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The Effect Of Knowledge Management Implementation On Engineer Performance With Learning Organization As Intervening Variables In The Engineering Department Of Pt Pamapersada Nusantara, KPC Sangata District

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ABSTRACT: *This study aims to determine the application of knowledge management, namely tacit knowledge, explicit knowledge has an effect on learning organization and the performance of engineers at PT Pamapersada Nusantara, KPC Sangata District and to determine the indirect effect of implementing knowledge management through learning organizations has a greater effect on the performance of engineers at PT Pamapersada Nusantara, KPC Sangata District. This research method uses quantitative data by distributing questionnaires to all 33 engineers in the engineering department of PT Pamapersada Nusantara, KPC Sangata District. The research analysis used the Structural Equation Model (SEM) approach based on Partial Least Square (PLS) with SmartPLS software. The results of this study indicate that tacit knowledge and explicit knowledge have a significant effect on organizational learning. Tacit knowledge and explicit knowledge does not have a significant effect on engineer performance. Learning organization does not have a significant effect on engineer performance, but learning organization strengthens the relationship between tacit knowledge and explicit knowledge on engineer performance.*

KEY WORD*: Knowledge Management, Tacit Knowledge, Explicit Knowledge, Learning Organization, Engineer Performance*

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I. INTRODUCTION

PT Pamapersada Nusantara is a mining contractor company engaged in coal mining and large scale overburden for open pit mining. Currently, PT Pamapersada Nusantara has 18 job sites in several parts of Indonesia (Sumatra Island and Kalimantan Island). PT Pamapersada Nusantara is a member of ASTRA Group under PT United Tractors. Currently, PT Pamapersada Nusantara, KPC Sangata District is the largest coal mining contractor under PT Kaltim Prima Coal (KPC). Since 2004 until now (2020) PT Pamapersada Nusantara, KPC Sangata District, has always been trusted to mine coal in the PT KPC concession area with the amount of coal always increasing from year to year. In 2020, PT Pamapersada Nusantara, KPC Sangata District, will be awarded a contract to mine coal as much as 30% of the total production plan of PT KPC.

Knowledge Management is one way of managing tacit knowledge or what is hidden from each individual employee to become explicit knowledge. Knowledge is one of the most important strategic resources in today's rapidly changing environment (Davenport & Prusak, 1998). According to Meyers (1996), companies that have great potential for success in the current conditions are companies that are able to acquire, codify and transfer knowledge more effectively and faster than other companies. According to Davidson and Voss (2002) knowledge management is a system that allows companies to absorb knowledge, experience, and creativity of their employees for company improvement. (Nonaka & Takeuchi, 1995) state that tacit knowledge can be articulated and converted into explicit knowledge in a process known as the SECI spiral, consisting of Socialization, Externalization, Combination, and Internalization.

Organizations that implement organizational learning will continue to improve the existing tacit knowledge of each employee which is then managed into organizational knowledge through knowledge management. So that the application of tacit knowledge contained in each individual can be transferred by disseminating it to other individuals. According to (Sangkala, 2007) tacit knowledge is knowledge that a person has and is very difficult to formalize, difficult to communicate, or share with others. According to Robbins (2006) tacit knowledge is defined as knowledge that is personal, specific to certain contexts, so it is difficult to formalize and consequently it is not easily communicated to people.

Employees are a very valuable asset for the company because they play an important role in advancing and achieving the company's vision and mission. On the other hand, if employees are not managed properly,

they can also destroy the company's reputation. Based on this, it is important for companies to continue to strive to improve employee performance. (Lijan Poltak, 2012) explains that performance is the level of success of a person or institution in carrying out their work.

The achievements in 2019 and then PT Pamapersada Nusantara, KPC Sangata District were extraordinary because the production plan charged by PT Kaltim Prima Coal (KPC) could be achieved by 0.7% higher than planned both in terms of overburden and coal mined (December data for Month End Report 2019). This result is inseparable from the performance of the engineering team at PT Pamapersada Nusantara, KPC Sangata District, which was able to plan an effective and optimal mining sequence in 2019. Support from the survey team in picking up data for overburden and coal mined in a timely manner so that joint surveys can be carried out every time. End of the month and do a reconcile distance for payments. This achievement is also inseparable from the performance of the reporting team in presenting report data both daily, weekly and monthly on an updated and on time basis. Early 2020, PT Pamapersada Nusantara, KPC Sangata District faced challenges and obstacles in terms of production and safety, and coupled with the Covid-19 outbreak, the price of coal commodities fell freely. This outbreak directly affected operational activities both in terms of costs and operations in the field. The engineering team needs an extraordinary strategic plan to achieve the planned production targets and be efficient in terms of costs so that operations continue to run normally. Based on these things, it inspired researchers to conduct a study entitled "The Effect of Knowledge Management Implementation on Engineer Performance with Learning Organization as a Variable Intervening in the Engineering Department of PT Pamapersada Nusantara, KPC Sangata District".

1.2 Literature Review

Knowledge Management

(Nonaka & Takeuchi, 1995) conceptualize that knowledge in organizations can be identified as tacit or explicit. A deceptive or explicit classification of knowledge offers a simple and broadly understood classification. Tacit knowledge refers to the experience, intuition, judgment and heuristics that a person develops overtime which is manifested in knowledge. Tacit knowledge cannot easily be transferred or externalized. It takes place through a process of learning, internships, socialization, and in-depth mentoring. Explicit knowledge, on the other hand, refers to knowledge that is recognized and embodied in various organizational routines, namely manuals, procedures, instructions, standards, protocols, etc. This type of knowledge can be easily acquired and transferred.

Tacit Knowledge

According to (Sangkala, 2007) tacit knowledge is knowledge possessed by a person and is very difficult to formalize, difficult to communicate, or share with others. The understanding inherent in individual knowledge is still subjective. The knowledge possessed by these individuals can still be categorized as intuition and conjecture. This tacit knowledge resides and is rooted in a person's actions and experiences, including his ideals, values, and emotions. According to (Sangkala, 2007) tacit knowledge has two dimensions, namely:

1. The technical dimension, which includes a variety of skills or expertise that are difficult to formalize. This technical dimension element is often termed “know-how” terminology. This dimension is very subjective, and the understanding possessed by a person is very personal, intuitive, conjectural, and inspirational that comes from experience.
2. Cognitive dimensions, consisting of beliefs, perceptions, idealism, values, emotions, and mental models so that these dimensions are not easily articulated. The cognitive dimension refers to a person's impression or picture of reality and his vision for the future to say what this is, and what to do.

Explicit Knowledge

According to (Nonaka & Takeuchi, 1995), explicit knowledge and understanding is knowledge and understanding that is easily articulated or outlined in writing that is impersonal, formal, "know-what". This type of knowledge and understanding can be passed on from one individual to another in a formal and systematic manner. (Nonaka & Takeuchi, 1995) state that although it is not easy, tacit knowledge can be articulated and converted into explicit knowledge in a process known as the SECI spiral, which consists of Socialization, Externalization, Combination, and Internalization. The more often the knowledge conversion process, the deeper the understanding of each individual will be.

1. Socialization, is the conversion of tacit knowledge to tacit knowledge through sharing and interaction and direct experience. This process is used to emphasize the importance of joint activities between knowledge sources and knowledge recipients in the tacit knowledge conversion process. One of the socialization processes among human resources in the organization is through face-to-face meetings (meetings, discussions and monthly meetings). Through face-to-face meetings, HR can share their knowledge and experiences with each other so that new knowledge is created for them. Meetings and discussions that are

held regularly must have minutes of the meeting. The minutes of this meeting then become an explicit form (documentation) of knowledge. In the knowledge management system that will be developed, collaboration features, such as e-mail, electronic discussions, and practical communities allow the exchange of tacit knowledge (information, experience and expertise) that a person has so that organizations are increasingly able to learn and generate new ideas. The socialization process can also be carried out through education and training by changing the tacit knowledge of the trainers to the tacit knowledge of the employees.

2. Externalization, is the articulation of tacit knowledge into explicit knowledge through a process of dialogue and reflection. Tacit knowledge is expressed and translated into metaphors, concepts, hypotheses, diagrams, models or prototypes so that it can be understood by all parties. The Knowledge Management system will greatly assist this externalization process, namely the process of articulating tacit knowledge into a clear concept. Support for this externalization process can be provided by documenting meeting minutes (an explicit form of knowledge created during the meeting) in electronic form for later publication to those concerned. The organization has brought in several experts to carry out a series of activities according to their field of expertise, which the organization does not have. By bringing in experts, there will be new knowledge within the organization that can be studied, developed and utilized to improve knowledge or competence of human resources. For this reason, all tacit knowledge obtained from the expert and the results of the expert's work, which includes concepts, systems and procedures, manuals, reports on the implementation of job descriptions must be documented for later use by the organization in carrying out its main tasks and functions.
3. Combination, is a process that combines various different explicit knowledge to be compiled into a knowledge management system. Knowledge is exchanged and combined through media such as documents, meetings, telephone conversations, and combinations through internet networks. Media for this process can be through the intranet (discussion forum), organizational databases and the internet to obtain external sources. Enterprise Portal features such as knowledge organization system which has functions for categorizing information (taxonomy), searching and so on are very helpful in this process. Business Intelligence as a function of analysing data mathematically can be used for decision making. Data that has been stored in the system (data warehouse) is analysed primarily for data analysis on regional, financial, operational and strategic conditions, such as making performance indicators. Likewise, Content Management which has a function to manage organizational information, both structured (database) and unstructured (documents, reports, minutes) can support this combined process.
4. Internalization, is all documented data, information and knowledge that can be read by others. This process has led to an increase in the knowledge of human resources which is supported by document search and retrieval tools. All documented data, information and knowledge can be read by others. In this process, there is an increase in human resource knowledge. Sources of explicit knowledge can be obtained through intranet media (organizational databases), circulars or decrees, announcement boards and the internet as well as mass media as external sources. To be able to support this process, the system needs to have a document search and retrieval tool. Content Management, apart from supporting the combination process, can also facilitate the internalization process.

Learning Organization

Senge (1990) suggests five components related to learning organizations (Budihardjo, 2017):

1. System Thinking
   A frame of mind that helps us understand patterns in small parts and sort out the parts effectively. System thinking is the basis for seeing patterns of a problem holistically by relating one part to other parts. By knowing and understanding a pattern that underlies these parts, a large problem can be systematically understood correctly.
2. Personal Mastery
   Are in practice and principles related to personal vision and creative tension:
   a. Personal Vision: In contrast to goals, a vision is a final goal ("dream") that a leader wants to achieve in the future. A manager, for example, has a desire or vision that the market share of his company's products is increasing and on a world scale so that company profits increase and ultimately have an impact on the company's performance and image. The ability to focus on the desired end goal is the basis of personal mastery.
   b. Creative Tension : Problems often arise between mission achievement and reality, for example as a manager you want to set up a 5-star hotel, but the fact is that you do not have enough capital and that capital cannot be obtained in a short time. This problem has the potential to lower your enthusiasm, but at the same time, the problem or reality can be a source of energy that encourages creative tension (creative due to urgency). Creative desperation can encourage alternative solutions to problems that were previously unthinkable. The process that occurs is a process of mutual attraction; vision "attracts" reality

and vice versa vision is influenced by "reality" so that ultimately "gives birth" new breakthroughs (breakthrough) the most optimal. In the midst of 'travel', companies often change their initial vision for various rational reasons, for example a company that originally had a vision of being the best company in the world in terms of health services but for some reason the company finally changed its vision to be in the top 3 best companies in Asia Pacific. in terms of health services. Another example is your original vision of establishing a dream hotel and choice of foreign and domestic tourists, and 5-star, international standard but offering local wisdom in Yogyakarta. For very rational reasons based on careful and professional calculations related to the availability of financial, human and structural capital, you finally 'revise' your vision by building your ideal hotel and the main choice of foreign and domestic tourists, 4-star, international standard and offering local wisdom in Jakarta.

3. Mental Models
   A pattern of thinking that is reflected in attitudes, behaviour and actions based on assumptions or experiences. This pattern of thinking greatly influences a person's behaviour because it is not uncommon for mental models to prevent a person from getting out of existing patterns. As an example, someone's life experience can base it in generalizing that everyone is inherently dishonest and thus forms a mind-set. He will not easily believe in people and always think negatively so that if he becomes a leader, he always tries to carry out strict identification of his subordinates. The concept of the learning organization provides a breakthrough for managing mental models by re-recognizing, testing the validation of the cognitive model framework through reframing and improvements. In various literatures, recognizing and re-testing to do another 'mental reframing model' is referred to as 'unlearning'. Thus, learning will be effective if it is accompanied by an 'unlearning' process.
4. Shared Vision
   This component is very important, because the company will find it difficult to become large without a clear vision shared by all of its members. It is not enough to state the vision and charisma of the director, because a good vision must be accepted and lived up to by all employees. Shared vision is an important component for organizations; shared vision provides direction and a motivator for employees. He directs a unique way of thinking and acting. In addition, vision encourages long-term commitment and experimentation in organizations. "IBM" is famous for its services, "Polaroid" with its photo content. "Ford" is well known for its transportation concept, and Astra International is known for its continuous improvement concept, kaizen and its focus on stakeholders, especially customers.
5. Team Learning
   This component strongly supports the learning organization paradigm. If every team member is committed, competent, motivated, then the contribution of a team will be very large in achieving company goals. The learning team builds discipline by relying on shared vision and personal mastery and involves two ways of learning, namely discussion and dialogue.

Performance

According to (Mathis & Jackson, 2006) there are 5 five indicators in popular performance appraisals, namely:

1. Quality of output, including accuracy, accuracy, appearance and acceptance of output.
2. Output quantity, including volume of output and contribution.
3. Attendance at work which includes discipline of working time and use of time outside of working hours.
4. Duration of output, including: regularity, reliability or dependability and timeliness.
5. Cooperative attitude, including; prevention, waste, damage and maintenance of equipment.

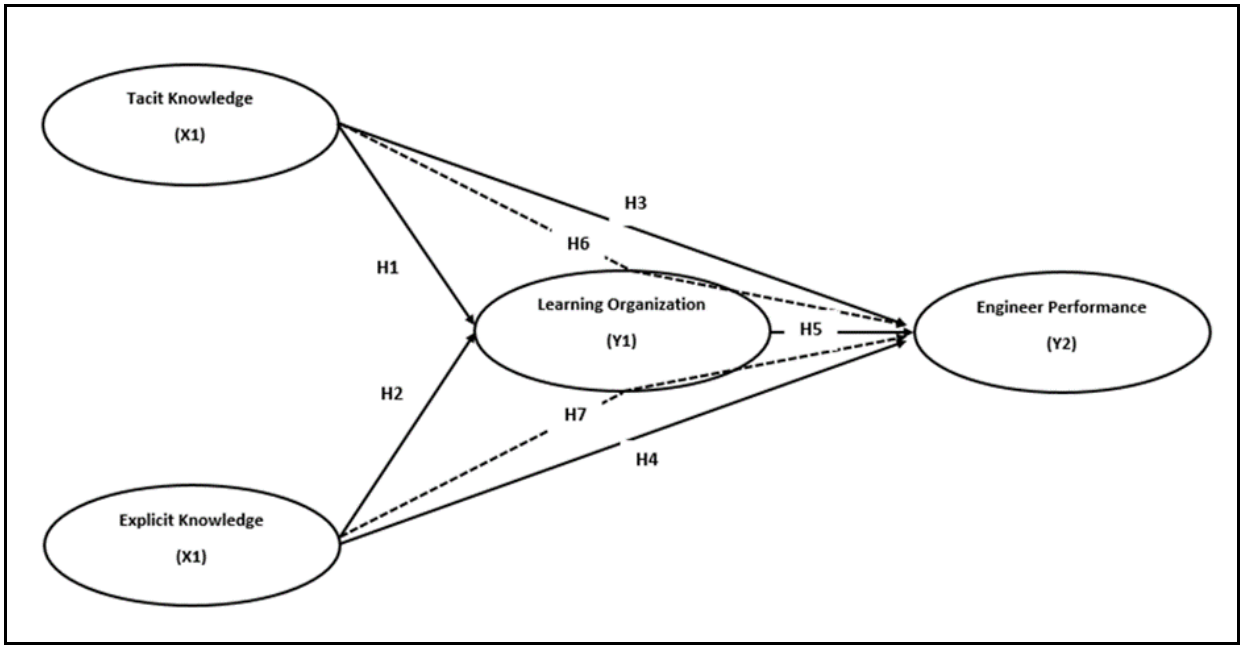

Figure 1. Conceptual Framework

Based on the background and conceptual framework described, the hypothesis proposed in this study is:

The Influence of Tacit Knowledge on Learning Organization

Research (Al Ahmar et al., 2014) shows that stimulating individual knowledge and initiative and subsidizing the concept of knowledge management can support organizational learning. Research conducted by (Bennet & Bennet, 2008) shows that tacit knowledge embedding and sharing activities can increase organizational capacity to learn. Research (Ngah & Jusoff, 2009) shows that companies that focus on managing tacit knowledge and sharing it within the organization will improve organizational performance.

H1: Tacit Knowledge has significant positive effect relationship with Learning Organization

The Influence of Explicit Knowledge on Learning Organization

Research conducted (Fariani, 2013) shows that there is a positive and significant influence between the use of e-learning on organizational performance. In research (Kaziliūnas & Vyšniauskienė, 2014) states that organizational learning allows organizations to collect, analyse, store, disseminate and use knowledge within the organization. In the research (Qayyum, 2015) found that all dimensions of knowledge management including explicit knowledge have a positive impact on the dimensions of organizational learning. In the research (Ben Zaied & Affes, 2015) reveals that the use of information sources from knowledge management can increase organizational innovation.

H2: Explicit Knowledge has significant positive effect relationship with Learning Organization

The Influence of Tacit Knowledge on Engineer Performance

In the research conducted (Holste & Fields, 2010) states that individual professional performance that creates good personal relationships can have a significantly greater effect on the willingness to share tacit knowledge. The research (Sulisthio & Yulianus, 2015) shows that tacit knowledge has a significant effect on employee performance. In research (Zarkowi & Widiartanto, 2016) shows that there is a positive and significant influence between personal knowledge on employee performance. Research (Mensah, 2015) shows that talent management has a positive relationship with employee performance, through the mediating role of talent management output.

H3: Tacit Knowledge has significant positive effect relationship with Engineer Performance

The Influence of Explicit Knowledge on Engineer Performance

In the research (Kosasih & Budiani, 2008) there is a significant influence between SOPs (job procedures) on employee performance. In the research conducted by (Gilan-deh, 2016) there is a significant positive relationship between knowledge management and aspects of employee innovative behaviour. The research (María et al., 2017) shows that the basic activities in knowledge regeneration activities are

formalization and documentation activities. In the research (Hartini, 2014) shows that knowledge sharing activities, both tacit and explicit, must be based on Standard Operating Procedures.

H4: Explicit Knowledge has significant positive effect relationship with Engineer Performance

The Influence of Learning Organization on Engineer Performance

In research (Rustiana, 2010), research (Makrufah, 2011) and research (Srimulyani & Hutajulu, 2013), it shows that learning organization has a positive and significant effect on employee performance. In research (Shahzad, 2016) shows that the performance appraisal system uses the concept of learning organization independently of the market situation. In the research (Jasinskas et al., 2015) states that the method of evaluating employee performance as a team has a more positive effect and can affect organizational learning.

H5: Learning Organization has significant positive effect relationship with Engineer Performance

Learning Organization positively strengthens the relationship between Tacit Knowledge and Engineer Performance

In a study conducted by (Ngah & Jusoff, 2009) an organization that shares employee tacit knowledge will help organizations to continue learning so as to spur employee performance to be innovative. (Ben Zaied & Affes, 2015) found that there was a positive relationship between sources of knowledge management, organizational innovation, and organizational performance. This shows that the better tacit knowledge accompanied by good organizational learning, the better employee performance.

H6: Learning Organization positively strengthens the relationship between Tacit Knowledge and the Performance of Engineers

Learning Organization positively strengthens the relationship between Explicit Knowledge on Engineer Performance

According to (Ul Rehman et al., 2015) states that knowledge sharing explicit knowledge is not significantly related to human-oriented strategies. Furthermore, the findings of this study explain that systems and strategies that are oriented towards human resources significantly mediate the relationship between knowledge sharing, tacit knowledge and explicit knowledge that drives employee performance. In the research (Kosasih & Budiani, 2008) there is a significant influence between knowledge management simultaneously on employee performance. (Gilan-deh, 2016) states that there is a significant positive relationship between knowledge management and aspects of employee innovative behaviour, and also suggests that management should ask experts to train employees

H7: Learning Organization positively strengthens the relationship between Explicit Knowledge and the Performance of Engineers

1.3 Research Methodology and Data Analysis

The population in this study were all engineers at the engineering department of PT Pamapersada Nusantara, KPC Sangata District. The total number of engineers in the department is 33 people. For sampling, if the object population is less than 100 people, then all of them should be taken, but if there are more than 100 people, 10-15% of the population can be taken (Arikunto, 2010). This study is a census research involving the entire population as a sample. The method used by the author to collect primary research data was to distribute questionnaires to all engineers in the engineering department of PT Pamapersada Nusantara, KPC Sangata District. The data analysis used by the author is partial regression analysis (Partial Least Square).

Validity Test

The convergent validity test can be seen from the loading factor value and the average variance extracted (AVE) value. The factor loading value must meet the accepted requirements for the convergent validity test with a loading factor value of more than 0.6 and the average variance extracted (AVE) value is considered to meet the convergent validity test if the value is greater than 0.5 (Ghozali & Latan, 2015). Table 1 presents the loading factor value and the average variance extracted (AVE) value for all variables.

Table 1. The value of Loading Factor & Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Indicator	Loading Factor	Information
Tacit Knowledge (X1)	0.774	TK 1.1	0.797	Valid
		TK 1.2	0.955	Valid
Explicit Knowledge (X2)	0.751	EK 2.2	0.877	Valid
		EK 2.4	0.856	Valid
Learning Organization (Y1)	0.552	LO 1.1	0.739	Valid
		LO 1.2	0.767	Valid
		LO 1.3	0.901	Valid
		LO 1.4	0.606	Valid
		LO 1.5	0.670	Valid

Engineer Performance (Y2)	0.589	KE 1.1	0.776	Valid
		KE 1.2	0.771	Valid
		KE 1.3	0.755	Valid

Source: Output Smart-PLS

Reliability Test

Reliability test can also be seen from the reliability value of a construct from each construct. A construct is said to have high reliability if its value is greater than 0.6 (Ghozali & Latan, 2015). Table 2 presents the Cronbach's alpha values and composite reliability for all variables.

Table 2. The value of Cronbach Alpha & Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Information
Tacit Knowledge (X1)	0.736	0.871	Reliable
Explicit Knowledge (X2)	0.669	0.858	Reliable
Learning Organization (Y1)	0.792	0.858	Reliable
Engineer Performance (Y2)	0.657	0.811	Reliable

Source: Output Smart-PLS

Hypothesis Result

Hypothesis testing about the relationship between variables used in this study is seen from the value of t-statistics and p-value which are the basis for determining the significance of the relationship between independent and dependent latent variables. If the value of t-statistics> 1.96 and p-value <0.05, the results of the study are said to be significant at 5 percent alpha so that the hypothesis is accepted at 5 percent alpha.

Table 3. Path Coefficient, T-Statistic & P-Value

Hypothesis	Path	Coefficient	T-Statistic	P-Value
H1	Tacit Knowledge (X1) → Learning Organization (Y1)	0.378	2.635	0.009
H2	Explicit Knowledge (X2) → Learning Organization (Y1)	0.528	3.529	0.000
H3	Tacit Knowledge (X1) → Engineer Performance (Y2)	-0.060	0.174	0.682
H4	Explicit Knowledge (X2) → Engineer Performance (Y2)	0.275	0.902	0.367
H5	Learning Organization (Y1) → Engineer Performance (Y2)	0.288	0.731	0.465
H6	Tacit Knowledge (X1) → Learning Organization (Y1) → Engineer Performance (Y2)	0.109	0.616	0.538
H7	Explicit Knowledge (X2) → Learning Organization (Y1) → Engineer Performance (Y2)	0.152	0.688	0.492

Source: Output Smart-PLS

Based on Table 3 above, the following hypothesis testing results are obtained:

1. Tacit knowledge is positively and significantly related to learning organization at PT Pamapersada Nusantara, KPC Sangata District, this can be proven by the path coefficient value of 0.378 and t-statistics of 2.635> 1.96 and p-value of 0.009 <0.05.
2. Explicit knowledge has a positive and significant relationship with learning organization at PT Pamapersada Nusantara, KPC Sangata District, this can be proven by the path coefficient value of 0.528 and t-statistics of 3.529> 1.96 and a p-value of 0.000 <0.05.
3. Tacit knowledge is negatively and insignificantly related to the performance of engineers at PT Pamapersada Nusantara, KPC Sangata District, this can be proven by the path coefficient value of -0.060 and t-statistics of 0.174 <1.96 and p-value of 0.682> 0.05.
4. Explicit knowledge has a positive and insignificant relationship with the performance of engineers at PT Pamapersada Nusantara, KPC Sangata District, this can be proven by the path coefficient value of 0.275 and t-statistics of 0.902 <1.96 and p-value of 0.367> 0.05.
5. Learning organization has a positive and insignificant relationship with the performance of engineers at PT Pamapersada Nusantara, KPC Sangata District, this can be proven by the path coefficient value of 0.288 and t-statistics of 0.731 <1.96 and p-value of 0.465> 0.05.
6. Learning organization positively strengthens the relationship between tacit knowledge and the performance of engineers at PT Pamapersada Nusantara, KPC Sangata District, this can be proven by the value of the indirect influence path coefficient of 0.109 which is positive.
7. Learning organization positively strengthens the relationship of explicit knowledge on the performance of engineers at PT Pamapersada Nusantara, KPC Sangata District, this can be proven by the value of the indirect influence path coefficient of 0.152 which is positive.

II. CONCLUSION

Based on the results of the analysis and discussion that has been carried out in the previous chapter, the following conclusions can be drawn:

1. Tacit knowledge has a positive and significant relationship with learning organization at PT Pamapersada Nusantara, KPC Sangata District.
2. Explicit knowledge has a positive and significant relationship with learning organization at PT Pamapersada Nusantara, KPC Sangata District.
3. Tacit knowledge has a negative and insignificant relationship with the performance of engineers at PT Pamapersada Nusantara, KPC Sangata District.
4. Explicit knowledge has a positive and insignificant relationship with the performance of engineers at PT Pamapersada Nusantara, KPC Sangata District.
5. Learning organization has a positive and insignificant relationship with the performance of engineers at PT Pamapersada Nusantara, KPC Sangata District.
6. Learning organization positively strengthens the relationship between tacit knowledge and the performance of engineers at PT Pamapersada Nusantara, KPC Sangata District.
7. Learning organization positively strengthens the relationship of explicit knowledge on the performance of engineers at PT Pamapersada Nusantara, KPC Sangata District.

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