



The Influence of Knowledge Management, Physical Non-Physical Environment and Skills on the Performance of Semarang City Diskominfo Employees

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Abstract This research aims to analyze and find out how knowledge management, work environment and skills influence employee performance at Diskominfo Semarang City. The objects of this research are all employees Diskominfo Semarang City. as many as 158 employees. In determining the sample size, researchers used the census method where all members of the population were used as the research sample. The number of samples in this research was 158 employees. Trials of research items were carried out on 15 employees. Validity test uses Pearson Product Moment correlation. Meanwhile, the reliability test uses Cronbach Alpha. Data collection techniques include questionnaires, observation and documentation. Analysis prerequisite tests include, multicollinearity tests and heteroscedasticity tests. The data analysis technique used is multiple linear regression. The research results show that: (1) Knowledge management has no significant effect on employee performance. (2) Work environment has no significant effect on employee performance. (3) Skill have a positive and significant effect on employee performance

Keywords: Knowledge Management, Work Environment, Skills, and Employee Performance.

1. INTRODUCTION

Employee performance is very important for the organization in achieving its goals (Alyoubi et al., 2018). Employees are the main driving factor in achieving organizational goals effectively and efficiently (Mantow and Nilasari, 2022). Employee performance is real behavior shown by work performance and ability to complete tasks or work in accordance with organizational standards (Ahmad, 2023). Employees are required to have and utilize knowledge effectively and efficiently (Khanal and Poudel, 2017).

Knowledge management is a strategy that can increase individual capacity and increase organizational knowledge (Sulistanti et al., 2021). Knowledge management involves managing the processes of creating, storing, accessing, and disseminating organizational resources (Banuari et al., 2021). Apart from knowledge management, working environmental conditions also influence employee performance in the organization (Putri et al., 2019). The work environment includes everything that surrounds workers and can influence them in carrying out their assigned tasks. Examples include: cleanliness, comfort, and so on. Organizations are required to provide a conducive work environment that can improve employee performance. A conducive work environment will be able to increase employee performance (Gunaseelan and Allukkara, 2012).

Furthermore, the internal factors that influence employee performance are the skills of the employees themselves (Anggiani, 2017). To carry out a task or job well, an employee or

employee must have supporting skills, so that they are able to complete the task according to expectations and the time set. Skills can help someone carry out tasks or work more effectively and efficiently, as well as gain better mastery over their work (Sinaga et al., (2019). Therefore, having adequate skills is very important for employees or employees to carry out their duties or work well. This is in line with research conducted by Siahaan et al., (2018) which found that individual knowledge, work processes and technology have a significant positive impact on employee performance, both individually and collectively. Then research conducted by Qotrotul et al., (2021) shows that personal knowledge, work processes and technology have a positive and significant impact on employee performance both separately and together.

The object of this research was carried out at the Diskominfo Semarang City. The Diskominfo Semarang City has the task of supporting the mayor in carrying out government responsibilities related to the communications and informatics sector, coding sector and statistics sector, which is a regional authority. Based on the results of the pre-survey on 15 employees that has been carried out, it shows that employee performance is not optimal. There are still many obstacles faced in completing work, including: the difficulty of transferring personal knowledge gained from daily experience to other employees and some employees are reluctant to adopt new knowledge and experience, ignore suggestions, and do not comply with standard operating procedures. Apart from that, employees do not get appropriate facilities such as work desks and chairs, less than optimal computers/laptops or digital archive storage. Apart from that, there are still work skills that are not suitable for the field of employee placement. So adaptation is needed to complete the work.

Apart from the phenomena that occurred, differences in research results were also found. Research conducted by Purwanto (2020) states that knowledge management has no significant effect on employee performance. However, on the contrary, research conducted by Akram and Hilman (2018); Biswakarna (2018); Kohansal et al., (2013); and Obaidat and Otair (2019) stated that knowledge management has an effect on employee performance.

Further research carried out by Pawirosumarto et al., (2017) and Ermita et al., (2021) states that work environment has no significant effect on employee performance. Not in line with research conducted by Putri et al., (2019); Gunaseelan and Ollukkara (20120; Hafeez (2019); Malik et al (2011); Badrianto and Ekhsan (2020); Ramli (2019); Iis et al., (2022) and Parashakti et al., (2020) stated that work environment has an effect on employee performance.

Based on the phenomena and research gap, the author conducted research on the impact of knowledge management, work environment and skills on improving employee performance at the Diskominfo Semarang City. It is hoped that this research can be used as a

reference or consideration by related agencies in identifying factors that influence employee performance. In this way, a solution in knowledge management for employees of the Diskominfo Semarang City can be found.

2. LITERATURE REVIEW

Knowledge Management

Knowledge Management is a strategy that can create, obtain, transfer, and lead to the use of knowledge in order to improve organizational performance (Meher and Mishra, 2022). Knowledge Management is the process of organizing knowledge owned by individuals in an organization (Syarifuddin et al., 2021). Knowledge Management is not only to improve organizational performance, but also to gain shared knowledge. With the availability of knowledge, employees will not only have broad insight and perspectives that go beyond the scope of their work, but also understand problems that exist on a corporate scale as a whole (Sumarto and Rumaningsih, 2021).

Knowledge management indicators according to Yumhi et al., (2024) include: (1) Knowledge Identification; (2) Knowledge Creation; (3) Knowledge Sharing; and (4) Use of Knowledge. The application of Knowledge Management has a positive impact on organizational processes such as the creation, storage, distribution and interpretation of knowledge, as well as on the recruitment, retention and active involvement of talented employees. Apart from that, Knowledge Management also has a positive impact on the company's ability to manage research and development projects, with the aim of increasing internal capabilities in introducing knowledge and increasing the stock of available knowledge (Mahmoud et al., 2018).

Physical dan Non Physical Work Environment

The work environment plays an important role in improving employee performance through a good physical and non-physical environment (Iqbal et al., 2021). This can be achieved by creating a safe and comfortable atmosphere for employees, such as providing work safety facilities and tools, maintaining the cleanliness of the workplace, and increasing employee morale in every activity. With adequate physical and non-physical conditions, work productivity can increase (Badrianto and Ekhsan, 2019).

The physical work environment is everything that is around employees and can influence their performance in carrying out their duties. The physical work environment includes everything around the work area that can affect employees, either directly or indirectly. The physical work environment is a place where employees carry out their work

activities. Physical factors such as air temperature, work space size, noise, crowding and crowding can influence employees' work enthusiasm and emotions as well as overall human behavior (Putri et al., 2019). The work environment includes all equipment and materials used, the environment around the workplace, work methods, and work arrangements for both individuals and groups. The physical work environment includes factors such as air conditioning and lighting that can affect employee performance. The work environment also influences employees to feel safe, comfortable and satisfied in completing tasks given by superiors (Hafeez, 2019).

A good physical work environment can help employees complete work well and on time, as well as allowing employees to monitor their own work performance without too much supervision (Malik et al., 2011).

Meanwhile, the non-physical work environment refers to all conditions related to work relationships, both between superiors and subordinates, co-workers, and employees and the company environment. The non-physical work environment has an important role in creating good and productive working conditions (Badrianto and Ekhsan, 2020).

Ramli (2019) states that the non-physical work environment includes all conditions related to work relationships, both with superiors, co-workers and subordinates. According to Parashakti et al., (2020) a conducive work environment can be created by good communication between employees, positive interactions, high work motivation, no suspicion of each other, as well as contributing to the orientation of each employee. Aspects of the physical, non-physical work environment include others: (1) Facilities; (2) Noise; (3) Air Circulation; and (4) Work Relations (Iis et al., 2020).

Skills

Skills are a person's ability to carry out an activity or job (Purba et al., 2020). Chinomona (2013) stated that skills involve the use of knowledge and are related to a person's level of education, age and experience. Siahaan (2018) added that skills are the ability to complete tasks and carry out mental or behavioral activities effectively. Apart from that, Sari et al (2019) stated that work skills are one of the factors that influence employee performance. There are several elements that can influence an employee's skills, including: (1) Knowledge; (2) Experience; (3) Desire/Motivation; (4) Education; and (5) Facilities (Sinaga et al., 2019).

Aspects of skills according to Qotrotul et al., (2021) include: (1) Skills in mastering work. Skills in mastering work are abilities or expertise related to mastery of the tasks or responsibilities carried out, both technical and non-technical, which are obtained through training and experience. (2) Ability to complete work. Skills in completing work are abilities

or expertise related to completing the tasks or responsibilities carried out, both technical and non-technical, with overall satisfaction. (3) Accuracy in completing work. Skills in carrying out work carefully are abilities or expertise related to internal accuracy complete the tasks or responsibilities assumed, both technical and non-technical, in accordance with expectations as a whole and without deficiencies. (4) Commitment to work. The ability to train yourself to be better.

Employee Performance

Employee performance is defined as the efforts made by an employee to achieve the goals expected by the organization and reduce negative impacts or losses (Estiningsih, 2018). Employee performance is the process and result of a person's performance that can be accounted for, both in terms of quality, quantity and timeliness in completing work according to their abilities during a certain period. Employee performance is an assessment of employees' actual work results compared to the standards of achievement expected of them. Performance is a reference used to monitor work results according to their position (Kosasih and Budiani, 2007).

Employee performance influences how much contribution they make to the organization. Performance reflects how well an employee meets job requirements. Feedback regarding past performance and development greatly influences employees' motivation to work and improve their personal abilities (Dessler, 2006); (Bernardin and Russell, 1992); (Mathis and Jackson, 2010); (Simamora, 2004); and (Bangun, 2012)

The four aspects of employee performance include: work quality, work quantity, reliability, and attitude. Quality of work includes accuracy, thoroughness, skill and cleanliness, while quantity of work includes output and completion of work with extra work. Furthermore, reliability includes following instructions, initiative, caution, and diligence, while attitude includes attitudes towards the company, other employees, and cooperation with all employees (Ahmad et al., 2019).

To illustrate the conceptual framework of the influence of these variables on employee performance, the following diagram is used

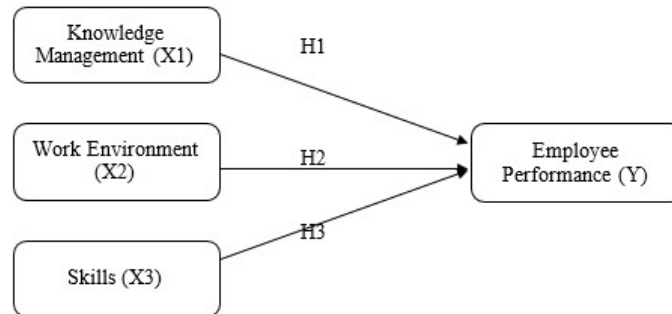


Figure 1. Research Conceptual Framework

Hypothesis 1: Knowledge Management has a positive and significant effect on employee performance.

Hypothesis 2: The work environment has a positive and significant effect on employee performance

Hypothesis 3: Skills have a positive and significant effect on employee performance

3. METHOD

Research Design and Sample

This research was designed as explanatory research to test the influence of independent variables (knowledge management, work environment, and skills) on the dependent variable (employee performance). This research uses a quantitative research approach by focusing on employee objects at Diskominfo employee. Data was obtained by distributing survey questionnaires using closed questions on a scale of 1 to 5 (1 = strongly disagree and 5 = strongly agree). to 158 Diskominfo employee. The sample selection technique is by census, namely service heads, service secretaries, field heads, section heads, ASN staff and non-ASN staff.

Measurements

This research uses four variables, namely knowledge management, work environment, skills and employee performance. These variables are measured using indicators adopted from various previous research literature. Knowledge management is measured by four indicators, including knowledge identification, knowledge creation, knowledge sharing, and knowledge use (Yumhi et al, 2024). The work environment is measured using an instrument developed by Iis et al., (2022) with four indicators, including facilities, noise, air circulation and work relations. Skills are measured by adopting the Qotrotul et al., (2021) instrument, consisting of four indicators: mastering work, self-control, commitment and

thoroughness. Employee performance is measured using four indicators: depth, quality, quantity and ability to work together (Ahmad et al, 2019).

Data analysis

Before data analysis was carried out, analysis was first carried out based on the characteristics of the respondents, gender, age and length of service. Quantitative analysis is carried out using validity tests, reliability tests, classical assumption tests, and Multiple Linear Regression Tests. The hypothesis was tested partially with SPSS.

4. ANALYSIS AND DISCUSSION

Qualitative analysis of respondents based on gender shows that male employees dominate with 95 respondents and 63 female employees. Thus, it can be understood that male employees are the ones who handle more matters related to information technology. Based on age characteristics, 88 people were less than 30 years old, 37 people were between 31-40 years old, while 18 people were 41-50 years old, and 15 people were over 51 years old. From the work period category, the majority of respondents had worked for more than 5 years, 68 people, then 65 people for 1-3 years, 18 people for 4-5 years, and 8 people for less than 1 year.

The results of data reliability and validity testing show a fairly good level of consistency and accuracy. The results of validity and reliability testing on three independent variables and one dependent variable with 16 statements in the questionnaire show that it has a Pearson correlation of more than 0.3 with a significance level of less than 0.05 and has a Cornbach alpha value greater than 0.6, so the research instrument used valid and reliable. Presented in table 1.

Table 1. Validity and Reliability Test Results

Variabel	Question Item	Pearson Correlation	Status	Cornbach Alpha	Status
Knowledge Management	X1,1	0,698	Valid	0,828	Reliabel
	X1,2	0,718	Valid		
	X1,3	0,698	Valid		
	X1,4	0,670	Valid		
Lingkungan Kerja	X2,1	0,687	Valid	0,677	Reliabel
	X2,2	0,504	Valid		
	X2,3	0,607	Valid		

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	X2,4	0,736	Valid		
Ketrampilan	X3,1	0,794	Valid	0,902	Reliabel
	X3,2	0,790	Valid		
	X3,3	0,748	Valid		
	X3,4	0,758	Valid		
Kinerja Karyawan	X4,1	0,710	Valid	0,879	Reliabel
	X4,2	0,690	Valid		
	X4,3	0,754	Valid		
	X4,4	0,736	Valid		

Source: Processed Primary Data (2024)

In the multicollinearity and heteroscedasticity tests following table 2 and 3, it can be concluded that there are no symptoms of multicollinearity in the data because the three variables have a tolerance > 0.1 and VIF < 10, and in processing the heteroscedasticity test no interference arises due to unequal variances so the regression model is suitable for use to predict performance. employee.

Table 2. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Knowledge Management	.484	2.065
<u>Lingkungan Kerja</u>	.489	2.047
<u>Ketrampilan</u>	.554	1.806

Dependent Variable: Employee Performance

Source: Processed Primary Data (2024)

Table 3. Heteroscedasticity Test Results

		<u>Coefficients^a</u>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.595	.527		3.026	.003
	Knowledge Management	-.059	.034	-.194	-1.715	.088
	<u>Lingkungan Kerja</u>	-.033	.034	-.111	-.985	.326
	<u>Ketrampilan</u>	.044	.040	.117	1.12	.268

Dependent Variable: abs_res

Source: Processed Primary Data (2024)

The multiple linear regression test analysis produces the formula:

$$Y = 2.321 + 0.056 X_1 + 0.013 X_2 + 0.798 X_3 + e$$

Based on this formula, it can be explained following table 4:

The knowledge management regression coefficient (β_1) is positive at 0.056 and the significant value is greater than 0.05, namely $0.264 > 0.05$. This coefficient value shows the insignificant influence of knowledge management on employee performance. This means that if knowledge management is improved while other variables remain constant, it will not affect employee performance.

The work environment regression coefficient (β_2) is positive at 0.013 and the significant value is greater than 0.05, namely $0.800 > 0.05$. This coefficient value shows an insignificant influence of the work environment on employee performance. This means that if the work environment improves while other variables remain constant, it will not affect employee performance.

The skills regression coefficient (β_3) is positive at 0.798 and the significant value is greater than 0.05, namely $0.000 < 0.05$. This coefficient value shows the positive and significant influence of skills on employee performance. This means that if skills are improved while other variables remain constant, employee performance will increase.

Table 4. Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.321	.772		3.008	.003
	Reward	.056	.050	.069	1.121	.264
	Stres Kerja	.013	.050	.016	.254	.800
	Punishmnet	.798	.058	.793	13.778	.000

a. Dependent Variable: Employee Performance

Source: Processed Primary Data (2024)

The F test aims to determine whether or not there is an influence of the independent variable on the dependent variable. Based on the results of the anova test, for a sig.F value that has a value of $0.000 < 0.05$ it can be said to have a fit model. Where each independent variable can influence the dependent variable, namely employee performance. The results of this test can be seen in the following table 5:

Table 5. F Test Result

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	616.699	3	205.566	130.360	.000 ^b
	Residual	242.845	154	1.577		
	Total	859.544	157			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Knowledge Management, Work Environment, Skills

Source: Processed Primary Data (2024)

Based on the table 6, it is known that the value of R Square = 0.712 can be concluded to influence the dependent variable with a percentage of 71.2% and 28.8% which is influenced by other variables.

Table 6. Coefficient of Determination Test Results

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 ^a	.717	.712	1.256

a. Predictors: (Constant), Knowledge Management, Work Environment, Skills

b. Dependent Variable: Employee Performance

Source: Processed Primary Data (2024)

The Influence of Knowledge Management on Employee Performance

It is known that the Sig value. The influence of Knowledge management on employee performance is $0.264 > 0.05$ so it can be concluded that H1 is rejected, which means there is no influence of knowledge management on employee performance. This identifies that there is a need for knowledge management in the Diskominfo that is documented in a comprehensive and structured manner. In gaining knowledge to support daily work, employees often ask colleagues who have mastered it or employees in other departments who know about the knowledge in question. Employees are required to be agile in adapting to changes in knowledge at work, cooperation and cohesiveness within the organization is required to obtain good performance.

The results of this research are different from previous research by Alyoubi et al., (2018) which found that knowledge management has a positive and significant influence on employee performance. Different findings were also expressed by Mantow and Nilasari (2022); Ahmad (2023); Khanal and Poudel (2017); Sulistyawati et al., (2021); Banuari et al., (2021); Akram and Hilman (2018); Sumarto and Rumaningsih (2021); Biswakarna (2018); Kohansal et al., (2013); Yumhi et al., (2024); Syarifuddin et al., (2021); Gooijer (2000); Mahmoud et al., (2018); Meher and Mishra (2022); and Obaidat and Otair (2019) that knowledge management has a positive and significant effect on employee performance.

The results of this research are supported by Purwanto (2020) research results which show that knowledge management has no significant effect on employee performance in research on the Influence of Knowledge Management on Employee Performance.

The Influence of the Work Environment on Employee Performance

It is known that the Sig value. The influence of the work environment on employee performance is $0.800 > 0.05$ so it can be concluded that H2 is rejected, which means there is no influence of the work environment on employee performance. This means that there is no

influence between work environment variables on employee performance. In carrying out their work, Diskominfo employees are often assigned to the field, such as checking Fiber Optic cables, RT RW Wifi, Covering Semarang Mayor's activities, taking daily content. So the work environment is not only in the Diskominfo office building but also in the field. Then there was a direction from the leadership that in carrying out their work, employees could work anywhere, because the performance orientation of the Communications, Informatics, Statistics and Coding Service was based on work results. This research is in line with research conducted by (Pawirosumarto et al, 2017) and (Ermita et al., 2021) which states that the work environment has no effect on employee performance.

The results of this research are different from Putri et al., (2019) research which shows that the work environment has a positive and significant effect on employee performance. Gunaseelan and Ollukkara (2012); Malik et al., (2011); Badrianto and Ekhsan (2019); Iis et al., (2022); and Parashakti et al., (2020) revealed that the work environment have a positive influences employee performance.

The Influence of Skills on Employee Performance

It is known that the Sig value for the influence of skills on performance is $0.000 < 0.05$ so it can be concluded that H3 is accepted, which means there is an influence of skills on employee performance. The Diskominfo carries out main tasks and functions related to technical matters. Employee skills are really needed to support daily work. Employees who have a high level of skill can complete work quickly and easily. And can transfer knowledge to other employees to complete work. These results are supported by previous research by Anggiani (2019) which states that work skills have a positive and significant effect on employee performance.

The coefficient of determination shows a value of 0.775 which indicates work skills contributes to the impact of employee performance by 77.5% and the remaining 22.5% is influenced by other variables that have not been researched and according to Sinaga et al .,(2019); Siahaan (2018); Qotrotul et al., (2021); Bhattacharya et al., (2005); Jehow et al., (2018); Chinomora (2013); and Purba et al., (2020) stated that work skills have a positive and important impact on employee performance.

5. CONCLUSION

Knowledge Management is positive but not significant on employee performance. The leadership's selection of tasks, principals and functions for employees is often unclear regarding their roles and relationships related to employee knowledge management in the areas

of work that have been assigned by the leadership. So the results of knowledge management do not have a significant effect on performance. Furthermore, the work environment has a positive but not significant effect on employee performance. Diskominfo employees, in carrying out their duties, main and functions, are often assigned to the field, including programmers, coverage employees, network technicians, audio visuals, etc. So the work environment does not significantly affect employee performance. Then, skills have a positive and significant effect on employee performance, which means that every increase or decrease in employee performance is influenced by work skills. Employees who have high skills make performance also increase or vice versa.

6. LIMITATIONS AND RECOMMENDATION

There is a need to document knowledge management in each field in accordance with the tasks, principal and functions in carrying out government activities. So that when rotating positions or employees, new employees can learn previously documented knowledge. It is very important that technical workers create work documentation. Apart from helping organizations perform well, it can also be used by employees who need it and facilitate development related to innovations that will be implemented.

Leaders need to create a conducive and comfortable work environment. The facilities and infrastructure needed by employees to carry out their work need to be fully supported in order to produce good performance.

Organizations need to develop a breakthrough to support employee skills so they can keep up with technological developments. Communication between employees and with leaders needs to be carried out intensively to support employee knowledge and skills

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