

IMPLEMENTATION OF KNOWLEDGE MANAGEMENT AND TURNOVER INTENTION ON EMPLOYEE PERFORMANCE (HR STUDY ON EMPLOYEES OF CV. CENDEKIA MUDA)

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ABSTRACT

The purpose of this study is to determine the effect of knowledge management and turnover intention on employee performance. Data collection techniques used were observation, interviews, questionnaires, and literature study. The results of the research on the relationship between knowledge management variables and employee performance is 0.864, the relationship between turnover intention and employee performance is 0.144, and the effect of knowledge management and turnover intention on employee performance is 75.3%. The remaining 24.7% is caused by factors other than this research. The results of the F test calculation obtained F table 50.426 which was calculated at 3.28 indicating knowledge management (X1) and turnover intention (X2) have a significant effect on employee performance (Y).

Keywords: *Knowledge Management, Turnover Intention, Employee Performance*

ABSTRAK

Tujuan dari penelitian ini untuk mengetahui pengaruh manajemen pengetahuan dan turnover intention terhadap kinerja karyawan. Teknik pengumpulan data yang digunakan adalah observasi, wawancara, kuesioner, dan studi pustaka. Hasil penelitian hubungan variabel manajemen pengetahuan terhadap kinerja karyawan sebesar 0,864, hubungan variabel turnover intention terhadap kinerja karyawan sebesar 0,144, dan pengaruh manajemen pengetahuan dan turnover intention terhadap kinerja karyawan sebesar 75,3%. Sisanya 24,7% oleh faktor selain penelitian ini. Hasil perhitungan uji F diperoleh F tabel 50,426 yang dihitung sebesar 3,28 menunjukkan manajemen pengetahuan (X1) dan turnover intention (X2) berpengaruh signifikan terhadap kinerja karyawan (Y).

Kata Kunci: *Manajemen Pengetahuan, Turnover Intention, Kinerja Karyawan*

1. INTRODUCTION

A company is said to be successful if the company is able to create good performance and continues to try to improve and retain its employees who have good performance

because the existence of an employee is found in good or bad performance. To realize this achievement, the support and implementation of human resources is needed which the company needs to pay

attention to to support optimal employee performance (Mulyapradana, 2020).

Employee performance is one of the quality and quantity factors of a work result or individual or group activity from a desire to excel. One of the employee performance factors to support company effectiveness is implementing knowledge management to determine human resource strategies (Latief, 2019). Knowledge management has its own process for fulfilling the goals of a company, namely managing, disseminating, and utilizing knowledge. If an employee's performance is said to be not good enough, the employee may be dismissed from his job or transferred to another unit or division by the company. It is certainly impact on human resources in the company with a turnover rate which will continue to rise (Anggapraja, 2016).

CV Cendekia Muda is a company engaged in the basic food industry. The company's services have spread throughout Indonesia, including the islands of Sumatra, Sulawesi, Java and its surroundings. CV Cendekia Muda prioritizes its customers in providing the best service so as not to disappoint and improve the company's performance in the eyes of its consumers. However, it turns out that there are obstacles or problems that occur within the company,

especially referring to its employees. Based on the results of research and direct observations in the field, there are problems that are very annoying and will impact the company in the long run, namely the human resources at CV Cendekia Muda are not sufficient enough so that it refers to the performance of its employees which gradually decreases and there is an increase in turnover which is increasing day by day. This is allegedly because employees feel less comfortable with their work environment, lack of communication between employees and with superiors, causing employees to choose to change positions or resign from the company and look for another job. The following is a table of employee attendance at CV Cendekia Muda: lack of communication between employees and with superiors, causing employees to choose to change positions or resign from the company and look for another job. The following is a table of employee attendance at CV Cendekia Muda: lack of communication between employees and with superiors, causing employees to choose to change positions or resign from the company and look for another job. The following is a table of employee attendance at CV Cendekia Muda:

Table 1. Employee Attendance at CV Young Cendekia

Date and time	Amount Employee	Percentage
01 to 31 December 2021	36	60%
01 to 15 January 2022	36	26%
Percentage absent		14%

Source: Employee attendance data at CV Cendekia Muda

The table above shows that the average percentage of CV Cendekia Muda employee absence rates for the period from 01 to 31 December 2021 to 01 to 15 January 2022 is 14%, which means that employee absences experience instability every day. In the past year there have been 3 to 5 employees who have resigned from CV Cendekia Muda. The reasons for not coming to work also vary and this certainly has an impact on the company's higher turnover rate so that employees resign without explanation. This is also a research consideration for conducting research on employee performance.

2. LITERATURE REVIEW

2.1. The Influence of Knowledge Management on Employee Performance

Quoting from (Sutrisno, 2017) human resource management is needed for the expansion of effective management which is a strategic area of an organization or company, therefore employee performance capabilities are assisted by knowledge management.

According to (Poonam Veer Ramjeawon, 2017) expanding understanding regarding knowledge management which of course has a process for a company, namely, managing, disseminating, and utilizing knowledge is a shortcut to increase employee performance.

2.2. Effect of Turnover Intention on Employee Performance

(Widyadmono, 2015) suggests that factors that affect turnover intention directly related to employee performance are satisfaction from compensation to employees who have not been fulfilled, work that has not been satisfied, experiencing work stress, an unsupportive environment, organizational commitment, and so on.

According to (Sembiring, 2020) if the employee turnover intention in a company is unstable, then the human resources in that company are not safe. employee who have high performance with low turnover intention able to work well and will be maintained by the company.

2.3. Conceptual Framework

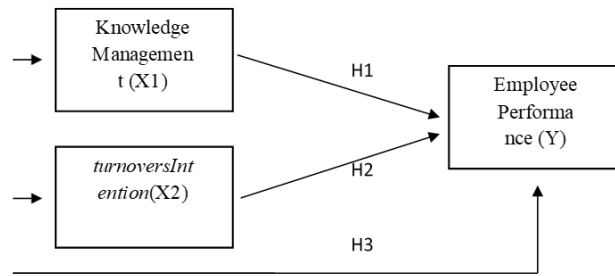


Figure 1. Conceptual Framework

can be concluded that:

- H1 : Management Knowledge has a significant effect on the performance of CV Cendekia Muda employees
- H2 : *Turnover Intention* no significant effect on the performance of CV Cendekia Muda employees
- H3 : Management Knowledge and Turnover Intention have a simultaneous effect on employee performance

3. RESEARCH METHODS

3.1. Population and Sample

(Sugiyono, 2015) stipulates that the population consists of a region of objects or subjects whose qualities and characteristics have been determined by researchers to study and draw conclusions. This research was conducted at a company in Sukabumi which is engaged in the basic food industry. The unit of analysis in this study is the employees of CV Cendekia Muda.

Sample measurements can determine and represent the entire population. The greater the number of samples that are close to the total population, the better. The number of samples depends on the accuracy and errors in conducting research according to (Slamet Riyanto, 2020). The researcher uses a non-probability sampling sample with a saturated sample technique, namely a minimum of 30 people. For the number of samples in this study, there were 36 employees of CV Cendekia Muda.

3.2. Validity Test Data Processing Techniques

The validity test is used to measure the level of an instrument which is considered valid if it is able to measure what is obtained by the right data from a variable under study. If it is said to be valid, the instrument can be used to measure data acquisition. (Sugiyono, 2015)

1) Reliability Test

The reliability test is used to state the reliability of the questionnaire results

with an instrument that shows the stability of a score from the measuring instrument. (Hernawan, 2019)

2) Normality test

The normality test is used to find out a regression model for the dependent variable (Y) and the independent variable (X) whose distribution is normal or not normal according to Gazhali (2013) in (Jasmani, 2018). The normality test criteria used SPSS 25 software with the Kolmogorov Smirnov method. The significance value is determined at ≤ 0.05 , so the data is not normally distributed. The significance value is determined at ≥ 0.05 , so the data is normally distributed.

3.3. Data analysis technique

1) Multiple Linear Regression Analysis
According to (Sugiyono, 2017) multiple linear regression analysis is used to observe whether a dependent variable is rising or falling, if the independent variable goes up and down then a multiple linear equation is used.

2) Multiple Correlation Coefficient Analysis

This analysis is used to calculate the weak or strong relationship between variables simultaneously (X) and variable (Y). (JuAniar, 2018)

The results of the answer scores can be calculated using the total score categorization for each of each indicator on whether or not the relationship between these variables is strong using the guidelines in the following table:

Table 2. Interpretation of Multiple Correlation

Coefficient Interval	Level Connection
0.00 – 0.199	Very low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1.000	Very Strong

Source: (Sugiyono, Quantitative, Qualitative Research Methods, and R&D, 2017)

Analysis of the Coefficient of Determination

According to (Sugiyono, 2017) this analysis is used to determine the contribution of the magnitude of the influence between the dependent variable (X) and the independent variable (Y).

3.4. Hypothesis testing

1) Partial Significance Test (T-Test)

The T-test aims to give the results of the influence of the independent variables individually to provide variation in the dependent variable. According to (Sugiyono, 2017) the criteria for T count

with T table are as follows: If T count \geq T table then H0 is rejected and Ha is accepted If T count \leq T table then H0 is accepted and Ha is rejected

2) Simultaneous Significant Test (F-Test)

The F-test aims to test the independent variables that have a strong and significant effect on the dependent variable simultaneously or not. F-test

criteria according to (Sugiyono, 2017) are as follows: If F count \geq F table then H0 is rejected and Ha is accepted (effect), If F count \leq F table then H0 is accepted and Ha is rejected (no effect) If significance \geq 0.05 then H0 is accepted, if significance \geq 0.05 then H0 is rejected.

4. RESULTS AND DISCUSSION

4.1. Validity test

Table 3. Validity Test

Item	R Hitung	R Kritis	Keterangan
X1.1	0,572	0,3	Valid
X1.2	0,409	0,3	Valid
X1.3	0,721	0,3	Valid
X1.4	0,345	0,3	Valid
X1.5	0,668	0,3	Valid
X2.1	0,902	0,3	Valid
X2.2	0,808	0,3	Valid
X2.3	0,903	0,3	Valid
Y.1	0,388	0,3	Valid
Y.2	0,393	0,3	Valid
Y.3	0,522	0,3	Valid
Y.4	0,349	0,3	Valid
Y.5	0,373	0,3	Valid
Y.6	0,330	0,3	Valid
Y.7	0,349	0,3	Valid
Y.8	0,416	0,3	Valid
Y.9	0,452	0,3	Valid
Y.10	0,491	0,3	Valid

All items from the table above have a total above $r = \geq 0.3$ in the criteria according to (Sugiyono, 2017) to achieve the minimum score for each instrument. So

it can be concluded that all instrument items are declared valid.

4.2. Reliability Test

Table 4. Reliability Test

Variabel	Cronbatch Alpha	N of items
Manajemen Pengetahuan	0.666	5
Turnover Intenion	0.937	3
Kinerja Karyawan	0.746	10

All of the reliability results in the table above obtained an alpha value ≥ 0.6 so that it can be stated that the variables above are

reliable and can be used as data measurements.

4.3. Normality test

Table 5. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		36
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.31874276
Most Extreme Differences	Absolute	.087
	Positive	.063
	Negative	-.087
Test Statistic		.087
Asymp. Sig. (2-tailed)		.200 ^{c,d}

It can be concluded that the results of the normality test using the Kolmogorov Smirnov method have a significance value of 0.200, which means that they are normally distributed. The variable

regression model exceeds the normality significance value of 0.05, therefore $0.200 \geq 0.05$.

4.4. Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Analysis

Model		Coefficients ^a		Standardized		Sig.
		Unstandardized B	Coefficients Std. Error	Coefficients Beta	t	
1	(Constant)	60.489	1.731		34.935	.000
	Manajemen Pengetahuan	-.663	.067	-.885	-9.903	.000
	Turnover Intention	-.069	.076	-.081	-.908	.371

Can be obtained as follows:

A : 60,489

b1 : -0.663

b2 : -0.069

Then the following equation is obtained:

$$Y' = 60.489 - 0.663X1 - 0.069X2$$

Based on these equations it can be seen as follows:

- 1) A constant of 60.489 means that the variable Knowledge Management (X1) and Turnover Intention (X2) = 0,

so the value of the Employee Performance variable will remain the same, namely 60.489.

- 2) The regression coefficient of the Knowledge Management variable (X1) is -0.663, which means that if the variable value increases by one unit, the Employee Performance value (Y) will decrease by -0.663 assuming the Knowledge Management variable (X1) is considered constant.

3) The regression coefficient of the Turnover Intention variable (X2) is -0.069, which means that if the value of the Employee Performance variable (Y) increases by one unit, the Turnover Intention (X2) value will

decrease by -0.069 assuming the Turnover Intention variable (X2) is considered constant.

4.5. Multiple Correlation Coefficient Analysis

Table 7. Multiple Correlation Coefficient Analysis

Model Summary ^b					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.868 ^a	.753	.739		1.35812

a. Predictors : (Constant), Turnover Intention, Manajemen Pengetahuan

It can be seen that the correlation result is 0.868. It can be concluded in the categorization table that the correlation coefficient interpretation shows that there is a strong relationship between knowledge management and turnover intention on employee performance.

4.7. Analysis of the Coefficient of Determination

In table 7. It is known that the correlation results are 0.868. These results are calculated using the formula according to (Sugiyono, 2017) as follows:

Formula: $Kd = R^2 \times 100\%$

$$Kd = \text{Coefficient of determination } R^2$$

$$= \text{Correlation coefficient}^2$$

$$Kd = 0.8682 \times 100\%$$

$$= 0.753 \times 100\%$$

$$= 75.3\%$$

From the results of the analysis of the coefficient of determination it can be concluded that the value of $Kd = 75.3\%$, which means that the influence of knowledge management and turnover intention on employee performance is said to be strong.

4.8. Hypothesis testing

Partial Significance Test (T-Test)

Table 8. Partial Significance Test (T-Test)

Coefficients ^a						
Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients		
				Betta	t	Sig.
1	(Constant)	60.689	1.731		34.935	.000
	Manajemen Pengetahuan	-.663	0.67	-.885	-9.903	.000
	Turnover Intention	-.069	-.076	-.081	-.908	.371

a. Dependent Variable : Kinerja Karyawan

It can be seen that the significance value of the knowledge management variable (X1)

has a value of $0.000 \leq 0.05$, which means that H1 is accepted and H0 is rejected. The

coefficient shows that the calculated T value (X1) of knowledge management is -9.903 while the T table value is 2.032 which means $-9.903 \geq 2.032$ knowledge management (X1) has an effect on employee performance (Y).

Then for the turnover intention variable (X2) it has a value of $0.371 \geq 0.05$, which means that H1 is rejected and H0 is

accepted. The coefficient shows that the calculated T value (X2) of turnover intention is -0.908 while the T table value is 2.032 which means $-0.908 \leq 2.032$ turnover intention (X2) has no significant effect on employee performance (Y).

4.9. Simultaneous Significant Test (F-Test)

Table 9. Simultaneous Significant Test (F-Test)

ANOVA ^a						
Model		Sum Of Squares	df	Mean Square	F	Sig.
1	Regression	186.021	2	93,011	50.426	,000 ^b
	Residual	60.868	33	1,844		
	Total	246.889	35			

a. Dependent Variable : Kinerja Karyawan

b. Predictors : (Constant), Turnover Intention, Manajemen Pengetahuan

The calculated F results of the variables X1, X2, and Y are 50.425. Then F count is compared with the F table value based on Dk quantifier = k and Dk = (nk-1) and the error level has been set at 5%. So Dk quantifier = 2, and Dk denominator = 36 so that the value of F table = 3.28 is obtained. The results of hypothesis testing are proven as follows: F count \geq F table $50.426 \geq 3.28$

Hypothesis testing shows that there is an influence between knowledge management and turnover intention on employee performance.

5. CONCLUSION

It can be concluded in this study on the test and analysis of a problem as follows:

- 1) The results of the partial significant test (T-test) show that the knowledge management variable has a significant effect on the performance of CV Cendekia Muda employees.
- 2) The results of the partial significant test (T-test) show that the turnover intention variable has no significant effect on the performance of CV Cendekia Muda employees.
- 3) The results of the simultaneous significant test (F-test) show that the

variables of knowledge management and turnover intention have a significant and significant effect on the performance of CV Cendekia Muda employees.

SUGGESTION

Based on the results of a research report on Knowledge Management, Turnover Intention, and Employee Performance for CV Cendekia Muda employees, the researcher hopes that this research can be useful, useful, and can be used as a means and information for the development of theoretical knowledge, especially in business administration. Of course, researchers have also included suggestions in the form of:

- 1) For further research, it is hoped that the results of this study can be useful and used as a reference for further research by improving the quality of research by adding variables.
- 2) The company hopes to further improve knowledge management for its employees as well as maintain the performance of its employees to minimize the increase in the company's turnover rate so that the company's performance and reputation are maintained.

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