

## Effect Of Human Resource Management Practices To Maturity Knowledge Management

Sukardi <sup>1)</sup>, Anik Herminingsih<sup>2)</sup>, Djumarno <sup>3)</sup>, Kasmir <sup>4)</sup>

Dosen Universitas Mercu Buana

sukardi.sentono19@gmail.com

### ABSTRACT

Human resources are an asset for the company. Therefore, to get the best employees, human resource management is important to take the first steps in selecting prospective workforce, maintaining, developing, evaluating, and managing employee relations. The purpose of this study was to determine the effect of human resource management practices on knowledge management maturity. This study used a population of 125 education staff (permanent lecturers), with a total sample of 62 respondents or 50% taken. The results showed that human resource management practices Simultaneously, the effect of 0.59 affects the maturity of knowledge management. However, partially, there are two variables that have a significant effect, namely recruitment and compensation, while the three variables of training and development, performance management and employee relations have a negative influence or do not contribute to the maturity of knowledge management.

**Keywords :** Human Resources Management Practices, recruitment, training and development, compensation, performance management, employee relations, knowledge management.

### Background

The bonus of democracy is a mainstay of a country in order to build the progress of the country and the social life of a nation. A country can be said to be advanced if it is able to build the competitiveness of Human Resources (HR). Competitiveness of human resources can be achieved if they are able to master science and technology or good knowledge management. The important role of human resources in developing a country is at the forefront of facing globalization that has been running for several years. To be a winner in globalization, it is not enough to rely on abundant natural resources if it is not supported by human resources who have superior competitiveness. (Nawawi, 2017) Human resource management is the process of empowering humans as human labor, so that their physical and psychological potentials function optimally for the achievement of organizational (company) goals.

Statement of the president of the Republic of Indonesia, Ir. Joko Widodo in his Jakarta state speech (16/08/2019), the importance of vocational school education programs in order to produce reliable, skilled and work-ready human resources to face increasingly complex future challenges. The president's statement needs to be responded to by every university to prepare graduate candidates who are ready to work and be entrepreneurs with good skills. The diversity of different traits, styles, cultures and mindsets is a challenge in managing human resources. Every human being individually has a different level of needs, different characteristics, perspectives, or perspectives on the goals of an organization. The thinking of each individual is abstract/intangible so that it is necessary to manage it properly with a humane approach.

Every organization needs qualified and competent human resources to drive company operations. Companies must be able to select human resources who can play an active role effectively and efficiently. Able to choose quality resources and following the qualifications desired by the company. Human resource management requires thinking and understanding the needs and specifications by the character of the job. Human resource management policies and practices are the processes of application planning, organizing procurement, development, administrative compensation, integration, maintenance, and division of labor to achieve organizational goals. According to (Kumar, 2021), having the best human being is to create the most effective and efficient method of achieving any goal or task for a business. Human resource management practices according to Al\_Qudah et.al. (2014), the results of the study show that recruitment selection and compensation have a significant relationship with employee performance.

The formulation of the problems to be examined in this study are: 1) Does the practice of Human Resource Management: Recruitment ( $X^1$ ), Training and Development ( $X^2$ ), Compensation ( $X^3$ ), Performance Appraisal ( $X^4$ ), and Employee Relations ( $X^5$ ) affect Maturity knowledge management (Y)?

Research Objectives and Contribution: This study aims to examine and analyze the effect of human resource management practices on the maturity of knowledge management at Darma Persada University.

The contribution to the development of science provides the availability of empirical studies on human resource management practices and knowledge management maturity. Human resource management practices are important in the higher education environment regarding the maturity of knowledge management because educational institutions are a source of scientific development.

### **Theoretical review**

Human resource management according to (Sinambela, 2021) is the management and utilization of existing resources in individuals. Meanwhile, according to (Larasati, 2018) Human resources are a central factor in an organization, whatever its form and purpose, for the benefit of humans, and in its mission, it is managed and managed by humans, so humans are a strategic factor in all organizational activities. According to (Hasibuan, 2019) Human resource management is the science and art of managing the relationships and roles of the workforce to be effective and efficient in helping the realization of company, employee, and community goals. Based on some of the definitions above, what is meant by Human Resource Management is a very strategic individual resource as a central resource in an organization that acts as an effective and efficient workforce to realize organizational goals.

### **HRM Practice**

According to (Zaid et al., 2018) green human resource management practices and supply chain management practices have a direct effect on sustainable company

performance. Then (Haddock-Millar et al., 2016) succeeded in comparing the green human resource management practices of the three multinational subsidiaries in the US and showed differences in environmental management, the role of the leader as a strategic driver. Research result (Yusoff et al., 2020) practice of green human resource management has a significant relationship with environmental performance of companies, but green performance assessment does not have a significant relationship with environmental performance.

### **Recruitment**

Recruitment is the first step in finding the workforce needed by the company to obtain human resources and ensure the availability of the workforce needed. Recruitment is carried out by organizations or companies to get prospective workers to meet human resource needs, who will then go through a number of selection processes to obtain manpower or human resources according to their needs. Research result (Nawawi, 2017) Recruitment is the process of getting qualified prospective workers for the main position / job in an organization or company environment. While according to (Hasibuan, 2019) Recruitment is an important issue in labor procurement, if the withdrawal is successful it means that many applicants have submitted their applications, the opportunity to get good workforce is wide open, because companies can choose the best from the best. (Umar, 2021) Recruitment is an activity to find as many potential workers as possible in accordance with the available vacancies. Based on these definitions, it can be concluded that recruitment is a process to get workers by selecting the best of the good candidates.

Recruitment objective is to meet the needs of a workforce in accordance with the user. Organizations have greater opportunities for organizational qualification standards and get the right employees according to their positions so that these employees are able to work optimally. The following are the objectives of recruitment: a) To attract a large number of job applicants so that the organization will have a greater opportunity to make selections for prospective workers who are deemed to meet the organization's qualification standards. b) The post-hiring goal is the income of employees who are good implementers and who will remain with the company for a reasonable period of time. c). Recruitment efforts should have a spillover effect, that is, the general image of the organization must go up, and even failed applicants must have positive impressions of the company.

### **Training and development**

Part of human resource management practice is training and development. Training and Development is an activity designed to increase the knowledge, expertise, skills and abilities of existing employees. Direction and objectives of training for skills upgrading and work with an employment related dari responsibility of the individuals concerned this time (current job oriented). The target to be achieved from a training program is the improvement of individual performance in current positions or functions. Meanwhile, development has a direction to anticipate developments in environmental conditions, so it is necessary to prepare individual expertise that must be prepared for the benefit of future positions. (Adianto & Sugiyanto, 2019) The results of the simultaneous training and work development

test have an effect on employee performance . The results of other researchers (Oktavian et al., 2021) The results showed that training had a direct and indirect effect on performance through knowledge management.

### **Compensation**

Compensation is one of the things that usually happens in a company to its employees. (Kang & Lee, 2021) show compensation schemes that deal with different types of organizational competencies and different organizational cultures, thus adding meaning to the current literature. Then according to (Wilson et al., 2021) In managing the problem of compensation in contingent situations, managers of private universities must determine and manage compensation by considering the interests of employees. Compensation in the business itself is related to rewards for employees to support overall business development. Furthermore, according to (Rotich, 2021) The study concludes that employers must demonstrate an equal and fair employee handling mechanism based on employee performance evaluations. Non-salary items such as free parking or health insurance may be included in the compensation. This compensation can be a special attraction for qualified job seekers to want to compete for jobs.

There are various types of compensation that companies usually provide to their employees related to the business processes they run. Not only material but also in the form of benefits. There are 4 forms of compensation that are usually given, namely as follows: a). Wage or Salary; Some companies usually use an hourly, per week, per month payment system. b) Incentives; the amount of money received by workers usually exceeds the stipulated wage or salary. c). Allowance; t ordinary benefits in the form of insurance in the form of health insurance, worker safety, or life insurance. d) Facilities; This type of compensation is more often adjusted to the company's ability to provide facilities and positions for workers.

### **Work management**

Performance Management is a collaboration between managers and employees in planning, monitoring, and evaluating employee goals to be able to make maximum contributions effectively and efficiently to the organization. An effective organization is an organization that can create an atmosphere for workers in carrying out the work that has been assigned but also creates an atmosphere for workers to be more responsible, acts creatively to increase efficiency in achieving goals. According to research (Ceazar & Ormilla, 2021), The results show that the Acyl-based Performance Management System as a tool for performance management systems in public elementary schools in the Ifugao School Division is highly implemented. Other research results (Muslih, 2021) The results of this study show that the performance of a balanced scorecard-based management system does not affect the performance of local governments, but its implementation in the regions government governance affects local government performance.

Research resul (Padhaya et al., 2021) As a result, the achievement of the performance was considered separately by different universities but as a whole, there was no effective and very large influence found by the personal interests of those in power at the University. Based on some of the results of previous research that performance management has a goal of creating an environment where people can do the best of their ability to produce the best quality work efficiently and

effectively. Performance management through performance planning, performance management, performance appraisal, and awarding. Meanwhile, performance management has strategic, administrative, and specific goals for employees.

### **Employee Relations**

Human resources are very important assets in the progress of a company. concerning human resources is a problem of employee performance. Every employee is required to have good performance to achieve success in a company. Research results (Das, 2013) Securing and retaining skilled employees plays an important role for any organization because employees' knowledge and skills are at the core of a company's ability to be economically competitive. Employee relations is a cooperative relationship between individuals who are members of the company. Furthermore, according to (Brhane & Zewdie, 2018) it is suggested that further researchers should investigate in-depth to obtain important empirical results. The application of a working relationship is a form and recognition of the rights and obligations of employees as business partners that ensure the continuity and success of the company. Relations between people in an organization are very important in improving employee performance, improving communication and discussion, in completing cooperation. This aims to create a harmonious working relationship between employees so that employees can feel comfortable, focused, and easy to carry out their duties and produce positive things for employee performance.

### **Maturity Management Q : What Knowledge ;**

According to the research results (Khatibian et al., 2010) d natural competitive environment is very unstable at the moment, organizations are beginning to recognize the need to utilize the knowledge assets are scattered throughout the organization to exist . The maturity of employee knowledge management in organizations has become one of the most sought after by many forward-looking organizations. According to (Dalkir, 2017) m anagement of knowledge is coordinating a deliberate and systematic organization of people, technology, processes, and organizational structure to add value through reuse and innovation. This is achieved through the promotion of creating, sharing and applying knowledge and through bringing valuable lessons learned and best practices into companies to foster ongoing organizational learning . (Lin et al., 2012) there are inherently different knowledge flow barriers at different knowledge management maturity levels ; and various changes in the barriers to knowledge flow are associated with knowledge management maturity.

The results of the study (Afnan, 2018) show that the knowledge management process in the eyes of employees as a whole is in a good category with a percentage score of 72% which is in the good category. If employee knowledge management grows and is able to apply it in organizational practice, it can grow differentiation from other organizations, so that the organization has a competitive advantage. Research results (Olubunmi, 2015) contribute that, in order for organizations to manage knowledge effectively, attention must be paid to three main components - people, processes and technology.

### **Important Factors for Knowledge Management**

Implementation are; a) Human; Basically knowledge management resides in the human mind. Humans are also the actors of the processes that exist in knowledge management. b) Leadership; Through leadership, a strong vision can be built that can move all members of the organization to achieve the vision of the organization. c) Technology; Information technology cannot be avoided, so an organization must maximize the function of information technology in carrying out knowledge management. d) Organization; Organization deals with the operational aspects of knowledge assets, including functions, processes, formal and informal organizational structures, control measures and indicators, process improvement, and business process engineering. e) Learning; The role of *learning organization* is very important in the implementation of knowledge management, especially with five activities: systematic problem solving, testing new approaches, learning from past experiences, learning and practice, transferring knowledge quickly and efficiently throughout the organization. Research result (Marchiori & Mendes, 2020) Increasingly, Knowledge Management (KM) is emerging as a major issue in developing a quality culture, and well-known quality frameworks have emphasized the importance of KM for quality management systems. Through a systematic and comprehensive literature review, this study identifies, describes and characterizes the origin, evolution and intellectual structure of scientific knowledge related to KM and Total Quality Management (TQM).

### **Cultural Aspects**

(Sopandi & Saud, 2016) the application of knowledge management at ITB from the perspective of people is carried out through the development of human resource competencies, the knowledge management process is in line with the increasing focus on "Tridharma Perguruan Tinggi". Higher education is currently supported by information technology that provides space for human resource development through culture in sharing knowledge. Through the cultural aspect of developing knowledge, it is able to improve the quality of human resources. The results of the study (Dewi, 2016) The Dounjinshi free software movement and culture explains how to improve the quality of human resources through knowledge sharing culture.

### **Policy Aspects**

The results of research (Syawie & Sumarno, 2015) that science-based policies tend to be more relevant and can meet the needs of society. Therefore, however, science believes in objective existence that does not depend on perspective and subjective authority. It is important for an educational institution to manage knowledge systematically so that it is directed so that the use of knowledge can be maximized for human resource development. According to (Nuryana, 2017) Knowledge management as an approach that rests on the understanding that the school task is to understand well how and when knowledge creation should be supported, how to use the accumulated knowledge that has been created so that this knowledge can increase productivity.

### **Process Aspects**

This process application is part of capturing, filtering, validating, transforming, and disseminating knowledge throughout the company which is equipped with carrying out certain procedures and processes. Namely abilities related to the cognitive field.

For example, a teacher knows the techniques for identifying student needs and determining appropriate learning strategies according to needs. The results of the study (Olubunmi, 2015) demonstrate that knowledge management is the main driver of organizational performance and an important tool for organizational survival, competitiveness and profitability.

### **Strategy Aspects**

Knowledge management strategies are needed in today's global competition and technological advances. In this study, the knowledge-based organizational model is used to find solutions in implementing knowledge management strategies so that problems faced by employees today can be resolved more quickly with faster decision making. A good knowledge management strategy is the first step in implementing knowledge management in organizations. The application of knowledge management is in line with the right goals and objectives and in line with the vision and mission of the organization.

### **Technological Aspects**

Science and technology development aims to improve people's welfare, improve the quality of life, and increase the nation's competitiveness. The technology-based knowledge aspect has brought changes to humans in managing business and educational institutions as the main object of technological development. The learning process really needs technology to enrich the learning resources of teachers and students. Educational institutions must be the main pioneers in the development of technological science. The results of research (Nuryana, 2017) knowledge management as a basis for learning in organizational development.

### **Methodology**

The research used is a quantitative approach with the survey method. Categories digunaan explanatory research that is intended to obtain information in formasi influence between variables. According to (Sugiyono, 2016) quantitative research methods can be interpreted as a research method based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses. .

The population in this study were educators at Darma Persada University with a total population of 125 lecturers. The number of Ampels taken by (Gay & Diehl 1992) is a correlational research sample taken with a maximum sample and a minimum of 30 respondents. The research sample was determined as many as 62 respondents and was considered representative by the researcher. The variables used consisted of independent variables in Human Resource Management Practices, namely; The variables that affect the variables in the trend, which consist of Recruitment (X1), Training and Development (X2), Compensation (X3), Performance Management (X4), and Employee Relations (X5) and Knowledge Management as variables in the trend (Y).

These variables are described in dimensions, then explained in indicators and arranged into questions in the form of a questionnaire. The questionnaire is filled in

with a Likert scale, where the respondent fills in the questionnaire based on his self-perception. The measurement scale uses a Likert scale of 1 to 5. The data collection method used in this study was a questionnaire. This questionnaire is a data collection technique indirectly, meaning that the researcher does not directly ask and answer questions with the respondent. While the form of the questionnaire used is a closed questionnaire, where the alternative answers have been determined in advance and then the respondent just needs to choose the answer according to the feelings, beliefs or perceptions and the values known by the respondent. The form of a questionnaire was created using a printed questionnaire and a *google form* was created because it was during a pandemic (Covid-19) which the government had not declared safe. The spread of *google form* by including and sharing the link with respondents.

Multiple linear regression analysis (Simultaneous) is used to determine the direction of the relationship between the independent variable and the dependent variable. Multiple linear regression analysis is performed when the number of independent variables is at least 2 (two). Multiple linear regression analysis in this study was used to analyze the effect of human resource management practices: recruitment ( $X_1$ ), training and development ( $X_2$ ), compensation ( $X_3$ ), performance management ( $X_4$ ) and employee relations ( $X_5$ ) as well as knowledge management (Y). Simple Linear Regression Analysis (Partial) Simple linear regression analysis is a linear relationship between one independent variable ( $X_1$ - $X_5$ ) to the dependent variable (Y). The following is an overview of the research model:

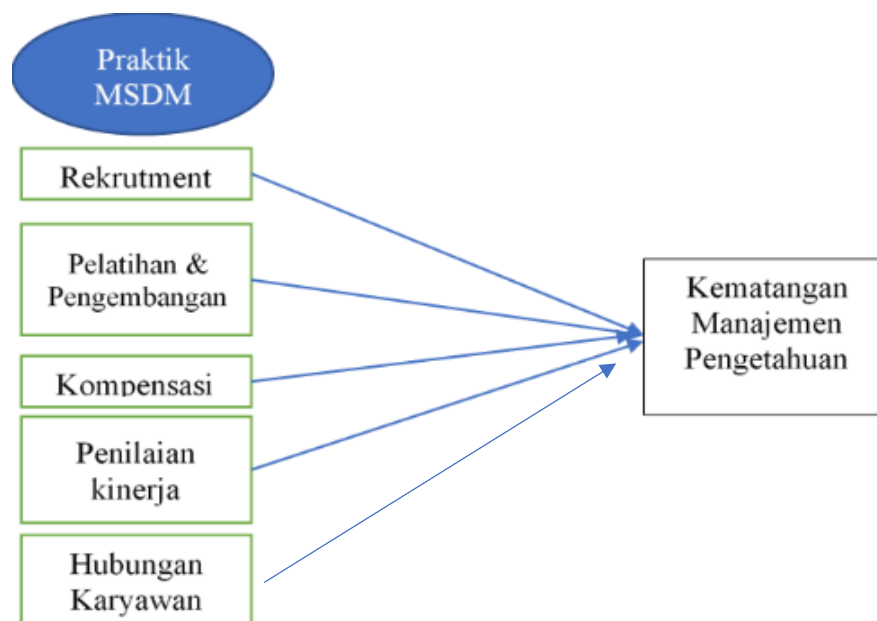


Figure-1 Research Model



### Result and Discussion

Here are described the characteristics of respondents by age, gender, marital status, p e ndidikan last, employment status and years of service can be described as in Table 1 below:

Table 1 Overview Pr o fil Respondents

<b>Age</b>			
20-30	8	13%	Profile of respondents based on age is currently dominated by people over 41 years old or 47%
30-40	25	40%	
> 41	29	47%	
<b>Gender</b>			
Man	34	55%	Respondents based on the majority of male gender, namely 34 respondents or 55%
Women	28	45%	
<b>Marital status</b>			
Married	6	10%	Meanwhile, 90% of the marital status or 56 respondents were married
Not Married	56	90%	
<b>last education</b>			
S1	0	0%	Respondents based on the latest education level S1 were 0% and the majority of respondents education level was 82% or 51 respondents while S3 education level was 18%
S2	51	82%	
S3	11	18%	
<b>Employment status</b>			
Contract	3	5%	The majority of respondents based on employment status are married, namely 95% or as many as 59 respondents
Permanent	59	95%	
<b>Years of service</b>			
<3 years	9	15%	The working period of the respondents is seen to be
3-5 years	13	21%	
5-10 years	23	37%	

> 10 years	17	27%	dominated by a work period of 5-10 years
------------	----	-----	--

According to Sugiyono (2016: 267), the validity test is used to measure the validity of a questionnaire. A questionnaire is said to be valid if the statement on the questionnaire is able to reveal something that will be measured by the questionnaire. According to Ghozali (2018: 28) valid or invalid test decision criteria is to compare the correction value of item-total correlation ( $r_{count}$ ) with the value of  $r_{table}$ . If the calculated  $r$  value is greater than  $r_{table}$  then the indicator is valid and vice versa. In this validity test, the basis for decision making uses  $r_{table}$  with an accuracy rate of 90% or an error rate of 10%. From the total respondents or  $N = 90$ , the  $r_{table}$  value is 0.1745. The following are the results of the validity test for the aptitude variable:

**Table -2 Test Results of the Validity of Management Practice Variables**

Grain	Statement Item	$R_{count}$	$R_{table}$	Ket.
<b>Recruitment</b>				
P-1	The recruitment process is carried out through a widely announced process	0.866	0,1745	Valid
P-2	The recruitment process is carried out to obtain the best quality human resources.	0.719	0,1745	Valid
<b>Selection</b>				
P-3	The employee selection process is carried out openly.	0.666	0,1745	Valid
<b>Training and development</b>				
P-4	Training activities for employees are carried out in a planned manner.	0.672	0,1745	Valid
P-5	Training activities for employees are carried out continuously.	0.749	0,1745	Valid
P-6	The college has a development program for employees.	0.6323	0,1745	Valid
<b>Compensation</b>				
P-7	College provides satisfactory financial compensation.	0.689	0,1745	Valid
P-8	Higher education provides awards to employees who have good performance.	0.658	0,1745	Valid
<b>Performance assessment</b>				
P-9	Higher education implements a human resource performance management system.	0.890	0,1745	Valid
P-10	The lecturers at this college are valued as professional employees.	0.680	0,1745	Valid
<b>Employee Relations</b>				

P-11	The employees at this college have mutual respect behavior.	0.637	0,1745	Valid
P-12	The leaders of this college have a respectful attitude towards employees.	0.754	0,1745	Valid

Source: Primary data processed , 2021

From the table above it can be explained that the correlation coefficient from testing per item statement 1 to 12 is declared valid, because  $r_{\text{count}} > r_{\text{table}}$  (0.1745), meaning that all instruments can be continued for analysis using regression. Continuing to measure the validity of the following online variable instruments is presented in tab 5 as follows:

**Table -3 Knowledge Management Maturity Validity Test Results**

Grain	Statement Item	$R_{\text{count}}$	$R_{\text{table}}$	Ket.
P-1	The sharing of knowledge ( <i>knowledge sharing</i> ) carried out regularly in each unit.	0.661	0,1745	Valid
P-2	Employees can get a source of knowledge through the system available to employees.	0.767	0,1745	Valid
P-3	Employees who have knowledge information from scientific activities are required to convey it in a system that has been developed by the university.	0.798	0,1745	Valid
P-4	Higher education institutions have clear policies related to knowledge management.	0,721	0,1745	Valid
P-5	Higher education institutions have policies that are directed towards the knowledge management system.	0.689	0,1745	Valid
P-6	Higher education has clear targets related to knowledge management.	0.658	0,1745	Valid
P-7	The implementation of higher education knowledge management is carried out by paying attention to good process aspects.	0.890	0,1745	Valid
P-8	The process of implementing knowledge management has been regulated by the decision of the higher education leadership.	0,780	0,1745	Valid
P-9	Knowledge management is implemented with a strategy to achieve predetermined targets.	0,834	0,1745	Valid
P-10	The implementation of knowledge management is carried out by setting certain targets.	0.665	0,1745	Valid

P-11	Knowledge management activities at this college use sophisticated technology.	0,789	0,1745	Valid
P-12	Knowledge management activities in this college keep abreast of technological developments.	0.780	0,1745	Valid

Source: Primary data processed , 2021

From the table above it can be explained that the correlation coefficient of each statement item 1 to 12 is declared valid, namely  $r_{\text{count}} > r_{\text{table}} (0,1745)$ , meaning that all items meet the requirements to be continued in further analysis using regression.

According to Sugiyono (2016: 270), simple regression is based on a functional or causal relationship of one independent variable with one dependent variable. The effect of human resource management practices: recruitment ( $X_1$ ), training and development ( $X_2$ ), compensation ( $X_3$ ), performance appraisal ( $X_4$ ), and employee relations ( $X_5$ ) on knowledge management maturity ( $Y$ ). Following are the results of simple linear regression analysis of the questionnaire creativity variables submitted to 62 respondents.

**Table -4 Simple Linear Regression Output HR Management Practices on Knowledge management maturity**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	22,787	5,388		4,229	.000
Recruitment ( $X_1$ )	1,890	.482	.438	3,924	.000
Training and Development ( $X_2$ )	-717	.615	-.186	-1,167	.248
Compensation ( $X_3$ )	4,445	.844	.571	5,265	.000
Performance Management ( $X_4$ )	-1,560	.815	-.279	-1,914	.061
Employee Relations ( $X_5$ )	1,433	.578	.262	2,480	.001

a. Dependent Variable: Knowledge management maturity

Source: primary data obtained in 2021

$$Y' = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5$$

$$Y' = 22,787 + 1,890 X_1 + (-717) X_2 + 4,445 X_3 + (-1,560) X_4 + 1,433 X_5$$

$$Y' = 24,766 + (3,601)$$

$$Y' = 21,076$$

The regression equation above can be explained that the constant value is 22,787; This means that if the value of recruitment, training and development,

compensation, performance management, and employee relations = 0, then the value of knowledge management (Y) is 22,787.

**Recruitment** to knowledge management maturity can be explained that the regression coefficient of the recruitment variable ( $X_1$ ) is 1,890 ; This means that if other independent variables have a fixed value and recruitment has increased by 1%, then the share price (Y) will increase by 1,890. The coefficient value is positive, meaning that there is a positive relationship between recruitment and knowledge management maturity, the better the recruitment process, the better the maturity of knowledge management.

**Training and development** of the kemata ng 's management explained that the training variable regression coefficients and development ( $X_2$ ) k oefisien is negative (717) means there is a negative relationship between the training and development of the maturity of knowledge management . This means that the better the training and development , the lower the maturity level of knowledge management. If training and development are carried out properly, then the lecturers' knowledge will increase and automatically have knowledge management maturity so that it does not have an impact on the maturity of knowledge management.

**Compensation** for knowledge management maturity can be explained that the regression coefficient of the compensation variable ( $X_3$ ) is 4.445; This means that if the value of other independent variables is improved and the compensation is increased by 1%, then the knowledge management maturity value (Y) will increase by 4,445. The k coefficient value is positive, meaning that there is a positive relationship between compensation and knowledge management maturity, the higher the compensation given, the more knowledge management maturity will be.

**Management performance** on knowledge management maturity can be explained that the regression coefficient of the performance management variable ( $X_4$ ) is (1560); This means that other independent variables have a fixed value and management performance has a negative relationship, so the better employee performance management practices, the smaller their contribution to knowledge management maturity.

The relationship between employees and knowledge management maturity can be explained that the regression coefficient of the employee relationship variable ( $X_5$ ) is 1.1433; This means that the value of other independent variables is fixed and employee relations have a positive relationship so that building better employee relationships will increase knowledge management maturity.

**Table -5 Quantitative Test Parameters F**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2180,205	5	436,041	16,688	.000 <sup>b</sup>

Residual	1463,231	56	26,129
Total	3643,435	61	

a. *Dependent Variable: Y*

b. *Predictors: (Constant), X1 Recruitment, X2 Training and Development, X3 Compensation, X4 Performance Management, X5 Employee Relations*

Source: Primary data is processed authors, 2021

From the output above, the calculated F value is 16688, because  $F_{count} > F_{table}$  ( $16688 > 2.365$ ) then  $H_0$  is rejected, meaning that there is a significant influence between recruitment, training and development, compensation, management performance, relationships between employees, and knowledge management maturity if human resource management practices are carried out concurrently.

### Conclusion

Based on the analysis of the effect of human resource management practices consisting of recruitment, training and development, compensation, management performance, and employee relations on knowledge management maturity, it shows that the three variables of recruitment, compensation, and employee relations make a positive contribution. Simultaneously or in part to form management maturity. Knowledge. Therefore, good recruitment in selecting prospective employees can increase the maturity of knowledge management. Likewise, employee relationships that are built are getting better and stronger, able to provide encouragement to be more mature in knowledge management, and in the end employees who are more mature in knowledge management can contribute to company performance.

### References

- Adianto, & Sugiyanto. (2019). Effect of Training and Job Development on Employee Performance of PT Bank Negara Indonesia (Persero) Tbk. *Proceedings of the National Seminar*, 7 (4), 499–509.
- Afnan. (2018). *The Effect Of Knowledge Management Process On Employee Performance*.
- Al-Qudah, HMA, Osman, A., & Al-Qudah, HEM (2014). The effect of human resources management practices on employee performance. *International Journal of Scientific & Technology Research*, 3 (9), 129-134.
- Brhane, H., & Zewdie, S. (2018). A Literature Review on the Effects of Employee Relation on Improving Employee Performance. *Journal International Journal in Management and Social Science*, 6 (04), 2321–1784.
- Ceazar, R., & Ormilla, G. (2021). *The Implementation of Results-Based Performance Management System in Public Elementary Schools*. 10 (1), 13–23.
- Dalkir, K. (2017). *Knowledge management in theory and practice*. MIT press.
- Das, BL (2013). Employee Retention: A Review of Literature. *IOSR Journal of Business and Management*, 14 (2), 08–16. <https://doi.org/10.9790/487x-1420816>
- Dewi, USA (2016). The Culture of Knowledge Sharing and Human Resource Development : A Case of the Free Software Movement and the Dounjinshi Culture. *Journal of Reflective Sociology*, 10 (2), 85. <https://doi.org/10.14421/jsr.v10i2.1155>

- Gay, LR and Diehl, P.. (1992). *Research Methods for Business and Management* . . MacMillan Publishing Company, New York.
- Ghazali, Imam. 2018. Application of Multivariate Analysis with the IBM SPSS 25 Program. Publisher Agency of Diponegoro University: Semarang
- Haddock-Millar, J., Sanyal, C., & Müller-Camen, M. (2016). Green human resource management: A comparative qualitative case study of a United States multinational corporation. *International Journal of Human Resource Management* , 27 (2),192–211. <https://doi.org/10.1080/09585192.2015.1052087>
- Hasibuan. (2019). *Human Resource Management* .
- Kang, E., & Lee, H. (2021). Employee compensation strategy as a sustainable competitive advantage for HR education practitioners. *Sustainability (Switzerland)* , 13 (3), 1–23. <https://doi.org/10.3390/su13031049>
- Khatibian, N., Hasan gholi pour, T., & Abedi Jafari, H. (2010). Measurement of knowledge management maturity level within organizations. *Business Strategy Series* , 11 (1), 54–70. <https://doi.org/10.1108/17515631011013113>
- Kumar. (2021). A Study On Human Resource Management Practices In Private Sector Undertakings In Chennai. *Journal of Contemporary Issues in Business and Government* , Vol. 27 , N (P-ISSN: 2204-1990; E-ISSN: 1323-6903). Retrieved from <https://cibg.org.au/>
- Larasati, S. (2018). *Human Resource Management* . Deepublish.
- Lin, C., Wu, JC, & Yen, DC (2012). Exploring barriers to knowledge flow at different knowledge management at maturity stages. *Information and Management* , 49 (1), 10–23. <https://doi.org/10.1016/j.im.2011.11.001>
- Marchiori, D., & Mendes, L. (2020). Knowledge management and total quality management: foundations, intellectual structures, insights regarding evolution of the literature. *Total Quality Management and Business Excellence* , 31 (9–10), 1135–1169. <https://doi.org/10.1080/14783363.2018.1468247>
- Muslih, M. (2021). *The Importance of Performance Management Implementation Based on Balanced Scorecard and Local Government Governance on Local Government Performance in Indonesia* . 3 (7), 30–37.
- Nawawi. (2017). *Human resource management: for competitive businesses* .
- Nuryana, Z. (2017). Knowledge Management as an Effort to Develop Learning Organizations in Islamic Education Institutions. *LITERASI (Journal of Educational Sciences)* , 8 (1), 11. [https://doi.org/10.21927/literasi.2017.8\(1\).11-19](https://doi.org/10.21927/literasi.2017.8(1).11-19)
- Oktavian, A., Prasetia, A., Masnun, M., & Widoro, W. (2021). The Effect of Training and Knowledge Sharing on Employee Performance through Knowledge Management. *MASTER: Journal of Entrepreneurship Strategic Management* , 1 (1), 69–78. <https://doi.org/10.37366/master.v1i1.132>
- Olubunmi. (2015 a ). *Effects of Temperature and Tetramethylammonium Bromide Salt on the Micellization of Cetyltrimethylammonium Bromide in Aqueous Medium: A Conductometric Studies*.
- Olubunmi, F. (2015 b ). Knowledge Management As an Important Tool in Organizational Management: a Review of. *Library Philosophy and Practice* , 4 (10), 1–23. Retrieved from <http://digitalcommons.unl.edu/libphilprac/1238>

- Padhaya, PR, Bhattarai, L., Acharya, LN, & Adhikari, S. (2021). *Performance Appraisal System and Effectiveness of Universities in Nepal*. (March). <https://doi.org/10.5281/zenodo.4591740>
- Rotich, S. (2021). *Editon Consortium Journal of Arts, Humanities and Social Studies (ECJAHSS) Effect of Rewards and Compensation on Job Satisfaction among Church Workers in Nakuru West Sub County Editon Consortium Journal of Arts, Humanities and Social Studies (ECJAHSS) . 3 , 212–217*. <https://doi.org/10.51317/ecjahss.v3i1.201>
- Sinambela. (2021). *Human Resource Management* . Earth Literacy.
- Syawie, M., & Sumarno, S. (2015). *POLICY BASED ON SCIENCE* . (200), 79–90.
- Sugiyono. (2016). *Quantitative Research Methods, Qualitative and R & D*. Bandung: PT Alfabeta.
- Umar, H. (2001). *HR Research in the Organization of Husein Umar* . Gramedia Pustaka Utama.
- Wilson, M., Rwothumio, J., & Amwine, CM (2021). Compensation Management and Employee Wellbeing of Academic Staff in Ugandan Private Universities during COVID-19 Lockdown. *Interdisciplinary Journal of Education Research* , 3 (1), 1–12. <https://doi.org/10.51986/ijer-2021.vol3.01.01>
- Yusoff, YM, Nejati, M., Kee, DMH, & Amran, A. (2020). Linking Green Human Resource Management Practices to Environmental Performance in Hotel Industry. *Global Business Review* , 21 (3), 663–680. <https://doi.org/10.1177/0972150918779294>
- Zaid, AA, Jaaron, AA, & Bon, AT (2018). The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of cleaner production* , 204 , 965-979.