The Implementation of Knowledge Management System (KMS) Evaluation Model in Improving Employee Performance

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Abstract: Employee performance plays a significant role in running a company, and it is important to make every effort to improve this virtue. Therefore, this study aims to assess the KMS evaluation model applied at PLN (State Electricity Company) and determine factors and indicators that improve employee performance. This is a survey study that obtained data through summative evaluation using a questionnaire. Furthermore, the collected data were quantitatively analyzed using descriptive and inferential statistics. The results showed that, (1) the People variable has a positive and significant effect on employee performance, which is evidenced by the T-count value of 3.207 and a significance of 0.0022. (2) Process variables have a positive and significant effect on performance, which is evidenced by the T-count value of 4.263 and a significance of 0.000. (3) Technology variables have a positive and significant effect on performance, which is evidenced by the T-count value of 4.506 and a significance of 0.000. (4) The indicators that improve performance at PT PLN (Persero) include the people variable, which consists of employee roles, communication, training, rewards for sharing knowledge, as well as aBility to access KMS. Furthermore, process variables consist of knowledge creation, storage, retention, sharing, utilization, and work accuracy. In addition, technology variables consist of KM Feature and content quality, as well as molarity barriers..

Keywords: EmployeePerformance, Factor Analysis, Knowledge Management, People, Process, Technology

1. Introduction

Business is an organizational activity in the form of selling goods or services, with the aim of making profits (Haigh & Hoffman, 2012). Meanwhile, Knowledge Management System (KMS) is an application commonly used by companies to facilitate preparation and management of documentation owned by each employee (Bolhassan et al., 2018).

In this study, the research team used PT PLN (State Electricity Company) as the subject. Since 1994, the status of PLN has transitioned from a Public Organization to a Limited Liability Company, and as PKUK in providing electricity. In fact, the the companyexpanded the business sector by having 11 subsidiaries (Divisi IT, n.d.), and carried out electricity processes (Sardjono et al., 2020) for the Indonesian needs.

Problems in the field based on data showed there is still a gap in realizing PLN employees' performance, which is seen from achievement of the realization target in 2014 with 400. This target was realized at 300, hence there was a gap of 100 in 2015 with 400. Nevertheless, the target was realized amounting to 340, therefore, there was a gap of 60 in 2016 with 400. The target was discovered at 300 with a gap of 100, and in 2017 with a target of 400 and realization of 250, hence, there was a gap of 150, and in 2018 with a target of 400. In addition, there was a realization of 250 and a gap of 150.

The management approach captures the staff's expertise and experience, both of which is stored for the company's benefit (Mårtensson, 2000). Therefore, distribution evaluation is necessary to be implemented in a company.

The implementation of knowledge sharing process which has been operating at PLN can be optimally carried out. Hence, an evaluation is needed to analyze employees' knowledge process with a KMS. This aims to change tacit knowledge into explicit, which is useful for each employee. Also, the implementation of knowledge should be carried out effectively to increase performance, and their knowledge can be adequately evaluated.

Previous studies confirmed that KMS positively and significantly influence company, human resource, and organizational performance (Abubakar et al., 2019; Ha et al., 2016; Said, 2015; F. Torabi & El-Den, 2017; M. H. R. Torabi et al., 2016). However, no study has been conducted to identify the indicators of KMS that enhance performance. Therefore, this study aims to recognize the factors that improve employee performance in using Knowledge Management Systems at PT PLN (Persero).

2.Significance of The Study

The role of knowledge management at PT Perusahaan Listrik Negara is part of the implementation of the employee self-development program which aims to support and increase the potential of employees in achieving

PLN performance targets and face business challenges that have an impact on improving employee performance itself. The types of PDP include:

(1) Knowledge Sharing (KS)

(2) Community of Practice (CoP)

(3) Knowledge / Knowledge Capturing (KC) documentation

(4) Innovation / discovery of new things that are different from existing / known ones or improvements in the form of ideas / concepts / methods / tools recognized by the Research and Development Center (PLN PUSLITBANG)

3.Review of Related Studies

Afifah, N. Z., Andrawina, D. L., & St., Mt, A. K. (2011, 19 November). Conduct research to assess the readiness of the knowledge management system in Company G based on people, process, and technology factors. In this study, it can be seen that the personal factor has the highest level of importance and readiness with a weighting of the importance level of 45.78% and a value of 3.186. The second level of readiness is the process factor of 3.079 with an importance level of 23.24%, and the last is the technology factor of 3.053 with a weight of importance greater than the process, namely 30.98%.**Ahmad Sahas, N., & Arik, P. (2017, September).** Conducted research on the influence of Knowledge Management on Employee Performance and Review Company Performance on Employees (PT Semen Indonesia Persero Tbk). Their research shows that variable knowledge management has a significant effect on Employee Performance. This is evidenced by an at-count value of 8,669 and a probability of as high as 0,000 (P <0.05), Knowledge of Management has a significant influence on Company Performance.**Assegaff, S., Hussin, A. R., & Dahlan, H. M. (2012, 21 May).** Conduct research on pre-adoption of KMS: user acceptance from a knowledge worker perspective. This study explains that the current KMS acceptance model focuses on evaluating and understanding user acceptance from a knowledge seeker perspective. There is a lack of models to evaluate and understand users from the perspective of knowledge seekers and contributors. Thus, this study proposes a modified model for understanding the acceptance of KMS by knowledge workers.**Azizah & Wahid, (2011).** Researching evaluating organizational readiness in implementing the Knowledge Management System (KMS) at Raharja College. The results of this study indicate that the expected output of this study is the priority ranking of the selected criteria in determining the evaluation of organizational readiness in implementing KMS that supports the decision-making process.**Bairi, J., Manohar, B. M., & Kundu, G. (2011).** Conduct research on knowledge retention in the IT service industry. This research shows that it is possible to link retention initiatives with perceived business benefits based on this research.**Brahmaratih, I., & Mukhsinah. (2014).** Conduct research on the influence of products, people, processes, and physical evidence on customer loyalty at PT. Samudera Shipping Services - Surabaya. The results showed that the product variable had a significant positive effect on loyalty, a t-statistic value that was greater than 1.96 indicates that 3.020. These results indicate that the first hypothesis, H1: The effect of the product on loyalty, is accepted. The variable person does not affect consumer loyalty. The t-statistic value which shows less than 1.96 is 1.163. So, the second hypothesis (H2), "affects customer loyalty," is rejected. Process variable has a significant positive effect on customer loyalty; a t-statistic value greater than 1.96 indicates that 2.420. These results indicate that the third hypothesis (H3), "The process affects customer loyalty," is declared accepted. The physical evidence variable has a significant positive effect on customer loyalty, and the t-statistic value is greater than 1.96 indicates that 5.335. These results indicate that the fourth hypothesis (H4), "Physical evidence affects customer loyalty," is accepted.**Desita Maria, (2017).** Researching the application of Knowledge Management in improving Librarian Staff Performance: a case study at the UNIKA Santo Thomas Library in Medan. The results showed that the implementation of knowledge management in the UNIKA Library had been widely implemented. This can be seen from human resource competence, and employees attend training, simulations, and seminars conducted by the library and from outside parties. With these activities, knowledge can be shared with other employees through discussions through library discussion forums. In terms of knowledge processing, it is carried out by applying the SECI model (Socialization, Externalization, Combination, Internalization). In terms of tools, technology acts as a means of transferring knowledge, among others, by capturing, storing, and making it easier to reuse information.**Darudiato, S., & Setiawan, K. (2013, June 30).** Conduct research on Knowledge Management: concepts and methodologies. Their research explains that the knowledge of each individual in an organization or company must be different, causing that knowledge to not develop evenly in their environment. Thus, Knowledge Management becomes one of the solutions to assist the processing of knowledge so that an individual in an organization or company can have the same knowledge.Then with the same knowledge, it can help develop an organization or company. **Euis Oktavianti, (2015).** Conduct research on the level of readiness for implementation of Knowledge Management at the

Surabaya State Polytechnic. Their research shows that KM Readiness has reached 62.63%. This figure shows that POLSRI is at level 3, which means that POLSRI has the ready (accepted) title. This shows that the POLSRI is ready to implement Knowledge Management. Faizal, (2017). Conduct research on the analysis and application of the Knowledge Management System at PT. Metaplasia. This study shows that the data evaluated based on the KMS success model shows that the effect is very satisfactory for the User Satisfaction factor on the KMS application prototype, which is 83.11%. Faldhi, F. (2019). Conducted research on the analysis of Knowledge Management System implementation readiness at UPN "VETERAN" Jakarta. Their research shows that based on data processing results in this study, the KMO-MSA value is 0.953. and it is also known that Bartlett's Test value is 0,000. This shows that the data that has been collected is fit to be factored in. **Hosseini, M. R., Tahsildari, H., Hashim, M. T., & Tareq, M. A. (2014).** Conduct research on The Impact of People, Process and Technology on Knowledge Management. Their research shows a positive significant correlation through mathematics learning achievement between people, processes, technology, and knowledge management; therefore, all variables are significantly correlated. However, it was found that the process has a higher correlation with KM compared to humans. **Husin, A. (2017, July).** Researching the Influence of Knowledge Management on Lecturer Empowerment: A Case Study of Lecturers at Private Universities. Their research shows that knowledge creation and knowledge application affect lecturer empowerment, while knowledge storage and knowledge sharing do not affect lecturer empowerment. The implication of research results is the need to develop knowledge in higher education through interaction with other lecturers in the campus environment to encourage the knowledge created to be maintained and sustainable.

4. Objectives of The Study

The objectives that will be achieved by researchers in this study are as follows:

(1)   To determine the effect of People on employee performance using Knowledge Management Systems at PT PLN (Persero)

(2)   To determine the effect of the Process on employee performance using Knowledge Management Systems at PT PLN (Persero)

(3)   To determine the effect of technology on employee performance by using Knowledge Management Systems at PT PLN (Persero)

(4)   To find indicators that can increase Employee Performance in using Knowledge Management Systems at PT PLN (Persero)

(5)   To find an overview of the model that can be used to evaluate the measurement of Knowledge Management Systems at PT PLN (Persero.

5. Hypotheses of The Study

The hypothesis in writing this article is that people, processes, and technology are further reduced to several dimensions based on performance and organizational change (Burke & Litwin, 1992). Namely, employees always share knowledge with colleagues who carry out the same tasks in one field (Sofiati, 2014). Employees invite colleagues to use KMS (Kristin & Sardjono, 2013). Employees receive training on how to use KMS (Tien, 2017). The company provides rewards for every employee who shares their knowledge (Afifah et al., 2011). The ability of employees to access KMS (Darudiato & Setiawan, 2013) is part of the people factor. Process factors consist of Knowledge Creation (Husin, 2017), Knowledge Storage (Igbinovia & Ikenwe, 2018), Knowledge Retention (Bairi et al., 2011), Knowledge Sharing (Murad et al., 2018), Knowledge Utilization (Puryantini et al., 2017) and work accuracy (Desita, 2017). Organizational performance and change models, according to (Burke & Litwin, 1992), according to (Tobing, 2011), are models that can ensure harmony and synergy between all organizational dimensions to make changes. Dimensions of technological factors are taken from the quality of KM features and content according to (McCuiston & Jamrog, 2005), Complexity barriers (Barovih & Salimin, 2018), Creativity (Kosasih & Budiani, 2008), Cost and time reduction (Nurpratama, 2015), Building knowledge (Aryani & Assegaff, 2017), Effectiveness (E et al., 2017). The hypotheses generated in this review are:

H1: People's Knowledge affects employee performance positively.

H2: The process of using KMS has a positive effect on employee performance.

H3: Technology has a positive effect on performance.

6. Population and Sampling Techniques

This study wascarried out using a survey method, and questionnaire was used to obtain data from employees.The results were analyzed using the SPSS to measure the relationship between the variables. Furthermore, summative evaluation method through quantitative data was utilized, anda descriptive statistical analysis was conducted to describe the data and relate it to the phenomenon of the study. Inferential statistics werealso used to measure the relationship between variables.

Based on the employment data, the population of PLN employees was 100 people. Meanwhile, employees who intended to become permanent workers do not include those who change during business hours. Also, the sampling technique used probability, namely purposive sampling. According to (Sugiyono, 2016), the main goal is those who are considered to know best about the expectation of theresearch team. The next data collection technique was questionnaire, which was distributed to PLN Human Resources Management System Divisions. However, the employee in question does not include thosethattheir working hours are shift. Therefore, the statement used in the questionnaire refer to the results of a literature study on the concept of Knowledge Management.

6.1. Sampling Techniques

The sampling technique in this study uses probability, namely purposive sampling according to (Sugiyono, 2016), the main objective is those who are considered to know best about what the researcher expects. Based on the research sample above, the researchers carried out various characteristics regarding the respondents in this study which consisted of:

Table1. Sampel Pegawai di PT PLN (Persero)

Characteristics	Amount
The population of all employees at PT PLN (Persero)	1000
Permanent Employees of PT PLN (Persero)	(750)
Power Expert / Subsidiary / Shift Employee	(150)
Total	100

6.2. Data Analysis and Interpretation

This study uses primary data, which is carried out by directly filling in the invitation link sent via corporate/personal email by the Human Capital Management Systems Division in the Knowledge Management field to 100 selected employees at PT PLN (Persero). The following is the questionnaire distribution data that has been analysed:

Table2. List of Responded.

Response Data	Amount	Response Rate
Distributed Questionnaires	100	100
Questionnaires Were Not Returned		
Questionnaires Were Not Returned	0	0
Questionnaires Were Not Returned		
Incomplete Questionnaire	0	0
Processable Questionnaires	100	100

Based on Table 1, it can be seen that of the 100 respondents' invitations sent on the link provided by Mr. Ibnu Nur Azmi Uma as the Assistant Analyst for the knowledge management program in the field of knowledge management in the human capital management system division of PT PLN (Persero), all of them can be processed by researchers, so that research can be proven by processing data validity and reliability testing.Based on Table 1, it can be seen that of the 100 respondents' invitations sent on the link provided by Mr. Ibnu Nur Azmi Uma as the Assistant Analyst for the knowledge management program in the field of knowledge management in the human capital management system division of PT PLN (Persero), all of them can be processed by researchers, so that research can be proven by processing data validity and reliability testing.

Table3. Summary of Validity Tests

Factor Variable	R_{Count}	R_{Table}	Description
People	0,86	0,20	Valid
Process	0,80	0,20	Valid
Tchnology	0,88	0,20	Valid
Employee Performance	0,88	0,20	Valid

Based on Table 3, on the questions on the People, Process, and Technology variables, each question item has a significance value above the standard of 0.5 so it can be concluded that each question is valid and can be continued for reliability testing. Reliability test can only be done after an instrument has been confirmed its validity. This reliability test to show the level of reliability used is to measure the Cronbach 'Alpha coefficient. The alpha value varies from 0 - 1, a question can be categorized as reliable if the alpha value is greaterthan 0.60. The results of thereliability test are summarized in Table 4 below:

Table.4. Summary of Reliability Test

Factor Variable	Cronbach's Alpha Coefficient	Minimum Limit Value	Description
People	0,941	0,60	Reliable
Process	0,900	0,60	Reliable
Technology	0,936	0,60	Reliable
Employee Performance	0,942	0,60	Reliable

Based on Table 4. above, it explains that the Cronbach Alpha coefficient value for the People variable is at 0.941, the Process variable is at 0.900, the Technology variable is 0.936, and the Employee Performance Variable is at 0.942. These values prove that the variables People, Process, Technology and Employee Performance have good reliability values because they are above the Cronbach Alpha standard of 0.600.

According to (Ghozali, 2018), the KMO and Bartlett's Test numbers must be above (0.5). The provisions are based on the following criteria:

• If the probability (sig) <0.05, the research variable cannot be analysed further.

• If the probability (sig)> 0.05, the research variables can be analysedfurther.

Table5. KMO and Barlett Test Results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.812
Bartlett's Test of Sphericity	Approx. Chi-Square	1.611.639
	Df	153
	Sig.	.000

Based on Table 5 above, the KMO value is 0.812> 0.5. The Bartlet's Test of Spencity value is 1611,639, and a probability (sig) of 000 at significant <0.05 indicates that the data has significantly met the requirements for factor analysis. The Factor Rotation test shows that 18 question items are significantly divided into 4 factors with all factors loading above 0.5. The division of these factors includes:

(1) P1 - P6 is included in the Factor 1 component, with the name of the factor is People
(2) R1-R6 is included in the Factor 2 component, with the name of the factor being Process
(3) T1-T2 is included in the Factor 4 component, with the name of the factor being Technology
(4) K1-K4 are included in the Factor 3 component, with the name of the factor being Employee Performance

Factor analysis also shows the validity test results, and it is known that all items have a loading factor value> 0.50. This indicates that all statements are declared valid.

6.3. HypothesisTest

6.3.1 Determination coefficient test (r square test)

The R^2 test is carried out to determine how the model can explain variations in the dependent variable. The researcher uses the Adjusted R^2 value to determine the coefficient of determination.

Table6. Summary of R Square Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.583[a]	.340	.319	.57358

From the R^2 test results, the Adjusted R^2 value is 0.340, or 34%. This shows that the employee performance variable of 34% can be explained by Knowledge Management Systems (People, Process and Technology), and other variables explain the remaining 66%

6.3.2 Simultaneous f test

Table7. Simultaneous f test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.239	3	5.413	16.453	.000[b]
	Residual	31.584	96	.329		
	Total	47.823	99			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Technology, Process, People

Based on Table 7, the Simultaneous F Test results are 16.453. The probability value is 0.000 <0.05, indicating that simultaneously the People, Process, and Technology variables positively and significantly affect the performance of the employee.

6.3.3 Partial t-test

Table.8. Results of the Partial T-Test Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.250	.555		.451	.653
	People	.279	.087	.284	3.207	.002
	Proses	.392	.092	.364	4.263	.000
	Technology	.333	.074	.389	4.506	.000

Based on Table 8, it can be seen that the results of the regression coefficient between People and Employee Performance are 0.279, meaning that each increase in People is 1 unit with the assumption that other variables are constant, then Employee Performance will increase by 0.279. The T-test result is 3.207, and the Probability Value is 0.002 <0.05, indicating that People affectthe performance of employee positively and significantly. Based on the results of the partial T-test above, it shows that Hypothesis 1, which states that people have a positive impact on Employee Performance, is accepted. This indicates that Knowledge Management influences the employee's assessment of the People variable and its performance. The key to success in Knowledge Management can give a person visibility and recognition that they are an expert in their field and utilize their business success expertise. This research follows research conducted by (Nurpratama, 2015), which states that the People variable affects employee performance.The regression coefficient between Process and Employee Performance is 0.392, meaning that each process increase is 1 unit assuming that other variables are constant, then Employee Performance will increase by 0.392. The T-test result is 4.263, and the Probability Value is 0.000 <0.05, indicating that the process affectsthe performance of employee positively and significantly. The partial T-test results above show that Hypothesis 2, which states that the process positively affects employee performance, is accepted.Processes are responsibilities or tasks that are formal in nature or legal orders. A concrete example of a work procedure is the Standard Operating Procedure (SOP). SOPs are made and implemented to ensure that the work results are in accordance with the expected standards. In addition, SOPs can also be a guide in carrying out tasks so that task implementation becomes more effective and efficient.Employees in every field, starting from the general division, finance, even in the arrangement field, have their SOPs compiled based on the agency's objectives. Employees who can understand the SOP well will make it easier for employees to do work. This means that SOPs make a significant contribution to employee performance. This research follows research conducted by (Arilaha & Nurfadillah, 2018), which states that the process positively affects employee performance.The regression coefficient between Technology and Employee Performance is 0.333, meaning that each technology increase is 1 unit assuming that other variables are constant, then Employee Performance will increase by 0.333. The T-test result is 4.506, and the Probability Value is 0.000 <0.05, indicating that technology affectsthe employee performance positively and significantly. Based on the partial T-test result above, it shows that Hypothesis 3, which states that technology affects employee performance positively, is accepted. Technology is very influential in carrying out the employees' daily work. In detail, it can be explained based on the descriptions of respondents' answers that the internet is a tool used by employees to help their work, especially for employees in the field of environmental management, to design an excellent environmental arrangement, one of the things needed is technology or currently known as the internet. Technology makes a substantial contribution to the sustainability of the company. Ease of employee access to the internet can improve employee performance. Given the ease of use of the internet is very helpful for employees in doing their jobs.

This research follows the research conducted by (Arilaha & Nurfadillah, 2018), which states that technology positively affects employee performance.

6.4. Factors - Factors to Improve Employee Performance in Using the Knowledge Management System

Table9. Summary of Partial T-Test Results

No.	Variable	β	T$_{Count}$	Sig	Description
	Constant	0,25	-	-	-
1	People	0,28	3,21	0,00	Be accepted
2	Process	0,39	4,26	0,00	Be accepted
3	Technology	0,33	4,51	0,00	Be accepted

Based on Table 9, it can be seen that the People Variable influences Employee Performance positively and significantly. It can be seen from T-count value of 3.207 and a significance value of 0.002. People, or also known as employees, provide services to the community so that employees' knowledge increases, and work can be carried out quickly and efficiently. People have a significant role in contributing to the company. All employee success in Knowledge Management depends on people's willingness to share their knowledge. In this case, trust is an essential element in someone to share knowledge. This is following previous research conducted by (Nurpratama, 2015), which states that the People variable affects employee performance.Table 9 shows that the Process Variable influences Employee Performance positively and significantly. It can be seen from the T-count value of 4.263 and a significance value of 0.000. (Hosseini et al., 2014) said that the process consists of two main aspects, namely education, and training. Education aims to increase the positive things associated with training in the long term that is sustainable; Meanwhile, training helps employees keep up with changes and adjust to content related to short-term professional learning. In other words, training is a process to improve employee performance and accelerate the achievement of organizational goals. For this reason, in an effort to achieve success, an organization is obliged to map the things that need to be improved in its employees (Hosseini et al., 2014).Based on Table 9, it can be seen that the Technology Variable influences Employee Performance positively and significantly. It can be seen from the T-count value of 4.506 and a significance value of 0.000. Technology helps the organizations in collecting and using information. Thus, it makes the organizations gain easy access, reduces time and effort, and takes up less space (Hosseini et al., 2014). Knowledge, which is an integral part of technology, states that technology is any kind of knowledge that meets market needs. In general, technology will combine technical expertise (technos) and a knowledge base (logos). Information technology is needed as technology to facilitate KM so that it allows us to have comfortable and understandable access to knowledge (Nurpratama, 2015). Based on Table 9, it can be seen that the People Variable has a positive and significant influence on Employee Performance. This is evidenced by the T-count value of 3.207 and a significance value of 0.002. People, or also known as employees, provide services to the community so that employees' knowledge increases, and work can be carried out quickly and efficiently. People have a vital role in contributing to the company. 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6.5. Indicator That Can Improve Employee Performance in Using KMS

Tabl10. Process Variable Indicator Test Result

Factor	Indicator	Statement	Percentage (%)
Process	Knowledge Creation	Employees get a lot of knowledge and information through the KMS portal	75,30
	Knowledge Storage	KMS records all the problems that occur when employees use KMS and their solutions	76
	Knowledge Retention	The Information Technology field always updates the knowledge contained in KMS regularly	74,80
Process	Knowledge Sharing	Fellow employees can share through the use of KMS about the problems that occur and their solutions	74,80
	Knowledge Utilization	Information and knowledge obtained from KMS can improve employee performance	74,20
	Accuracy of work	Employees enter the knowledge they have into KMS without error and are easy to understand	76,80

Table 10 regarding the Result of Variable Indicators in Process states that the Process variable has several indicators, including Knowledge Creation, Knowledge Storage, Knowledge Retention, Knowledge Sharing, Knowledge Utilization, and Work Accuracy. The Knowledge Storage and Work Accuracy Indicators have the highest frequency among 76% and 76.80% based on these indicators. This shows that most respondents stated that fellow employees could share through KMS about problems and their solutions. Employees enter their knowledge into KMS without errors and are easily understood.

Table11. Results of People Variable Indicator Test

Factor	Indicator	Statement	Percentage (%)
People	Employee Roles	Employees invite colleagues to use KMS	78,40
	Communication	Employees always share knowledge with colleagues who carry out the same tasks in one field	79,20
		Employees in my division always share knowledge with colleagues and implementing units	79,00
	Training	Employees receive training on how to use KMS	80,60
	Rewards for sharing knowledge	The company provides rewards for every employee who shares knowledge	79
	Employee's ability to access KMS.	Employees can access KMS without difficulty anywhere	80,20

Based on Table 11. regarding the Results of Variable Indicators in People, it is stated that the People variable has several indicators, including Employee Roles, Communication, Training, Rewards for Sharing Knowledge, and Employee Ability to Access KMS. Based on these indicators, the Training Indicators and Employee Ability

to Access KMS have the highest frequency among the others at 80.60% and 80.20%. This shows that most respondents stated that employees received training on using KMS, and employees could access KMS without difficulty anywhere.

Table12. Technology Variable Indicator Test Results

Factor	Indicator	Statement	Percentage (%)
Technology	Quality features and content of KM	The language used by KMS is easy for employees to understand	75,20
	Complexity barriers	Employees can use KMS easily	71,60

Based on Table 12. The Results of Variable Indicators in Technology states that the Technology variable has several indicators, including Quality Features and KM Content and Complexity Barriers. Based on these indicators, the two indicators have a frequency of 75.20% and 71.60%. This shows that most respondents stated that employees easily understood the language used by KMS and that employees could use KMS easily. Increase the use of KMS as a sharing medium by providing space for sharing knowledge and experiences for each employee is important. It is because the results of this study indicate that the factor that most influences the employer's performance is people. The role of the people in the company is very important if entrepreneurs do not directly share their knowledge and experiences using KMS sharing media. Useful and effective information based on data and knowledge that is continuously developed and enriched with employee experiences can help reduce existing problems. The quality of KMS, including data and information that is always up to date, can influence entrepreneurs to share knowledge and experiences with other entrepreneurs. Thanks to the quality of KMS, users can get more useful information and knowledge to support company innovation. In addition, real-time information transmission and dissemination helps the sharing process to be effective and efficient. The existence of supporting facilities for information technology is crucial in implementing KMS. Because the implementation of KMS cannot happen if it is only supported by human resources.

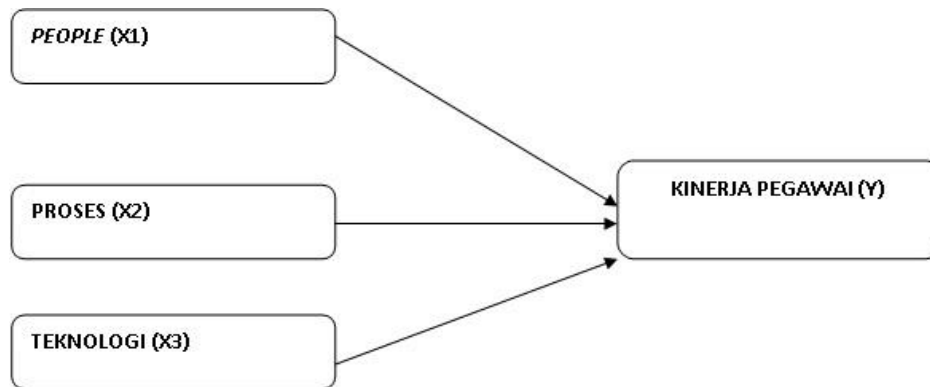**6.6. Modelling That Can Be Used in Evaluating KMS Measurements**

Figure.1 Models that can be used in the evaluation of PT PLN (Persero) 's KMS

Based on Figure 1, it can be seen that the factors used to evaluate KMS on the performance of employees at PT PLN (Persero). The factors that are formed are People, Process, and Technology. To get the more dominant factors and must be considered, then a regression must be done between these factors and the value of the KMS according to the respondent obtained based on the results of the questionnaire as attached in Table11

Table.13 KMS Model Evaluation Test Results

NO	MODELING	TEST RESULTS
1	*People to Employee Performance*	0,279
2	Process to Employee Performance	0,392
3	Technology to Employee Performance	0,333

Based on Table 13, it shows that People contributed 0.279 to Employee Performance. The process contributes 0.392 to employee performance, and technology contributes 0.333 to employee performance. Therefore, based on the evaluation of the KMS modeling, the regression equation models in this study are:

$$Y = 0.250 + 0.279 \, X1 + 0.392 \, X2 + 0.333 \, X3 + e$$

7.Recommendations

- It is recommended to the leadership of PT PLN (Persero) to be able to pay attention to the conclusions of this study and review each policy in an effort to realize the formation of human resources who understand and

understand the importance of implementing knowledge management as a form of initiative from each head office employee so that togetherness and the role of employees in managing knowledge and information that can improve the quality of human resources for project clients as well as for the operational needs of all employees who are members of PT PLN (Persero)

- It is hoped that the results of this study can inspire as well as as a reference for further research in revealing the meaning in knowledge management strategies, to be able to see, study phenomena that occur in organizations, especially HR behavior in organizations towards understanding knowledge management. With the research that has been done, it is hoped that there will be a continuation of evaluation that can develop activities from research in order to help achieve results and decisions.

- It is hoped that this research will not stop here, of course the results of this research cannot be generalized, therefore there are still many things that must be developed and understood from Knowledge Management and the next level.

8. Conclusion

In this study, a Knowledge Management System (KMS) analysis was carried out on the performance of employees at PT PLN (Persero). Based on the analysis conducted, several problems were found. After testing the management knowledge system evaluation model, the conclusions that can be drawn are as follows:

1. People variable has a positive and significant influence on employee performance. This is evidenced by the T-count value of 3.207 and a significance value of 0.0022.

2. Process variables have a positive and significant influence on employee performance. This is evidenced by the T-count value of 4.263 and a significance value of 0.000.

3. Technology variables have a positive and significant influence on employee performance. This is evidenced by the T-count value of 4.506 and a significance value of 0.000

4. Indicators that can increase employee performance in using Knowledge Management Systems at PT PLN (Persero) include the People variable consisting of Employee Roles, Communication, Training, Rewards for Sharing Knowledge, and Employee Ability to Access KMS. Process variables consist of Knowledge Creation, Knowledge Storage, Knowledge Retention, Knowledge Sharing, Knowledge Utilization, and Work Accuracy. Technology variables consist of KM Feature and Content Quality and Complexity Barriers.

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