

The Importance of Work Environment and Knowledge Management in Improving Employee Performance

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Abstract

In the face of increasing competition, companies or organizations are obliged to improve employee performance. It is very important to do this to maintain the existing conditions. This research aims to examine the influence of the work environment and knowledge management on the performance of District Communication and Information Service employees. All employees of the Jember Regency Communication and Information Service were used as the population, the number of which was 129 respondents, all of whom were used as research samples (saturated samples). Analysis of respondents in the form of descriptive analysis was carried out in this research. The measuring instrument will be tested with research validity and reliability. To answer the hypothesis in this research, a research hypothesis test was carried out. After statistical analysis was carried out, the research results showed that the work environment in which employees worked influenced employee performance. The management knowledge possessed by employees at the District Communication and Information Service also apparently has a positive impact on improving employee performance.

Keywords:

Work environment; Knowledge management; Employee performance.

1. INTRODUCTION

Management is a process that involves various functions to achieve predetermined goals effectively and efficiently. This management process involves planning, organizing, directing and controlling available human resources. Human Resource Management (HRM) describes an integrated approach in managing human aspects in an organization (Icshan et al., 2021). HRM not only handles administrative aspects such as recruitment and training, but also highlights development, employee welfare, and creating a conducive work environment (Iswahyudi et al., 2023). Along with the management concept, employee performance also has an important role (Ramadhani et al., 2023).

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Employee performance is a function of the interaction between ability and motivation (Robbins, 2016). Globalization encourages competition between organizations to increase, for this reason, performance greatly influences the direction of the organization (Lestari, 2019). Employee performance is the main indicator in assessing the effectiveness and efficiency of an organization (Mugiarto et al., 2023). As a complex dimension, performance not only includes work productivity, but also reflects an individual's ability to achieve organizational goals (Zhenjing et al., 2022). Employee performance is not only determined by individual factors, but is also influenced by various aspects of both knowledge management and the work environment (Sazly & Permana, 2020). Performance can also be interpreted as all employee activities in a certain period (Qomariah, 2020). In an effort to improve performance, many influencing factors include the work environment and management knowledge.

Work environment refers to the physical, social, and psychological context in which individuals work. The work environment is everything that is around workers and that can influence them in carrying out their assigned tasks (Sunyoto, 2015). This concept involves a number of elements that interact to form a workplace atmosphere, which influences employee performance (Loudoe et al., 2023). A conducive work environment can provide support that has the potential to improve employee performance (Tuffaha, 2020). Research by Adha et al. (2019) found that the work environment has a positive and significant effect on employee performance. Research results Ahmad et al. (2019) show that the work environment simultaneously has a positive and significant influence on employee performance at PT. FIF Group Manado. Other research by Handayani & Daulay (2021) states that the work environment has a positive influence on employee performance. The results of the analysis (Wangi et al., 2020) show that the physical work environment has a positive and significant influence. Recent research by (Nurjaya, 2021) reveals that the work environment has a positive and significant effect on employee performance at PT. Hazara Cipta Pesona. With good organizational communication and supportive HR management policies, the work environment can be a driver of positive and sustainable performance Muktamar et al. (2024); Prakoso et al. (2014); Nuriyah et al. (2022); Husnah et al. (2018); Susanti (2017); Komaling et al. (2016); Makkira et al. (2016); Priyono et al. (2018); Nursaid et al. (2020). Thus, attention to creating a good work environment can provide long-term benefits for individuals and the organization as a whole (Wahdiniawati et al., 2024). However, contrasting research was found, the results of research by Bukhari & Pasaribu (2019) which showed that motivation and work environment were not partially significant on performance, indicating a gap in further research.

Knowledge management is a strategic approach that focuses on managing knowledge within an organization (Sinambela & Darmawan, 2021). Knowledge management is also an important element that can influence employee performance in the context of the current digital era (Zhao et al., 2020). Effective use of information technology can increase the efficiency of work processes, access to information, and the organization's ability to face dynamic change (Rahman et al., 2021). In this understanding, it can be concluded that knowledge management is very important to implement to support performance. Knowledge Management is a strategic approach that focuses on managing knowledge within an organization (Sinambela & Darmawan, 2021). In the current era of information and technology, the success of a company is not only determined by the amount of data it has, but also by its ability to manage and optimize the use of knowledge (Lestari, 2019). The results of a number of previous studies indicate that knowledge management has a positive impact on various aspects of performance in various organizational contexts. Research Anwar & Santa (2018) which investigated the relationship between knowledge and employee performance, can be concluded that the research results support the existence of a positive relationship between knowledge management and employee performance. Sari et al., (2021) found that the influence of knowledge management on planning, implementation, movement, supervision, control and assessment of the intervention group and control group at the South Sulawesi health center was very significant. A similar thing was also seen in research by Widayati et al. (2022) at PT Sun Life Syariah in Jakarta, where knowledge management had a positive impact on employee performance. Meanwhile, research Hakim (2023); Sanosra et al. (2022); Kandou et al. (2016); Ferdian & Devita (2020); Monsow et al. (2018); Firmaiansyah (2014); Kawiana et al. (2023); Memah et al. (2018) presented findings that showed knowledge management had a positive impact. Contradictory results were found, research by Auliana & Achmad (2023) also observed the influence of knowledge management on employee performance, however, the results were not significant. Findings by Agustina & Sari (2020) state that manager knowledge management has no effect on performance effectiveness. These findings provide contrast

The Jember Regency Communication and Information Service, as an integral part of local government, plays a key role in providing information and communication services at the district level. In the context of government agencies, such as the Jember Regency Communication and Information Service, employee performance is a key element in carrying out their duties and responsibilities. The main focus involves the management and development of communications systems and the use of information technology to support government activities, increase public information transparency, and advance the communications and information technology sector in the region. The phenomenon of declining performance of the Jember Regency Communication and Informatics Service (Diskominfo) has become a major highlight in recent times. Based on data from the 2023 Jember Regency Communication and Information Service performance report, there are fluctuations that tend to lead to a decline in performance. Fluctuations in employee performance in aspects of attendance, creativity, discipline, teamwork and technical skills indicate that more effective strategies are needed in human resource management. Based on several previous research gaps and the identified phenomenon of employee performance fluctuations, this shows very strong relevance. Therefore, this research will explore more deeply how the work environment and knowledge management can influence employee performance and how appropriate strategies can be implemented to improve employee performance at the Jember Regency Communication and Information Service.

1.1. Work environment

According to Nitisemito (2014), the work environment is a place where employees carry out activities every day in a company or organization. The work environment is said to be good or suitable if people can

carry out activities optimally, healthily, safely, and comfortably. According to Mangkunegara (2017), the work environment is everything around workers that can influence them in carrying out the tasks given to all employees. The work environment is the tools and materials encountered, the surrounding environment where a person works, their work methods, and work arrangements both as an individual and as a group (Sedarmayanti, 2019).

1.2. Knowledge Management

Knowledge management is the systematic management of all activities and processes that refer to the generation and development, codification and storage, transfer and sharing, and utilization of knowledge for organizational and competitive advantage (Dzenopoljac et al., 2018). Knowledge management can be said to be a systematic approach to managing intellectual assets and other information in a way that determines the company's competitive advantage. Knowledge management is divided into two parts consisting of tacit knowledge and explicit knowledge. Tacit knowledge is categorized in the form of personal knowledge, while explicit knowledge is categorized in the form of work procedures and technology (Arilaha & Nurfadilah, 2018).

1.3. Employee Performance

Employee performance is a function of the interaction between ability and motivation (Robbins, 2016). Globalization encourages competition between organizations to increase, for this reason, performance greatly influences the direction of the organization (Lestari, 2019). Employee performance is the main indicator in assessing the effectiveness and efficiency of an organization (Mugiarto et al., 2023). As a complex dimension, performance not only includes work productivity, but also reflects an individual's ability to achieve organizational goals (Zhenjing et al., 2022). Employee performance is not only determined by individual factors, but is also influenced by various aspects, including job satisfaction, knowledge, and work environment (Sazly & Permana, 2020).

2. RESEARCH METHOD

This research design refers to an in-depth and comprehensive observational approach to understand the role of the work environment and knowledge management on employee performance at the Jember Regency Communication and Information Service. Involving a total of 129 employees. The main objective of this research is to understand and explore the complex relationship between the variables that have been determined, namely the impact of the work environment and knowledge management on employee performance. The research process will involve collaboration with all employees who play a role in the agency. The approach used is investigation through the distribution of questionnaires distributed online via the Google Forms (gform) platform. The advantage of using questionnaires in this method is its ability to efficiently and effectively collect data from a wide range of respondents, making it possible to gain a holistic understanding of employee perceptions and experiences related to the work environment, knowledge management and performance.

Through this comprehensive analysis process, it is hoped that patterns will be found that reveal a significant relationship between the work environment, knowledge management and employee performance. In addition, the quantitative approach used in this research allows for empirical testing of hypotheses and the formation of a strong research model (Sugiyono, 2017). Thus, this research not only aims to describe the relationships between variables, but also to provide strong empirical support for the theories that have been developed previously.

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1. Validity Test Results

The results of validity tests based on combined loading and cross loading show that all indicators have high loading values on the latent variables they measure. The results of the research validity test are presented in Table 1.

Table 1. Validity Test Results

Variable Indicator	Construct Validity Value	P-Value
X1.1	0.963	<0.001
X1.2	0.935	<0.001
X1.3	0.898	<0.001
X2.1	0.939	<0.001

X2.2	0.905	<0.001
X2.3	0.898	<0.001
Y1.1	0.945	<0.001
Y1.2	0.951	<0.001
Y1.3	0.964	<0.001
Y1.4	0.886	<0.001
Y1.5	0.961	<0.001

The results of the analysis shown in Table 1 show that all indicator variables have a validity value above 0.7, so that all statement items are declared valid.

3.1.2. Reliability Test Results

Reliability tests were carried out to ensure the internal consistency of the indicators used in this research. Reliability is measured through Cronbach's Alpha. The Cronbach's alpha value from the calculation results is presented in Table 2.

Table 2. Reliability Test Results

Research variable	Cronbach's Alpha Value
Work Environment (X1)	0.924
Knowledge Management (X2)	0.901
Employee Performance (Y)	0.968

The reliability test results show that all latent variables have very good Cronbach's Alpha values, namely above 0.7. Variable X1 has a value of 0.924, X2 of 0.901, and Y of 0.968. These values show that the indicators in each latent variable have high internal consistency.

3.1.3. Research Hypothesis Test Results

Hypothesis testing is carried out to find out whether the proposed hypothesis is accepted or rejected. The results of the hypothesis test after calculations are presented in Table 3.

Table 3. Direct Effect Test Results

Relationship Between Variables	Path Coefficient	P-value
Work Environment → Employee Performance	0.188	0.013
Knowledge Management → Employee Performance	0.326	<0.001

3.2. Discussion

3.2.1. The Influence of the Work Environment on Employee Performance

The results of the analysis on direct influence show that the work environment has a positive and significant influence on employee performance with a path coefficient of 0.188 and a P value of 0.013. A good work environment significantly improves employee performance. A supportive work environment includes aspects such as comfortable physical conditions, security, and an atmosphere that facilitates productivity and creativity. Previous research supports these findings. Research by Ahmad et al. (2019) shows that the work environment simultaneously has a positive and significant influence on employee performance at PT. FIF Group Manado. Handayani and Daulay (2021) found that the work environment has a positive influence on employee performance. Wangi et al. (2020) also shows that the physical work environment has a positive and significant influence on employee performance. Nurjaya (2021) reveals that the work environment has a positive and significant effect on employee performance at PT. Hazara Cipta Pesona. Another study by Mukhtar et al. (2024) show that good organizational communication and supportive HR management policies can be a driver of positive and sustainable performance. Other research that also discusses the issue of the relationship between the work environment and employee performance was conducted by Qomariah & Utamy (2023); Sukowidodo et al. (2022); Priyono et al. (2018); Qomariah et al. (2020); Saputra et al. (2024); Qomariah et al. (2021); Setiawan et al. (2022).

3.2.2. The Influence of Knowledge Management on Employee Performance

The results of the analysis on direct influence show that knowledge management has a positive and significant influence on employee performance with a path coefficient of 0.326 and P value <0.001. Implementing effective knowledge management can improve employee performance. Knowledge management includes the processes of creating, storing, sharing and utilizing knowledge within an organization, all of which contribute to improving employee performance. Previous research supports these findings. Research by Anwar and Santa (2018) shows that knowledge contributes significantly to teacher performance, which shows that knowledge management has a positive impact on employee performance. Research by Sari et al. (2021) found that knowledge management has a significant effect on various aspects

of performance in South Sulawesi health centers. Widayati et al. (2022) shows that knowledge management has a positive impact on employee performance at PT Sun Life Syariah in Jakarta. Research by Auliana and Achmad (2023) also found the positive influence of knowledge management on employee performance. Hakim (2023) shows that knowledge management has a positive impact on employee performance. Research by Shujahat et al. (2019) show that knowledge worker productivity is a major challenge for 21st century management, emphasizing the central role of knowledge management in knowledge-based innovation that impacts performance.

4. CONCLUSION

This research aims to explore the influence of the work environment and knowledge management on employee performance at the Jember Regency Communication and Information Service. Based on the results of the analysis, several main conclusions can be drawn: the work environment also has a positive and significant influence on employee performance. Knowledge management has a positive and significant influence on employee performance.

Therefore, suggestions need to be conveyed to the leadership of the Jember Regency Communication and Informatics Service to provide a comfortable environment for employees because it has been proven to increase performance. Knowledge management of employees must also be improved considering that technological developments are increasing so that employees need to obtain additional knowledge related to technological capabilities.

The practical implications for science are increased employee performance resulting from a comfortable work environment and increased knowledge management. Thus, there needs to be a comfortable environment and also increased knowledge management which must be improved by the Jember Regency Communication and Information Service.

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