The Effect of *Knowledge Sharing* on *Employee Performance* at PT Tama Cokelat Indonesia

Qeisha Nurrachman
Program Magister, Program Studi Administrasi Bisnis, Program Pascasarjana Fakultas Ilmu Sosial dan Ilmu Politik Universitas Padjajaran JL.Bukit Dago Utara No.25 Bandung 40135.

Bambang Hermanto
Program Magister, Program Studi Administrasi Bisnis, Program Pascasarjana Fakultas Ilmu Sosial dan Ilmu Politik Universitas Padjajaran JL.Bukit Dago Utara No.25 Bandung 40135.

Arianis Chan
Program Magister, Program Studi Administrasi Bisnis, Program Pascasarjana Fakultas Ilmu Sosial dan Ilmu Politik Universitas Padjajaran JL.Bukit Dago Utara No.25 Bandung 40135.

ABSTRACT
Knowledge is currently viewed as an important strategic resource in companies in order to gain competitive advantage. This study aims to analyze the effect of Knowledge Sharing on the performance of PT Tama Cokelat Indonesia employees. Knowledge sharing variables are measured by knowledge donating and collecting, while employee performance variables are measured by the quality of work, quantity of work, knowledge of work, cooperation, reliability, initiative and personal quality. The approach used is a quantitative approach with a survey method for employees of PT Tama Cokelat Indonesia totaling 69 respondents. This research is the result of a questionnaire distributed to all objects that became observations / research. The results of this study indicate that knowledge sharing has a positive and significant effect on employee performance. These variables were analyzed using descriptive statistics for supporting data and Component Based SEM or Partial Least Square (PLS) regression analysis in the research data.

Keywords : Knowledge Management, Knowledge Sharing, Employee Performance

INTRODUCTION
At present awareness of the importance of knowledge resources as the intellectual capital of the company to achieve competitive advantage is higher. Knowledge plays a very important role in the progress of the company. The superior knowledge and human resources the company has, the higher the company's competitiveness. The importance of the role of knowledge, from Nonaka and Takeuchi (1995) states that only companies that can produce knowledge sustainably are able to achieve a better position to have a competitive advantage. Hooff and Weenen (2004) define knowledge sharing as the activity of individuals exchanging personal intellectual capital.

Competitive advantage can only be achieved if the individual's knowledge source which is the basis of strength is managed and maintained. As also stated by Morling and Yakhlef (1999) that what will determine the company's success is the company's ability to manage knowledge assets. Companies cannot create knowledge without the actions and interactions of their employees. This is where we can see the effect of knowledge sharing on performance.

One of the companies that implemented it was PT Tama Cokelat Indonesia. Applying knowledge for the company's business progress was proven by a program conducted by PT

Tama Cokelat Indonesia in the form of 3T namely tadabur, tadakur, and tafakur which were carried out every day with a schedule determined by PT Tama Cokelat Indonesia currently it is focused on all employees of PT Tama Cokelat Indonesia and centralized HR operations through the Human Capital unit.

In addition, Knowledge sharing activities that are driven at PT Tama Cokelat Indonesia, are not only limited to the use of technology information systems, but also through direct Knowledge sharing in the form of half-day discussions, morning sharing, then knowledge day, coffee break, which is held to share knowledge or new policies and interrelated units to be reunited. But not only this, so that Knowledge sharing can be a useful output, especially in improving performance, then knowledge-based innovation is continuously carried out by PT Tama Cokelat Indonesia.

In 2017, PT Tama Cokelat Indonesia experienced a decline, especially in terms of its financial performance of 10% which in the previous year there was an increase of 4%, a decrease in overall performance was assumed by the causes of declining employee performance, where in the 2017 period there were problems employee performance in the form of reducing employee performance performance, in accordance with what the HRD management said.

This is where an interesting thing is seen where PT Tama Cokelat Indonesia as a company in managing employees, where this decrease will indirectly have a negative impact on employee performance, and with a decline in the performance of PT Tama Cokelat Indonesia, especially in financial terms.

In addition there were interesting things that were obtained at PT Tama Cokelat Indonesia, in addition to the decline in profits of PT Tama Cokelat Indonesia, at the same time the level of employee involvement in knowledge sharing through the 3T program as a knowledge program decreased. This can be seen from the contribution in the knowledge sharing program that is inconsistent with this, as stated by the owner of PT Tama Cokelat Indonesia.

The implementation of Knowledge sharing for PT Tama Cokelat Indonesia certainly cannot be separated from the role of superiors / leaders, and so far the role of the supervisor of PT Tama Cokelat Indonesia according to the author has been quite strategic, where leaders at PT Tama Cokelat Indonesia have supported and initiated knowledge to optimize human capital potential existing methods by projecting human capital needs appropriately, both from the number and competitiveness. However, this has not synergized optimally with the implementation of knowledge sharing, which can be seen from the decrease in employee contributions in knowledge sharing activities as described above. This is as stated by Trivellas et al. (2015) that the lower the intensity of Knowledge sharing, it is feared that it will hinder the increase in employee competency which results in not improving the performance of the employee individually or as a whole. Based on empirical conditions and problems faced in the field, and guided by previous studies, the condition is considered very important for further research, regarding the role of knowledge sharing on employee performance

This study aims to empirically examine how the effect of knowledge sharing is actually on employee performance at PT Tama Cokelat Indonesia.

LITERATURE STUDY

Knowledge Sharing

According to Hoof and Ridder (2004), knowledge sharing is a reciprocal process whereby individuals exchange knowledge (tacit and explicit knowledge) and jointly create new knowledge (solutions). One purpose of this definition consists of providing and gathering knowledge, where providing knowledge by communicating knowledge to others what is owned by one's personal intellectual capital, and gathering knowledge refers to consulting with colleagues by sharing the information or intellectual capital they have. There are several aspects of knowledge sharing according to Hoof and Ridder (2004), namely:

1. Knowledge Donating, providing knowledge (knowledge donating) is channeling / disseminating knowledge or intellectual capital to others which involves communication between individuals.
2. Knowledge Collecting, knowledge collecting is seeking / gathering knowledge or intellectual capital by consulting with others.

According to Pasaribu (2009), knowledge sharing can be defined as a culture of social interaction, including the exchange of knowledge between employees, experience, and skills through the entire department or organization, this creates a general basis that the need for cooperation. Connelly and Kelloway (in Baharim, 2008) define knowledge sharing as a behavior that involves exchanging information or helping other colleagues.

Employee Performance

Mangkuprawira and Hubeis (2007) state that employee performance is influenced by intrinsic and extrinsic factors of employees. Intrinsic factors that influence employee performance consist of education, experience, motivation, health, age, skills, emotions and spirituality. While extrinsic factors that affect employee performance consist of physical and non-physical environment, leadership, vertical and horizontal communication, compensation, control in the form of supervision, facilities, training, workload, work procedures, punishment systems and so on.

From the opinion above, it can be explained that performance is the work that can be achieved by both individuals and groups in a company in accordance with their respective responsibilities in order to achieve the objectives of the company concerned. Employee Performance of PT Tama Cokelat Indonesia is an important part of the overall performance of the company, in addition to improving the performance of its employees so that the company can carry out and achieve its vision and mission.

According to John M. Ivancevich (2001), the dimensions of performance are as follows:

1. Quantity of work, namely the amount of work done in a specified time period.
2. Quality of work, namely the quality of work achieved based on the requirements of suitability and readiness.
3. Job knowledge, namely the breadth of knowledge about work and skills. Knowledge possessed by each employee in carrying out a job so that it can run effectively and efficiently.
4. Cooperation, namely the willingness to work with other people (fellow members of the company).
5. Dependability, namely awareness and can be trusted in terms of attendance and work completion.
6. Initiative, namely semagat to carry out new tasks in enlarging its responsibilities. The ability to act unconditionally, Develop a series of activities and determine new ways or innovations.

7. Personal quantity, which concerns personality, leadership, hospitality and personal integrity, behavior (attitudes) of employees within the company will influence it in the way the work is carried out.

Hipotesis

Hypothesis: There is a positive and significant influence on the knowledge sharing variable (X) on employee performance (Y)

STUDY METHOD

This research method can be categorized into explanatory research, namely, research that aims to explain how social phenomena occur to produce research (Sanapiah, 2007). Data obtained from primary and secondary research data. The primary data of this study are the results of a questionnaire distributed to all objects that became observations / research. The data is the basic data where the analysis is supported by secondary data whose analysis is obtained from the results of observations in the field and several library sources to strengthen and deepen the results of the analysis. Data obtained from the questionnaire results are research data. The research data is a number of scores obtained from respondents' answers to questions or statements regarding research variables, namely variable X (Knowledge Sharing), and variable Y (Employee Performance). These variables were analyzed using descriptive statistics for supporting data and Component Based SEM or Partial Least Square (PLS).

Based on information from PT Tama Cokelat Indonesia, it is known that the number of employees who become the population at PT Tama Cokelat Indonesia is 218 people who will then be used as the population in this study. According to the Slovin formula, to calculate sample determination, the following formula is used:

$$n = \frac{N}{1 + Ne^2}$$

Information :
n = sample size
N = population size
e = percent allowance for inaccuracy due to sampling errors that can still be tolerated.
From the total population with an inaccuracy rate of 10%, then using the above formula obtained a sample of:

$$n = \frac{218}{1 + 218(0,1)^2} = 68.5 = 69 \text{ orang}$$

RESULT AND DISCUSSION

Description of latent variables along with manifest variables are as follows:

1. The exogenous latent Knowledge Sharing (X) variable has two manifest variables (indicators), namely, Knowledge Donating (KD) and Knowledge Colecting (KC).

2. Endogenous latent variables Employee Performance (Y) has seven manifest variables (indicators), namely, Quantity of work (QN), Quality of work (QL), Job knowledge (KJ), Cooperation (CP), Dependability (DP), Initiative (IN), and Personal quantity (PQ)

Table 1 Research Variables

Type	Consept	Dimension	Operational Definition	Kode Element
Variable Independen	*Knowledge sharing*	*Knowledge Donating*	The ability of employees to convey knowledge	KD1, KD2, KD3, KD4, KD5
			Sharing information	
			Share expertise	
			Share ideas	
			Share work experience	
		Knowledge Collecting	The ability of employees to gather knowledge	KC1, KC2, KC3, KC4, KC5
			Gather information	
			Gather expertise	
			Gather ideas	
Variable Dependen	Kinerja Karyawan	Quality of work	Reduced error rate at work	QL1, QL2, QL3
			Improving the quality of work of each employee	
			Work accurately and accurately	
		Quantity of work	No procrastination	QN1, QN2, QN3
			The work is finished on target	
			Always serve the target	
		Job knowledge	Have good knowledge	KJ1, KJ2
			Having knowledge to overcome problems	
		Personal quantity	Have a good attitude	PQ1, PQ2, PQ3
			Establish good communication	
			Prioritizing work interests	
		Initiative	Deft	IN1, IN2, IN3
			Able to do work independently	
			Have innovation	
		Cooperation	Teamwork in the work unit	CP1, CP2, CP3, CP4, CP5
			Coordination with work units	
			Help each other solve problems	
			Support from fellow colleagues as a form of teamwork	
			Avoid work conflicts	
		Dependability	Ready to be available if the company needs it	DP1, DP2
			Can complete the task well	

Source: Data processed from PLS output in 2019

Evaluation of Outer Models

An indicator is said to have good validity if it has a value of a loading factor greater than 0.70. While the loading factor of 0.50 to 0.60 can still be maintained for models that are still in the development stage (Ghozali, 2008: 111). Based on the estimation results using the help of the SmartPLS 2.0 M3 application program. The output is as follows:
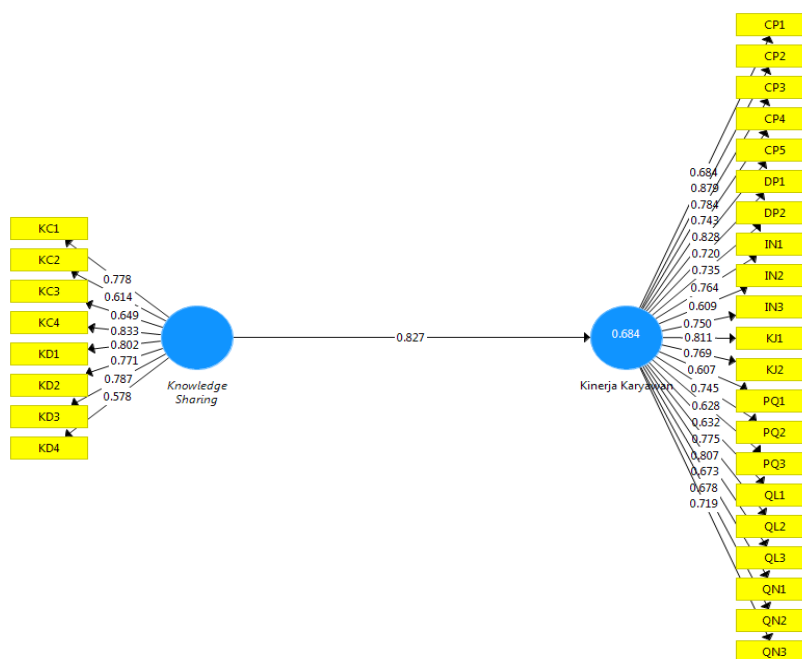
Picture 1 Output PLS Algorithm

Reliability Test

Yamin (2011: 203) states that a latent variable can be said to have good reliability when the composite composite value, AVE, and cronbachs alpha. Each construct is said to be reliable if it has composite reliability and cronbachs alpha is greater than 0.70 and AVE is greater than 0.50.

Table 2 Value (AVE),Composite Reliability dan Cronbachs Alpha

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
KK	0,956	0,960	0,539
KS	0,875	0,901	0,536

Source: Data processed from PLS output in 2019

Table 2 describes a composite reliability that is greater than 0.70, so it can be said that the indicators are consistent in measuring the construct. Thus the first order knowledge sharing (KS) and employee performance (KK) constructs that have composite reliability and cronbachs alpha values above 0.70 and from the above output can show that all constructs have AVE values greater than 0, 50. Thus it can be concluded that all exogenous and endogenous constructs are said to be reliable.

Evaluasion *Inner model*

Testing the inner model can be seen from the values: R2 (R Square), Q2 (Predictive Relevance), GoF (Goodnes of Fit). The following are the results of testing the inner model:

Table 3 Value *R-Square* Pada Model Struktural

Variable	R Square
KK	0,684

Source: Data processed from PLS output in 2019

From the R-Square table above, it can be seen that employee performance can be explained by the Knowledge Sharing (KS) construct of 68.4% and the remaining 31.6% is influenced by other constructs not examined in this study.

The second step of testing the inner model is testing Q^2. The following is a Q^2 calculation that is done manually, namely:

$Q^2 = 1-[(1-R^2_1)]$
$\quad = 1-[(1-0,684)]$
$\quad = 0,684$

From the calculation above, it can be seen that the value of Q^2 is 0.684. The Q^2 value is 0.684 ($Q^2 > 0.35$) which means that the model has been well constructed and has large predictive abilities.

The third step of testing the inner model is testing the Goodness of Fit or GoF. The following is the result of the GoF calculation which is done manually, namely counting from the average AVE root x average R^2:

$GoF = \sqrt{AVE \times R^2}$
$\quad = \sqrt{0,537 \times 0,684}$
$\quad = 0,606$

From the calculation above, it can be seen that the GoF value is 0.606. The GoF value is 0.606 (GoF> 0.38) indicating that the model formed in this study has a strong structure or a strong relationship between variables.

The Direct Effect of Exogenous Variables on Endogenous Variables
After testing the outer and inner model, then the hypothesis can be tested to find out the influence between variables in this study. The following table presents the results of testing the hypothesis of the direct effect of exogenous variables on endogenous variables in this study, namely:

Tabel 4 Value Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	*T statistics* (|O/STDEV|)	P Values
KS -> KK	0,827	0,802	0,077	10,786	0,000

Source: Data processed from PLS output in 2019

The relationship between constructs can be said to be significant if the T-Statistics value is greater than 1.96 or 2.0 (Yamin, 2011: 202). Based on the table above it can be seen that exogenous variables have a significant effect on endogenous variables. Evaluation of structural models begins by looking at the significance of the relationship between constructs indicated by the t-value statistic greater than 1.96 and P-Values less than alpha 0.05, so that knowledge sharing has a positive and significant influence on employee performance (t = 10.786) and a

significance value of 0.000 <0.05. And here are the results of the smartPLS output for the statistical t-test:
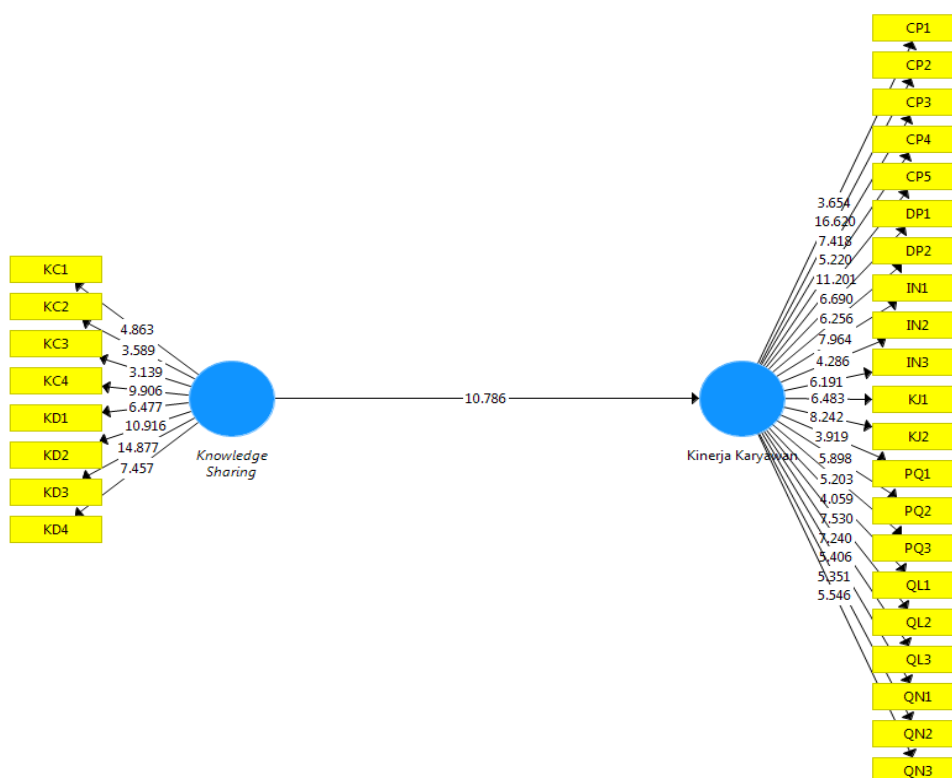
Gambar 4.6 *Output Bootstrapping (T-Statistic)*

CONCLUSION

Based on theory and previous research, Knowledge Management influences employee performance. The same thing was found in the study of "The Effect of Knowledge Sharing on Employee Performance at PT. Indonesian Chocolate Tama "which researchers have done. This research concludes Knowledge Sharing has a significant influence on the performance of employees at PT. Indonesian Chocolate Tama.

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