indonesia Branch Ciamis. The result of the questionnaires are clarified to determine the level of Performances of employees at PT.Pos Indonesia Branch Ciamis. According to Sugiono (2012), the clasification of each indicator can be calculated with the following steps:

- The highest value of each knowledge management indicator:  $36 \times 5 = 180$
- The lowest value of each knowledge management indicator:  $36 \times 1 = 36$
- The number of statement criteria = 5

$$\begin{aligned}
 NJI &= \frac{\text{Highest value} - \text{lowest level}}{\text{Number of statment criteria}} \\
 &= \frac{180 - 36}{5} = 28.8
 \end{aligned}$$

The valuing classifications of each employee's performance indicator are as follow: Based on the data which are collected through questionnaires that distributed to 36 employees at PT.Pos Indonesia Branch Ciamis obtained the result statement and can be seen in the following Table 7 and 8.

Based on the result of calculation above of the overall employee's responses about performances of employees at PT. Pos Indonesia Branch Ciamis then recapitulated to see the total score of employees responses are as follow:

- The highest overall value:  $36 \times 5 \times 6 = 1.080$
- The lowest overall value:  $36 \times 1 \times 6 = 216$
- The number of statement criteria : 5

$$NJI = \frac{1.080 - 216}{5} = 172.8$$

Table 8: The employee's performance recapitulation

Descriptions	The target	The achieved	Criteria
	score	score	
All this time the employees finish their job closely perfect	$5 \times 36 = 180$	158	Excellent
The employees finish their job as output target all this time	$5 \times 36 = 180$	152	Excellent
All this time the employees finish their job on time	$5 \times 36 = 180$	158	Good
The employees finish their job effectively all this time	$5 \times 36 = 180$	157	Good
The employees respect each time other during the activities all this	$5 \times 36 = 180$	154	Excellent
The employees cooperate each other in finishing their jobs all this time	$5 \times 36 = 180$	153	Good
Total score	1.080	932	

Table 9: The overall valuing classifications to indicator variable of the employee's performance

Valuing classification	Values
Not good	216-388
Less good	389-561
Fairly good	562-733
Good	734-906
Excellent	907-1.080

The overall valuing clasifications to performance of employees indicator at PT.Pos Indonesia Branch Ciamis are as follow: from the calculation above towards the employee's responses about the performances of employees achieve 932 this is included in excellent category. From the analysis result above is known that the performances of employees at PT.Pos Indonesia Branch Ciamis has already very good. From some of the purposed criteria, the highest score are obtained from the description of the employees finish their job closely perfect and the employees finish their job on time with total score 158. Meanwhile the lowest score is about the employees finish their job as output target all this time with the total score 152. In short, it can be suggested to PT.Pos Indonesia Branch Ciamis that each employee should have clearly output target to enhance their performance Table 9 and 10. From the calculation above, all the answer of employees about their competences in PT.Pos Indonesia Ciamis Branch as follows:

- The highest score:  $36 \times 5 \times 8 = 1.440$
- The lowest score:  $36 \times 1 \times 8 = 288$
- The total criteria of statement: 5

$$NJI = \frac{1.440 - 288}{5} = 230.4$$

The classification of assessment of the competence indicator of staff in PT.Pos Indonesia Ciamis branch as follow: from the calculation above the respond of the staff about their competence is 1.234, it means that in very

Table 10: The calculation of employee's competence

Description	Targeted score	Achievable score	Criteria
Recently, the staff has known of its policy and responsibility in their job	5×36 = 180	163	Very good
Recently, the staff has knowledge of job description	5×36 = 180	157	Very good
Recently the staff has skills to solve the problem in their work	5×36 = 180	148	Good
Recently, the staff has skills of creativity in their jobs	5×36 = 180	151	Very good
Recently, the staff has skill of technique in doing their job	5×36 = 180	156	Very good
Recently, the staff has social skills in doing their job	5×36 = 180	150	Good
Recently, the staff has intellectua skill in doing their job	5×36 = 180	154	Very good
Recently, the staff has physical skill in doing their job	5×36 = 180	155	Very good
Total score	1.440	1.234	

Table 11: Classification of assessment for total competence variable indicator

Classification	Scores
Not good	288-517
Less of good	518-748
Pretty good	749-978
Good	979-1.209
Very good	1.210-1.440

Table 12: Classification of assessment for each indicator of work performance variable

Classification of assessment	Scores
Not good	64.7-36
Less of good	93.5-64.8
Pretty good	122.3-93.6
Good	151.1-122.4
Very good	180-151.2

good category Table 11 and 12. From the analysis, the staff competence in PT.Pos Indonesia Ciamis branch has been very good. Form various criteria, it has the highest score that is the staff has known of the policy and responsibility in their job with the score 163. Meanwhile, the lowest score is the staff has skill to solve the problem in their job with the score 148. From the case above, it is suggested the PT.Pos Indonesia Ciamis Branch to hold programs of training to solve the problem in their work to improve staff competence.

**The staff respond towards the work performance of the staff of PT.Pos Indonesia Ciamis Branch:** The respond toward the work performance in PT.Poscan be seen form the answer of staff trough delivering questionnaire. the questionnaire consisted of questions related to the work performance of the staff of PT.Pos Indonesia Ciamis Branch. The questionnaire has also been tested of validity and reliability. The questionnaires are given towards 36 staff that has Position minimum coordinator. Then, the result of questionnaire is classified to decide the level of work performance. According to Sugiono (2012), the classification of each indicator can be calculated by several steps:

- The highest score of each indicator of work performance:  $36 \times 5 = 180$
- The lowest score of each indicator of work performance:  $36 \times 1 = 36$
- The total criteria of statement = 5

$$\begin{aligned}
 NJI &= \frac{\text{Highest value} - \text{lowest level}}{\text{Number of statment criteria}} \\
 &= \frac{180 - 36}{5} = 28.8
 \end{aligned}$$

The classification of assessment for each indicator of work performance as follow Table 13 and 14: From the data above, the result of statement can be seen as follows: Based on the calculation above, the answer of the staff related to work performance can be seen as follow:

- The highest score:  $36 \times 5 \times 6 = 1.080$
- The lowest score:  $36 \times 1 \times 6 = 216$
- The total statement criteria: 5

$$NJI = \frac{1.080 - 216}{5} = 172.8$$

The classification of assessment for work performance indicator in PT.Pos such as follow: Form the calculation above towards the response of the work performance is 932, it is very good category. From the analysis, it can be seen that the research performance of the staff of PT.Pos Indonesia Ciamis Branch is very good. From the criteria that has been issued, the highest score is that the staff has accomplished their work completely and on time by the score 158. Meanwhile, the lowest score is that the staff has done their researxch as targeted with the score 152. From the result above, it is suggested the PT.Pos should be trained to finish their research as targeted out-put in order to elevate work performance. Score descriptive statistic of mean variable Table 15-17. If the data above compare with the criteria of forecasting condition variable below, it can be seen the condition of each tested variable.

The data above if it is described in detail for each variables, the result are as follow: the mean score of knowledge management variable (X) is 4.29 is categorized as Very good. The mean variable of staff competence (Y) is 4.28, it is categorized as very good. The mean score of staff work performance variable (Z) is 4.33, it is

Table 13: work performance recapitulation

Description	Targeted score	Achievable score	Criteria
Recently, the staff has done their works completely	5×6 = 180	158	Very good
Recently, the staff has accomplished all the	5×36 = 180	152	Very good
Recently, the staff has accomplished their work with time schedule	5×36 = 180	158	Very good
Recently, the staff has accomplished each	5×36 = 180	157	Very good
In the activity of each staff is tolerance	5×36 = 180	154	Very good
Recently, in finishing their work the	5×36 = 180	153	Very good
Total score	1.080	932	

Table 14: Classification of assessment for indicator of work erformance variable

Klasifikasi Penilaian	Nilai
Not good	216-88
Less of good	389-61
Pretty good	562-33
Good	734906
Very good	907-.080

Table 15: Result of calculation

Variables	N	Mean
Knowledge management (X)	36	4.29
Staff competence (Y)	36	4.28
Staff work performance (Z)	36	4.33

Table 16: Criteria of forecasting condition variable

Variables	Forecast
Very good	4.21-5.00
Good	3.41-4.20
Pretty good	2.61-3.40
Less of good	1.81-2.60
Not good	1.00-1.80

Table 17: Criteria of research variable

Variables	Mean	Criteria
Knowledge Management (X)	4.29	Very good
Staff competence (Y)	4.28	Very good
Staff work performance (Z)	4.33	Very good

categorized as Very good. From the whole score of mean variable, work performance (Z) is a variable that has a highest score.

**The influence of knowledge management towards employee’s performance:** From the correlation, it can be seen that the influence of the variable of knowledge management (X) towards the work performance (Z) gained from the correlation coefficient ( $r$ ) = 0.549 with determinacy coefficient ( $r^2$ ) = 0.302 or 30.2%. The score means that the employee’s performance is decided by knowledge management 30.2%. Meanwhile the rest of it 69.9% (100-30.2%) decided from other factor of knowledge management.

Moreover, the influence of significant or not can be seen based on the data analysis by using SPSS with the level of significant 0.001. It means that the knowledge management (X) influenced positively towards work performance (Z), it because of the level of significant <0.05).

**The influence of employee’s competence towards employee’s performance:**

From the correlation, it can be seen that the influence of the variable of staff competence (Y) towards the work performance (Z) gained from the correlation coefficient ( $r$ ) = 0.848 with determinacy coefficient ( $r^2$ ) = 0.719 or 71.9%. The score means that the employee’s performance is decided by level of staff competence 71.9%. Meanwhile, the rest of it 28.1% (100-71.9%) decided from other factor of staff competence.

Moreover, the influence of significant or not can be seen based on the data analysis by using SPSS with the level of significant 0.000. It means that the staff competence (Y) influenced Positively towards work performance (Z), it because of the level of significant <0.05).

**The influence of knowledge management and employee’s competence towards employee’s performance:**

From the correlation, it can be seen that the influence of the variable of knowledge management (X) and employee’s competence (Y) towards the employee’s performance (Z) can be seen from the analysis above, it is found that the influence of knowledge management (X) and employee’s competence (Y) towards the employee’s performance (Z) is 0.719 or 71.9%. The score means that the employee’s performance is decided by knowledge management and employee’s performance with 71.9%. Meanwhile, the rest of it 28.1% (100-71.9%) decided from other factor out of knowledge management.

Moreover, the influence of significant or not can be seen based on the data analysis by using SPSS with the level of significant 0.000. It means that the knowledge management (X) and Staff competence influenced Positively towards work performance (Z), it because of the level of significant <0.05).

**The influence of knowledge management through employee’s competence towards employee’s performance:**

The Influence of knowledge management through employee’s competence towards employee’s performance can be counted by using formula  $EP = \gamma_{x12} \times r_{xy} \times \gamma_{x13}$ , note that EP is employees



performance,  $\gamma_{x12}$  is coefficient of knowledge management to employee's performance,  $r_{xy}$  is the total correlation between knowledge management and employee's competence and then  $\gamma_{x13}$  is coefficient jalur employee's competence ke employee's performance. The result of calculation of indirect line is:

$$EP = 0.06 \times 0.653 \times 0.765 = 0.03$$

Then, the total of the influence of the knowledge management through employee's competence toward employee's performance is:

$$EP = 0.06 + 0.03 + 0.765 = 0.855 \text{ or } 85.5\%$$

and the rest 14.5% is influence by other factors.

### CONCLUSION

Based on the result, it is found that the influence of knowledge management towards the staff competence and the effect towards the work performance are as follows: knowledge Management in PT.Pos Indonesia, Ciamis Branch is categorized very good by the mean 4.29. it show that the respondent views that knowledge management in PT.Pos Indonesia Ciamis Branch has been well implemented.

The employee's competence in PT.Pos Indonesia Ciamis branch is categorized very good by mean score 4.28. it shows that the respondent view that staff competence in PT.Pos is in the level of very good. The employee's performance in PT.Pos Indonesia Ciamis Branch is categorized very good by mean score 4.33. It means that respondent views that the work performance in PT.Pos Indonesia is very good. There is significant influence of knowledge management towards employee's competence with 42.6. It means that both variables have been tested for the reliability and validity. As a result, knowledge management has been well implemented based certain standard to improve employee's competence of PT.Pos Indonesia.

There is a significant influence of employee's competence towards work performance 71.9%. It means that both variable has been tested it reliability and validity so the staff competence has inline with the certain standard will improve the employee's performance of PT.Pos Indonesia Ciamis Branch.

Generally, it can be said that the knowledge management and employee's competence influenced significantly towards the employee's performance of the staff in PT.Pos Indonesia Ciamis Branch 71.9%. It proved that there is a relationship of good knowledge

management will improve employee's competence and will have effects towards the improvement of employee's performance in PT.Pos.

This research only explains the theory and the relationship among variables of knowledge management, employee competence and employee performance by using path analysis or only focus on the quantitative method. For further research, it will be developed by mix method to cope with the theory and verification variable and qualitative method.

### SUGGESTIONS

Based on the conclusion above, it can generate the suggestion: Knowledge management is categorized very good but according to survey from the whole item of question is categorized good level. It means that it still Possible to improve it to be very good level. The item of question, the company records the data to be information is an item that has the most highest frequencies in the level of very good. It means that other item can be improved such as: the company should develop intellectual asset form all the employees, understanding process of knowledge by the employees, record of the data to be the information for company knowledge, the company share knowledge to all the employees, provide knowledge to all the employees, the staff share information each other, the company uses knowledge in organization to make a rule of work, the company develop knowledge from the last experience and knowledge, the company completed knowledge and experience in the past.

The employee's competence is categorized very good but according to survey from the whole item the level is in good category. It means that it still can be improved to be very good level. The item of question has knowledge about the policy and responsibility in working has the highest frequency in the category very good level. It means that other item can be improved such as: the employees has knowledge of job description to solve the problem, skill of creativity and technically skill, social skill, intellectual competence and physical competence in doing their job.

The employee's performance is categorized very good level but according survey of all item of question the respondent said in the category good level. It means that other item can be improved such as: the staff should finish their work as the time schedule. And work collaboration is the item that has the highest frequency in the level of very good. It means that other item still can be improved such as: the staff finished their work completely, the staff finished their work as targeted out-put, the staff finish their work effectively and tolerance of each staff in their work.

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