

# Organizations Culture, Work-Life Quality, Organization Commitment to Implementing Knowledge Management and it's Implications to the Performance of Pdam (Indonesian: Perusahaan Air Minum Daerah; English: Regional Water Utility Company) Officers in Riau Province

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**Abstract:-** This study aims to obtain empirical evidence and find clarity of phenomena and conclusions about the influence of Organizations Culture, working life Quality, Organization Commitment to the Implementation of Knowledge Management and its implications for PDAM Employee Performance in Riau Province. The research is done by using the methods of descriptive and verification, the method of research is survey with the research type is explanatory research. The research is conducted on PDAM in the province of Riau, with the size of the sample as many as 223 of the size of the population as much as 503. Data research on obtained from a questionnaire with a scale ordinal 5 levels. Methods of analysis are used that method of Path Analysis. Based on the results of the analysis of descriptive, obtained conclusions are: Organizations Culture, working life Quality, Organization Commitment, Knowledge Management and Employee Performance, was on the criteria sufficiently to the good. Results analysis verification showed the influence of the significant and positive between the culture of the organization, the quality of life of the work, and the commitment of the organization towards implementation of the management of knowledge and there is the effect that a significant and positive management of knowledge on the performance of employees taps in the province of Riau.

**Keywords:-** *Organizations Culture, Working-Life Quality, Organization Commitment, Knowledge Management and Employee Performance.*

## I. INTRODUCTION

In difficult economic condition such as nowadays, the government can rely on BUMD (Indonesia: Badan Usaha Milik Daerah; English: Regional or Local Owned Enterprises, ROE) as a safety valve to the economy of the people. That hope will be achieved when the government has a healthy BUMD and is able to contribute to regional economic development. BUMD is a company that was founded and is owned by the regional government, both at the level of the Province or t district/city, where whole or in part of its capital owned by the Regional Government. The legal form of BUMD can be a regional company (Indonesian: Perusahaan Daerah, PD) or a Limited Company (Indonesian: Perseroan Terbatas, PT). BUMD which the legal form is PD, is the subject to applicable regulation which are set on the PD, while enterprises that the legal form is PT, is the subject to the applicable regulation concerning the Company Limited and implementation regulatory.

PD such as PDAM are not included in the structure of the regional institution and more of enterprises or a business entity without forgetting the social function. Thus, the function and role of the district/city government to the management of PDAM necessarily have to be distinguished with the function and role of the agency office and only limited as a supervisor and maker of policies that directly related to the interests of the public, such as the tariff setting. The district/city government should not interfere on aspects of managerial technic.

This research was conducted in Riau Province which has 12 district/cities. Each district/city has Drinking Water Management Company which the management is handed over to the PDAM, Technical Implementation Unit, and Drinking Water Management Agency. The basic ideas of doing the research in the province of Riau is because of the audit report of BPKP (Indonesian: Badan Pengawas Keuangan dan Pembangunan; English: State Development

Audit Agency) that the entire PDAMs in the province of Riau is unhealthy. It becomes the inspirations for the researchers to conduct studies and simultaneously conduct evaluations to why companies whose owner is the Regional Government still managed by unhealthy management. Overall, PDAMs in Riau Province have not been able to contribute to the increase in the Regional Original Revenues. That is, all the PDAMs in the province of Riau need to get serious attention from stakeholders, especially the government, to make the company able to improve its performance so that the needs of the community on the water that meets the requirements of cleanliness and health can be met both in terms of quality, quantity and continuity (Indonesian: kualitas, kuantitas dan kontinuitas, K3). The need on clean and healthy water is the demand and priority of whole human race. Moreover, with the increase in industrial growth, it requires water as the main requirement in the industrialization process.

Given that the extent of territory of the Province of Riau, the focus of research is on the 5 areas of districts/cities which the management are in form of PDAM, namely Pekanbaru City (PDAM Tirta Siak), Kampar District (PDAM Tirta Kampar), Indragiri upstream District (Tirta Indra), Bengkalis District (Tirta Bengkalis), and PDAM Indragiri Hilir District (Tirta Indragiri). The selection of the five regions are based on considerations as follows. First, PDAMs at the five regions that are in form of PDAM, have been long established and are located in the Regional District parent (not the district splitting/expansion). Second, the number of employees whose status as employees are

permanent is relatively quite a lot. Third, the region that already reflect a representative of the region of Province which consists on the region: land, sea and coastal regions.

Referring to the decision of the Head of Development Support Agency of Water Supply System No. 002/KPTS/K-6/IV/2010 About the Performance Assessment Services Implementation of Development of Water Supply System In Regional Water Utility Company said that the evaluation of performance of PDAM are grouped into three categories namely ; Healthy, Less Healthy and Not Healthy. The results of the audit that is used to assess the condition of the company in the three criteria, namely: Healthy, Less Healthy and Not Healthy.

- *Healthy Category, Scores More than 2.8*  
The PDAM which is able to grow and to improve cash and obligations of the loan, and operate installations efficiently in its service to the customers.
- *Less Healthy Category, Scores between 2.2 to 2.8*  
The PDAM which bears the risk on the cash situation and loan repayments in developing its services.
- *Not Healthy Category, Scores Less than 2.2*  
PDAM is incapable to bear the risk of cash and loans in giving service to the community.

Results ratings performance of PDAMs in the province of Riau, which were made as the object in the study can be seen in the following table 1.

No	City/District	PDAM Name	Criteria				
			2011	2012	2013	2014	2015
1	Pekanbaru City	"Tirta Siak"	1.50	1.83	1.53	1.77	-
			Unhealthy	Unhealthy	Unhealthy	Unhealthy	Unhealthy
2	Kampar District	"Tirta Kampar"	1.94	1.96	1.55	2.34	2.23
			Unhealthy	Unhealthy	Unhealthy	Less Healthy	Less Healthy
3	Indragiri Hulu District	"Tirta Siak"	1.77	1.67	1.71	2.23	-
			Unhealthy	Unhealthy	Unhealthy	Less Healthy	Less Healthy
4	Bengkalis District	"Tirta Bengkalis"	2.44	-	2.43	2.56	-
			Less Healthy	-	Less Healthy	Less Healthy	Less Healthy
5	Indragiri Hulu District	"Tirta Indragiri"	2.47	2.19	1.99	2.26	1.82
			Less Healthy	Unhealthy	Unhealthy	Less Healthy	Unhealthy

Table 1:- PDAM Performance in Riau Province 2011-2015

Source: Badan Pendukung Pengembangan Sistem Penyediaan Air Minum (English: Supporting Agency for the Development of Drinking Water Supply Systems) Publication, 2016

Based on the table 1 above, it can be analyzed that in general, the performance of PDAMs in Riau province are categorized of less healthy and not healthy. It is should be the concern of the holders of shares (stakeholders), considering that the presence of the companies are as the motors driving the regional economy. The hope of the government and stakeholders that PDAMs are able to

provide the best services to the community through the improvement of the quality, quantity, and sustainable continuity.

One of the indications for assessing the performance of employees PDAMs can be seen from the level of effectiveness and efficiency in the activities of production.

The following data illustrates the low performance of employees in terms of the level of water loss (leakage).

No	PDAM NAME	2015 Percentage
1	Tirta Siak	62.00%
2	Tirta Kampar	31.56%
3	Tirta Indra	36.51%
4	Bengkalis District PDAM	34.71%
5	Indragiri Hulu District PDAM	38.00%
Averages		40.56%

Table 2:- PDAM Water Leakage Level Percentage in Riau Province 2015

Source: PDAM in Riau Province

Based on table 2. it can be seen that the level of water leakage in PDAMs in Riau Province is relatively very high with an average value of 40.56 %. The conditions certainly have very large effect to the health of the organization because production is not effective and not efficient. Drinking water companies are demanded to be able to provide the best service, so employees must have the knowledge and skills in providing services to the community. Meanwhile, to increase (K3) quality, quantity and continuity, employees are required to be able to implement program improvements continuously to the entire functions that exist within the company, in order to know what that felt by customers in continuously.

The results of the study is expected to be beneficial to the interests of the theoretical as well as the practical interest, as follows:

#### A. Theoretical Benefit

- Give contribution in the development of scientific knowledge, especially knowledge human resource management
- Being reference in the study which were related to the culture of organization, the working life quality, organization commitment, and knowledge management and performance of employees PDAMs in the province of Riau.

#### B. Practical Benefit

- Valuable input for the development and improvement of power competitiveness of employees PDAMs in the province of Riau in particular related to the culture of organization, the working life quality, organization commitment, and knowledge management and performance of employees PDAMs in the province of Riau.
- As the reference for the subsequent researchers who were interested to examine it more comprehensively about the factors that affect the performance of employees PDAMs in the province of Riau.

## II. THEORETICAL STUDY, THINKING FRAME WORK, AND HYPOTHESES

### A. Theoretical Study

#### ❖ Performance

Mangkunegara (2009: 67) explains that the term performance comes from the word “job performance” or “actual performance” which means work performance or achievement achieved by someone at work. This understanding emphasizes more on the individual aspects, where the performance in question is the employee's performance which is shown through the achievements achieved by an employee at work. Cascio (2013: 693) performance as a way to ensure that individual or team workers know what is expected of them and they remain focused on effective performance by paying attention to objectives, measures and assessments. While Daft (2010) said that performance is the ability of an organization to achieve its goals by using resources efficiently and effectively. Performance is the value of a series of behaviors jobs that provide contributions, either in positive or negative, on completion of the purpose of the organization.

Payaman (2005: 10) explained that each person's performance is influenced by many factors that can be grouped into 3 (three) groups, namely: (1) individual competencies such as the ability and skills to do work; (2) organizational support such as the availability of work facilities and infrastructure and the comfort of the work environment; and (3) management support such as leadership and work environment.

The parameters from the employee performance determined in the PDAM Corporate Plan are as follows:

- Priority scale approach by comparing it pair each core competencies/base in order to obtain basic competency priority order.
- Approach through customization.

PDAM Corporate Plan has set the indicators that are used to measure performance, namely:

- Priority Scale Approach, measured by indicators as follows:
  - ✓ Integrity
  - ✓ Customer Oriented
  - ✓ Visioning
  - ✓ Innovation
  - ✓ Entrepreneurship
- Approach through adjustments, measured by indicators as follows:
  - ✓ Service of Excellence
  - ✓ Driving for Professional
  - ✓ Adaptive to Technology
  - ✓ Mastering in K3 (Quality, Quantity, Continuity)

#### ❖ *Knowledge Management*

According to Mathis and Jackson (2010: 254), Knowledge management is a conscious effort to get the right knowledge to the right people at the right time so that it can be shared and put into action. According to Lyons (2006) The management of knowledge is a concept whereby companies consciously and comprehensively acquire, organize, share, and analyze knowledge, in terms of resources, documents, and human expertise. Gorelick (2004) revealed that knowledge management combines the human factors (people), processes, technology that is motivated by culture to ensure that performance and learning processes continue to grow.

#### ❖ *Organization Culture*

According to Robbins in Wibowo (2013: 17), organization culture is a general perception held by members of the organization, a system of shared meaning. Greenberg and Baron in Wibowo (2013: 17), stated that organization culture as a cognitive framework that consists of attitudes, values, norms of acceptable behavior and expectations shared by members of the organization. The roots of each organization culture are a set of core characteristics that are valued collectively by members of the organization.

According to Denison in Tika (2006) there are four principles of primary and integrative regarding the relationship of lead forth between the culture of the organization with the effectiveness of the performance of companies that include the dimension of organizations cultures, stuff is in line with the opinion Moebley (2005) which includes the involvement, consistency, adaptability, and mission.

#### ❖ *Working life quality*

The quality of working life seeks to create a work climate that humanizes human beings so that the members of the organization are viewed with dignity and their dignity, which is very necessary for their involvement in achieving organizational goals, not only as mere factors of production.

According to Cascio (in Nawawi, 2012: 23) the components of the quality of working life that need to be

created, fostered, and developed in order to create an organizational environment and competitive human resources, including:

- Restructuring Work can be measured by indicators as follows:
  - Career Development
- The reward system can be measured by indicators as follows:
  - Equitable Compensation
- Participation can be measured by indicators as follows:
  - Employee Participation
  - Communication
- Environmental Working, can be measured by indicators as follows:
  - Safe Environment
  - Conflict Resolution
  - Job Security
  - Job Healthy
  - Pride

#### ❖ *Organization Commitment*

Meyer & Allen formulated a definition of commitment in organizing as a psychological construct that is characteristic of the relationship between organizational members and their organizations and has implications for the individual's decision to continue his membership in the organization.

Allen & Meyer (in Sudarmanto, 2009: 102) suggested the following commitment indicators:

- Affective Commitment, which is related to the emotional connection of members to their organizations, and the involvement of members with activities in the organization.
- Continuance Commitment, which is related to the awareness of members of the organization so that he will suffer losses if he leaves the organization.
- Normative Commitment describes the feeling of attachment to continue to be in the organization

B. Idea Framework

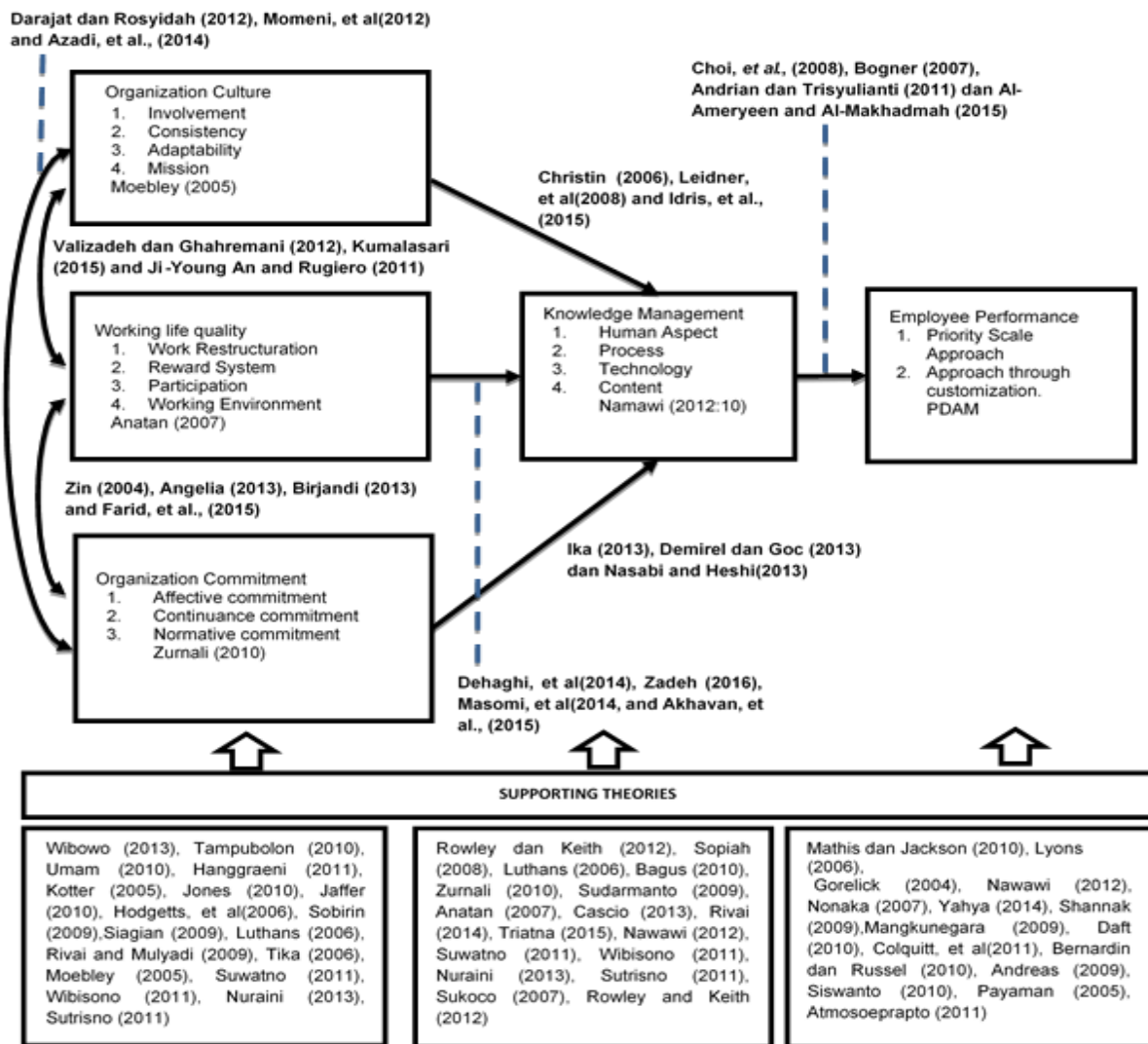


Fig 1:- Research Paradigm

C. Hypothesis

Based on a review theory formulated hypotheses as follows:

- There is an influence of organization culture on the Implementation of employee Knowledge Management in PDAMs in Riau Province
- There is an influence of Quality of working life on the Implementation of Employee Knowledge Management in PDAMs in Riau Province
- There is the influence of commitment of Organization on the Implementation of Knowledge Management employees at PDAM in Riau Province
- There is a simultaneous influence of Organization culture, Quality of working life and Organization commitment to the Implementation of Employee Knowledge Management in PDAMs in Riau Province.
- There is an Influence of Knowledge Management on the performance of PDAM employees in Riau Province

III. RESEARCH METHOD

A. The Applied Method

This research is designed to answer the problems that have been formulated and the objectives to be achieved, and to test hypotheses. In accordance with the purpose of research it is to explain the relationship causal between variables through testing the hypothesis, then the type of research is using method survey with the type of research explanatory research. According to Hair, et al (2006: 707) explanatory research is used to explain the causality relationship between research variables through hypothesis testing.

Research is using the approach to the analysis of quantitative by using methods Path Analysis (analysis path) by using SPSS, so it can be analyzed the influence directly, and not directly between independent variables with dependent variable.

**B. Variable Definition**

➤ *Organization culture Variable (X1)*

Organization culture is a system of meaning or significance along the embraced by the members that distinguishes the organization from other organizations (Robbins and Judge, 2011: 525).

➤ *Quality of working life Variable (X2)*

Quality of work-life can be defined as an employee’s perception of mental and physical well-being when working (Cascio: 2003).

➤ *Organization commitment (X3)*

Organization commitment is a situation in which an employee sided with the specific organization as well as the goals and desires to maintain membership in the organization (Robbins and Judge, 2008: 100)

➤ *Knowledge Management Variable (Y)*

Knowledge management (Y) is a concept in which a company consciously and comprehensively acquires, organizes, shares, and analyzes its knowledge, in the sense of sources, documents, and human expertise (Lyons: 2000)

➤ *Performance Variable (Z)*

Performance (Z) is a record of the results were obtained from the functions of the job specific or activities during the period of time specified (Bernandin & Russell: 2006).

**C. Resources and Data/Information Collection Techniques**

The type of data needed in this study are primary data and secondary data. Primary data sources were obtained from empirical research results through the distribution of questionnaires to PDAM employees in Riau Province as respondents.

Data collection techniques used in this study consisted of Questionnaires and Documentation.

**D. Research Population, Samples and Sampling Techniques**

In this study, the ones that became population are around the jobholder PDAMs in Riau province that is as many as 503 people, who are in the 5 districts/City in the province of Riau. Sampling using a cluster proportional stratified. Each item (individual) in the selected group will be taken as a sample. The formula for calculating sample size uses the Slovin formula as follows: (Sugiyono, 2009).

$$n = N/N.d2 + 1$$

where:

- n = The amount of samples
- N = The amount of population
- d2 = Precision (set at 5%)

Then the number of samples of this study are as follows:

$$\begin{aligned} n &= N/N.d2+1 \\ &= 503/(503).0.052+1 \\ &= 222.8 \text{ rounding up to } 223 \text{ respondents} \end{aligned}$$

**E. Design of Analysis and Test Hypotheses**

This section will discuss the analysis design, hypothesis testing, instrument testing, descriptive and verification analysis and model feasibility tests.

After the data is collected, the data is processed by a tabulation process, which is based on the category of data collection and then grouped and analyzed. For calculations in analysis, SPSS for Windows program tools are used. This program is used by the author to find out how much influence the organization culture, quality of working life and organization commitment to the implementation of knowledge management and its implications for the performance of PDAM employees.

**IV. RESEARCH RESULT AND DISCUSSION**

**A. Research Result Analysis**

Analysis of the results of the study discussed aspects of descriptive, verification, and hypothesis testing.

❖ *Research Variable Descriptive*

This study includes five variables namely Organization culture (X1), Quality of working life (X2), Organization commitment (X3), Knowledge Management (Y), and Employee Performance (Z). The five variables were measured by using a Likert scale of 5 levels. In the following sections, the descriptive of each of the variables are described in order to determine an overview of the condition of variables which were examined, the measurement of frequency distribution of respondents, and the value of the average (mean) to the provided criteria. The interpretation of each variable is presented in Table III as follows:

Average Score	Interpretation
4.51 – 5.0	Very good/Very high
3.51 – 4.5	Good/High
2.51 – 3.5	Good enough/High enough
1.51 – 2.5	Not Good/Low
1.0 – 1.5	Very bad/Very low

Table 3:- Interpretation of Research Variable Conditions Category

Source: Solimun (2011)

❖ *Average Score Value Variable*

Based on the calculation descriptive of each variable researcher, the analysis and interpretation are performed later, in accordance with the category in table 3, the obtained recapitulation results as shown in table 4 as follows.

Variable	Average	Std. Deviation	Range		Category
Organization culture (X <sub>1</sub> )	3.465	0.128	3.337	3.593	Good Enough to Good
Quality of working life (X <sub>2</sub> )	3.438	0.180	3.258	3.618	Good Enough to Good
Organization commitment (X <sub>3</sub> )	3.492	0.241	3.251	3.793	Good Enough to Good
Knowledge Management (Y)	3.420	0.179	3.241	3.599	Good Enough to Good
Employee Performance (Z)	3.240	0.117	3.123	3.357	Good Enough to Good

Table 4:- Average Value of Achievement Scores for Each Variable  
Source: Descriptive data processing results, 2016

The calculation results in Table 4, show all the research variables are in the category of Good Enough to Good. Furthermore, to find out the average value of each

dimension from each bell variable can be seen in table 5 as follows:

Variable	Dimension	Average	Rank	Category
Organization culture (X <sub>1</sub> )	Involvement	3.483	3	Good enough
	Consistency	3.525	2	Good
	Adaptability	3.537	1	Good
	Mission	3.342	4	Good enough
Quality of working life (X <sub>2</sub> )	Work Restructuration	3.528	2	Good
	Reward System	3.598	1	Good
	Participation	3.391	3	Good enough
	Environment	3.285	4	Good enough
Organization commitment (X <sub>3</sub> )	Affective	3.643	2	Good
	Sustainable	3.709	1	Good
	Normative	3.349	3	Good enough
Knowledge Management (Y)	Human	3.361	3	Good enough
	Process	3.291	4	Good enough
	Technology	3.508	2	Good
	Content	3.587	1	Good
Employee Performance (Z)	Priority Scale	3.269	1	Good enough
	Approach through customization	3.203	2	Good enough

Table 5:- Achievement Scores for Each Dimension Category  
Source: Descriptive data processing results, 2016

Based on table 5 above, it can be analyzed that the value of the highest of all variables were studied are at variable commitment of the organization that is the dimension of sustainability commitment namely by 3,709, and that is in the rank of the highest both exist in variable commitment of the organization to the dimensions of affective namely by 3.643. While the lowest value is on the performance variable that is on the dimensions of the approach through adjustment that is equal to 3.203 and which is ranked second is on the performance variable on the priority scale dimensions that is equal to 3.269.

❖ *Verification Analysis*

Research verification, is a method which aims to examine in mathematical conjecture about the relationship between the variables of the problem that examined the

research is going to test the Influence of Organizations Cultures (X<sub>1</sub>), Working Life Quality (X<sub>2</sub>), and Organizations Commitment (X<sub>3</sub>) Against the Knowledge Management Implementation ( Y) and the Effect of Management Sciences (Y) To performance Employees (Z). analysis of the data with analysis Strip, using SPSS version 21.

➤ *Correlation Coefficient*

Correlation analysis is used to measure the amount of linear relationship between independent variables, or to find out how strong the relationship between several independent variables (X) which are studied. The results of the correlation coefficient calculation using the SPSS program are shown in table 6, as follows:

**Correlations**

		X1	X2	X3
X1	Pearson Correlation	1	.511**	.502**
	Sig. (2-tailed)		.000	.000
	N	223	223	223
X2	Pearson Correlation	.511**	1	.502**
	Sig. (2-tailed)	.000		.000
	N	223	223	223
X3	Pearson Correlation	.502**	.502**	1
	Sig. (2-tailed)	.000	.000	
	N	223	223	223

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 6:- Correlation Coefficient between Independent Variables  
Source: Descriptive data processing results, 2016

- The relationship between the variable Organizations Culture (X1) with Quality of working life (X2) obtained correlation value of 0.511 so that when consulted by the interpretation table value of r (correlation) have this level of relationship and the direction because its value is positive. Correlation between Organizations Cultures (X1) with Quality of working life (X2) is significant because of the significance of the numbers 0.000 less than at 0.05. The above statement can be interpreted when Organizations Culture (X1) is increased, then followed by an increase in Working Life Quality (X2).
- The relationship between organization culture variables (X1) and Organization commitment (X3) obtained a correlation value of 0.502 so that when consulted with the interpretation table r (correlation) has a moderate and direct relationship level because the value is positive. The correlation between Organization culture (X1) and Organization commitment (X3) is significant because the significance level of 0.000 is smaller than 0.05. The above statement can be interpreted if Organization culture (X1) is improved, then it is

followed by an increase in Organization commitment (X3).

- The relationship between the variable Quality of working life (X2) with Organization commitment (X3) obtained a correlation value of 0.502 so that when consulted with the interpretation table the value of r (correlation) has a moderate and direct relationship level because the value is positive. Correlation between Quality of working life (X2) with the Organization commitment (X3) is significant because of the significance of the numbers 0.000 less than at 0.05. The above statement can be interpreted if the Quality of working life (X2) is increased, then followed by an increase Organization commitment (X3).

➤ *The Coefficient of Variable Organization Culture Trajectory, Quality of working life, Organization commitment to the Implementation of Knowledge Management*

Causality relationship analysis, based on the results of calculations using the SPSS version 21 program, the coefficient trajectory amount obtained can be seen in table 7 below:

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.119	.153		.780	.436
	X1	.152	.042	.174	3.577	.000
	X2	.425	.045	.457	9.416	.000
	X3	.318	.044	.347	7.192	.000

a. Dependent Variable: Y

Table 7:- Coefficient Trajectory Value  
Source: Primary Data Processed, 2016

The calculation results in table 7 above, can be explained that:

- The influence of Organization culture (X1) on the Implementation of Knowledge Management (Y) has a

coefficient trajectory of 0.174. That is Organizations Culture (X1), has a contribution amounting to 0.174 to the Knowledge Management Implementation (Y), with more and better Organizations Culture (X1), then it will increase the Management Sciences (Y).



- The Effect of Quality of working life (X2) on the Implementation of Knowledge Management (Y) has a coefficient trajectory of 0.457. This means that Quality of working life (X2) has a contribution of 0.457 to the Implementation of Knowledge Management (Y). By thus getting better Working Life Quality (X2), then it will increase the Management Sciences (Y).
- The Effect of Organization commitment (X3) on the Implementation of Knowledge Management (Y) has a coefficient trajectory of 0.347. This means that Organization commitment (X3) has a contribution of 0.347 to the Implementation of Knowledge

Management (Y). By thus getting better Organizations Commitment (X3), then it will improve the management Pentaquin (Y).

➤ *Knowledge Management on Employee Performance Variable Trajectory Coefficient*

Based on the results of calculations by using SPSS version 21, then obtained the magnitude coefficient of the path variable management of knowledge on the performance of employees can be seen on table 8 the following

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.497	.129		3.865	.000
Y	.902	.039	.838	22.837	.000

a. Dependent Variable: Z

Table 8:- Coefficient Trajectory Value  
Source: Primary Data Processed, 2016

Based on table 8 above, it illustrates that the results of the calculation of the coefficient trajectory, that Knowledge Management variable (Y) affects the Employee Performance (Z) with a coefficient trajectory of 0.838. This means that Knowledge Management (Y) has a contribution of 0.838 to Employee Performance (Z). Thus, the better Knowledge Management (Y), it will improve Employee Performance (Z).

**B. Verification Discussion**

Verification Discussion will be explained regarding the effect of variable organizations culture, the quality of life of the work and commitment of the organization towards implementation of the management of knowledge and its implications on the performance of employees, either by partial or simultaneously

➤ *The Effect of Organizational Culture on the Implementation of Knowledge Management*

The influence of Organization culture to the Implementation of Knowledge Management, the value of the coefficient trajectory of 0.174 is obtained, and the value of tcount is 3.577, by taking a significance level  $\alpha$  of 5%, the value of ttable is 1.98, because the value of tcount greater than ttable, and the value of  $p$ -value of 0.000 is smaller than 0.05, then H0 is excluded and H1 is accepted, which means coefficients trajectory analysis have a significant contribution between Organization Culture to the Implementation of Knowledge Management. Thus, it can be concluded that Organization Culture has a significant influence on the Implementation of Knowledge Management. Organization Culture contributes to the Implementation of Knowledge Management as much as 0.174. The stronger the organization culture, it will have an impact on the increase of its Knowledge Management.

The results of the research and analysis of the data shown that the variable culture organizations have influence directly and not directly to the implementation of knowledge management. Direct Influence is 3.02%, the undirect effect through the quality of life of the work is 4.06%, the undirect effect through the commitment of the organization is 3.03% and the total effect of organizations cultures on the implementation of knowledge management is 10.11%. It means, the culture organization give contribution in the form of implementation of knowledge management for 10.11% so that if the culture of the organization increases, the management of knowledge will be increased by 10.11%. It shows that the culture of the organization has influence that is significant to the implementation of knowledge management employees.

Hence, it can be concluded that there is influence Organizations Culture on Knowledge Management Implementation employees PDAMs in the province of Riau.

➤ *The Effect of Quality of working life on the Implementation of Knowledge Management*

The Effect of Quality of working life on the Implementation of Knowledge Management, the value of the coefficient trajectory of 0.457, and the value of tcount is 9, 416, by taking a significance level  $\alpha$  of 5%, then the value of t table is 1.98, that is because the value of tcount is greater than ttable, and the value of  $p$ -value of 0.000 is smaller than 0.05, then H0 is excluded and H1 is accepted, which means of coefficient trajectory analysis has contributed significantly between Quality of working life on the Implementation of Knowledge Management. Thus, it can be concluded that Quality of working life has a significant influence on the Implementation of Knowledge Management. Quality of working life contribute to

Knowledge Management sebesar 0.457. The better the Working Life Quality, it will increase the Knowledge Management.

Based on the results of research and analysis of the data shown that the variable quality of life of the work has the effect of directly or not directly to the implementation of knowledge management. Direct influence is by 20.86%, the indirect effect through the culture of the organization is 4.06%, the indirect effect through the commitment of the organization is 7.96% and the total effect of the quality of life of working towards the implementation of knowledge management for 32.88%. This means that the quality of life of working give contributions in the form of knowledge management for 32.88%. It shows that the quality of life of the work has the effect that a significant and dominant towards the implementation of knowledge management employees.

Thus, it can be concluded that there is the influence of Working Life Qualifying towards Knowledge Management Implementation employees PDAMs in the province of Riau.

➤ *Effect of Organizational Commitment on the Implementation of Knowledge Management*

Influence of Organization commitment on the Implementation of Knowledge Management, the value of the coefficient trajectory of 0.347, and the value of tcount is 7.192, by taking a significance level  $\alpha$  of 5%, then the value of ttable is 1,98, that is because the value of tcount is greater than ttable, and the value of p-value of 0.000 is smaller than 0.05, then H0 is excluded and H1 accepted means of path analysis coefficients have a significant contribution between Organization commitment to Implementation of Knowledge Management. Thus, it can be concluded that Organization commitment has a significant influence on the Implementation of Knowledge Management. Organization commitment contributes to the Implementation of Knowledge Management of 0.347. The better the Organization commitment, it will improve Knowledge Management.

Based on the results of research and analysis of the data shows that there is the influence of commitment variable of the organization towards the implementation of knowledge management either directly or indirectly. Direct Influence is by 12.2%, the indirect effect through the culture of the organization is 3.06% and the indirect effect through the quality of work-life is 7.96%. So that the total effect of commitment of the organization towards implementation of knowledge management for 23.01%. This means that organization commitment plays a role in shaping knowledge management by 23.01%. This means that the quality of life of working give contributions in the form of knowledge management for 23.01%. Thus, the conclusion can be drawn that the commitment of the organization has the second high influence on the implementation of knowledge management. The high Organization Commitment, which is evident from the high commitment of Affective, Commitment to Sustainability

and Normative commitment will impact on the high of Knowledge Management.

Thus, it can be concluded that there is influence of Organization Commitment on the Implementation of Knowledge Management of the employees of PDAMs in the province of Riau

➤ *The Effect of Organization Culture, Quality of working life and Organization Commitment on Knowledge Management Implementation*

The result of the calculation, the value of Fcount is 141.989 if Fcount is greater than the Ftable (with independent degree of 3 and 219, Ftable for the 95% level is 2.64 is obtained). Because  $141.989 > 2.64$ , and the p-value (sig) of  $0.000 < 0.05$ , then H0 is excluded and H1 is accepted, that is, there is a linear influence between organization culture, quality of working life, and organization commitment to the implementation of knowledge management or it can be interpreted that there is a positive and significant effect simultaneously (together) between organization culture, quality of working life, and organization commitment to the implementation of knowledge management.

If it is seen from the results of the calculation of coefficient determinants (R2) which is expressed in a percentage, it illustrates the magnitude of the total effect of variable independent that consists of a variable Organization Culture, Working Life Quality and Organization Commitment of the Knowledge Management Implementation by 66.00%, while other factors which are not researched and also influence the knowledge management equal to 34.00%. Other not investigated factors but took effect on the Knowledge Management Implementation, for instance the variables of Development Career, Achievement, and Motivation. The dominant variables which influence the knowledge management are the variable of Working Life Quality with the value of 32.88%, then the variable of the commitment of the Organization to the value of 23.01%, while the variable of Organization Culture has the effect of which is the smallest with a value of 10.11%.

Thus, there is the influence of the Organizations Culture, Working Life Quality and Organizations Commitment is simultaneous to the Knowledge Management Implementation of the employees on PDAMs in the province of Riau.

➤ *Effect of Knowledge Management on the Performance*

The influence of Knowledge Management on employee performance, it is compiled that the value of the coefficient trajectory is 0.838, and the value of tcount is 22.837, by taking a significance  $\alpha$  level of 5%, then the value of ttable is 1.98, that is because the value of tcount is greater from ttable, and the value of p-value of 0.000, smaller than 0.05, then H0 is excluded and H1 is accepted, meaning that the path analysis coefficient has a significant contribution between Knowledge Management on performance. Thus, it can be concluded that Knowledge

Management has a significant effect on Employee Performance. Knowledge Management contributes to Employee Performance of 0.838. The better the Knowledge Management, the better Employee Performance will be.

Based on the results of research and analysis of the data, it shows that the variable management of knowledge does not have indirect effect because there is only one causality on knowledge management on the performance. The direct effect of knowledge management on performance is 70.20%. This means that knowledge management has a role in shaping employee performance by 70.20%. It means that the management of knowledge increases, so it will improve the performance of the employees by 70.20%, meanwhile the other factors were not investigated and helped to influence the performance of the employees by 29.80%. The factors that are not examined but also influence the employee performance such as Leadership, Job Satisfaction, and Compensation variables.

Thus, it can be concluded there is an influence of Knowledge Management on the performance of employees of PDAMs in the province of Riau.

## V. CONCLUSIONS AND SUGGESTIONS

### A. Conclusion

Based on the results of research and discussion in the previous chapter, the following conclusions are obtained:

- The Overview of the Organization culture, Quality of working life and Commitment of the organization of the employees of PDAMs province of Riau is as follows:
  - Based on the results of descriptive data processing; it can be concluded that the Organization culture is in the quite good to good category. Organization culture variable consists of four dimensions, namely: involvement, consistency, adaptability and mission. The dimension with the highest average value is the Adaptability dimension. While the dimension with the lowest average value is the dimension of Mission. The statement with the highest average value first is: "Management always communicates the main tasks and functions that must be done by employees", and the second highest average value on the statement: "The company is always trying to provide the best service to create customer satisfaction". However, the research is still there are aspects of the weak and aspects of the weak first on the statement: "The company has been able to achieve the vision of an organization that has been defined together with stakeholders" and aspects of the weakest The second is: "The company has had a planning strategy in running the business".
  - Based on the results of descriptive data processing; it can be concluded that the Quality of working life is in the quite good to good category. Variable Working Life Quality consists of four dimensions, namely: restructuring work, the system rewards, participation and environment work. The dimension with the highest average value is the reward system dimension. While

the dimension with the lowest average value is the Work Environment dimension. Statement by the value of the average highest first is: "I gain compensation is fair" and the value of the average highest second is: "Program development of career was based on the achievements of the work of each employee". However, the research is still there are aspects of the weak and aspects of the weak first is: The organization is able to create the working environment that is safe and comfortable, good environment which involves jobs as well as the environment that is associated with security and comfort in the work. Aspects of the weakest the second is: The organization provides a guarantee of safety work in full to the employees and their families in accordance with the level and positions within the structure of the organization.

- Based on the results of descriptive data processing, it can be concluded that the Organization commitment is in the good enough to good category. Variable Commitment The organization consists of three dimensions, namely: affective commitment, sustainability commitment and normative commitment, the dimension is with the value of the average high is the continuous commitment dimension. While the dimension with the lowest average value is the normative commitment dimension. The Statement by the value of the first highest average is: "The organization is able to make employees proud that they are part of the organization", and the second highest average value is: "I behave and behave positively to continue to do the best work for the company". However, the research is still there are aspects of the weak and aspects of the weak first on the statement: "In the work I have always put the results work best for the sake of the interests of the organization". Aspects of the second weakest is in the statement: "I have a loyalty to the height of the company".
  - Based on the results of descriptive data processing, it can be concluded that Knowledge Management is in the quite good to good category. knowledge management Variable consists of four dimensions, namely: the aspect of human, process, technology and the content, the dimensions of the value of the average high is the content dimension. While the dimension with the lowest average value is the Process dimension. Statement by the value of the average highest first is: "I have the knowledge that is quite sufficient to give a contribution to the company", the average value highest the second is: "I was able to implement the vision of the organization in practice to work everyday". However, the research is still there are aspects of the weak and aspects of the weak first is: The employees prioritize efficiency in work and the second weakest aspect is: the employees involved to participate in improving the management of knowledge.
  - Based on the results of descriptive data processing, it can be concluded that the performance is in the quite good to good category. Performance Variable consists of two dimensions, namely: approach the scale of

priority and approach through an adjustment, where the dimensions approach Priority Scale has an average value of the highest of the approach through the adjustment dimension has an average value of second highest. The Statement with the first highest average value is: "I continually try to understand, know and fulfill the customer needs which have positive impact on the progress of the organization". The second highest average value is: "I always follow the development of the right technology and the latest". But in this study, there are still aspects of the weak and the first weak aspects of the first is: The best service as part of the company's philosophy, and the second weakest aspect is: Creating new innovations to improve the efficiency and effectiveness of the work.

- Organization culture influences the Implementation of Knowledge Management of PDAM employees in Riau Province. The strong organization culture will, touch the pattern of behavior of everyday which is implemented in a consistent, whereas the weak culture implicates the lack of application of knowledge management. Organization culture at PDAMs is at the concept level, so it has not been able to improve knowledge management to the fullest.
- Quality of working life affects the Knowledge Management Implementation of PDAM employees in Riau Province. The implementation of the practice of the Working life quality that is able to lift the dignity of living of employees will, have the implications on the application of knowledge management. The practice of application of the Working life quality that is high, which is measured from the restructuring dimension, rewards system, participation and working environment will have an impact on the increasing the understanding of employees on the knowledge management.
- Organization commitment influences the Implementation of Knowledge Management for PDAM employees in Riau Province. The high commitment practice of employee which is reflected on the commitment that is affective, a commitment that is continuous and commitment that is normative, will have an impact on the increased knowledge management of the employees. Preferably, the low commitment has implications on the low level of understanding of the employees knowledge management.
- There is the influence of Organizations Culture, Working Life Quality and Organizations Commitment is simultaneous to the implementation of employees knowledge management of PDAMs in the province of Riau. The practice of implementation of consistent organization culture, working life quality and organization commitment will impact positively on the understanding and application of knowledge management. In contrast, cultural practices, low quality of working life and low commitment have implications for employees' poor understanding of the application of the concept of knowledge management.
- Knowledge Management influences the Performance of PDAM Employees in Riau Province. The management of knowledge can be implemented as a maximum on the employee through transformation technology that is correct, the content of the work that supports the work. As well as socialization in order to share knowledge and knowledge participation. The practice of knowledge management implementation that is consistent and continuous through the process of learning will be able to improve the performance of employees. The Implementation of knowledge management that is not consistent and sustainable will have implications on the poor performance of employees.

#### B. Suggestion

Researchers provide some practical suggestions in order to improve employee performance, as follows:

- The conditions of Organization Culture, Working Life Quality and Organization Commitment of employees PDAMs in the province of Riau is as follows:
  - Required to be increased in strong organization cultures through several ways, namely:
    - ✓ Leaders who are responsible must be able to translate the vision and mission in operational manner for the entire employee. The vision and mission that are not just a slogan and decoration on the walls are without meaning. The establishment of the vision and mission of the organization should involve stakeholders and are kept constantly in evaluation of whether the vision is realistic and can be run.
    - ✓ The leader must be able to spread and expand the vision and governance value in the pattern of leadership that in operational manner, the vision of the organization has been implemented as a system value and the culture of the entire organization.
    - ✓ Leaders need to initiate new ideas and innovation, so that the vision that will be achieved can be understood by the entire employee as a moral movement about the need for a vision for the organization that wants to grow and thrive.
    - ✓ The leader must be able to work together with employees to carry out the implementation of the strategy and is able to translate the strategic plan and operational plan in the form of activities and programs. So, the whole employees understand the direction and purpose in running the routine work.
    - ✓ The company should be able to implement the values of culture of the organization to the whole employees in the form of working behaviour every day like the ethics in giving service to the consumers, dressing ethics, communication ethics in the organization and positive behaviour to others.
    - ✓ There should be continuous socialization on the implementation of the vision and mission. Based on the description, they indicate that the opinion of the expert judgment supports the results of research on the organization culture of the PDAMs in the province of Riau.

- The working life quality needs to be improved by some of the steps below:
  - ✓ The company should be able to create the conditions of the working environment that is safe and comfortable so that employees get the guarantee of protection from the company. A form of guarantee of protection such as protection of the employee's future that he will not be laid off by the company. Furthermore, the form of guarantees comfort of others is the climate and atmosphere of the work that is very conducive, which is able to provide suggestions to the employee to feel the comfort of work.
  - ✓ The leader must be able to give priority program improvement on the welfare of the employees, as the basis for the improvement of the performance of employees, in addition it also should be able to seek the means and work infrastructure that is adequate to support smoothness of operational service.
  - ✓ The leader must be able to create a justice for the employee who has the competence and should be able to do the adaptation and effective communication, whether internal or external communication.
  - ✓ The leader must be able to ensure the safety and health work, through various programs of education/training. Health and work safety program should be the primary priority for the employees so that employees feel the positive impact for the employees' mental and physical health. For that, the leader must carry out standard operating procedures consistently. Leaders must be able to create comfortable working atmosphere without conflict.
- It is Required to increase the organization commitment in order to improve the knowledge management, which can be done by following means:
  - ✓ The company must prioritize the best work results and provide rewards that are proportional to employee expectations. Companies must provide a balanced reward between employees who excel and employees who do not excel. The treatment which is fair and not discriminatory will evoke the spirit of employees to increase commitment to the organization.
  - ✓ Commitment and involvement of all parties (stakeholders) are needed, so what that has been decided by the organization is the result of a joint decision, which should be run and accounted for collectively.
  - ✓ The leader must be able to demonstrate a his own commitment towards the values of ethics and regulations which become a guide to how to behave within the organization, hence encouraging the employees to follow the action of the leaders who are consistent and give the best achievements.
  - ✓ Commitment requires the support of communication that is effective, both from the element's leadership as well as of the whole employees. Thus, able to create employee loyalty to the organization. Loyalty is formed because of their suitability between the expectations of employees with the realization of the given company. Commitment requires transparency and consistency principles from the whole party that is involved in the organization. Commitment requires an evaluation of the leadership and employees. Commitments must be executed in accordance with the philosophy and values are adhered to the organization.
- The Implementation of the application of management knowledge can be done by means as follows:
  - Companies need people who are competent to maximize and utilize the information in an effective, thus, the leader should consider how to attract, develop, and maintain knowledge of members as part of the domain to advance the knowledge.
  - Implementation of management knowledge that is effective is required, not only it is determined by the sophistication of the computerized technology, but highly determined by the flow of the correct knowledge, the technology that is appropriate to communicate the appropriate knowledge and culture of the work place so that employees are motivated to utilize the knowledge.
  - It is Required for the leaders who implement a fair reward system, because of the activity of sharing and utilizing knowledge.
  - In order to improve the implementation and understanding of management knowledge, companies are required to design a system of incentives/compensation that is fair to employees, either of justice which are internal and external. Besides, the company is required to plan the system of awarding compensation based on performance.
  - The leader must be able to take advantage of the role of knowledge as a basis to bring forth the innovation, improving the response activities to the needs of customers, so it is able to increase the productivity and competence of employees who have been given the duties and responsibilities.
  - The leader must be able to form a team work that is solid, by fostering a sense of mutual trust among the employees from the aspect of intelligence and performance. The implementation of knowledge management requires commitment from the board of directors and management who support the application of knowledge management.
- The performance of employees can be improved through several ways the following:
  - The Company must implement a system of service excellence to the partners it works with. The provision of services in accordance with the demands and expectations of customers which has a positive impact on improving performance.
  - Employee evaluation system in PDAMs should be related to the reward and punishment. Employees who excel should receive rewards that are comparable to their achievements and vice versa.
  - The government must be responsible for the health of the company. If the company experiencing difficulties because of facilities and infrastructure of production already old, then the government should take the initiative to undertake the investment for the equipment, and

- The companies must create innovations in production activities. Innovations that are referred to, are in the form of innovative products, the innovation of service, the innovation of technology, and the innovation in systems management.
- To increase the role of culture of the organization towards the implementation of knowledge management it is suggested that the company formed a team to design the implementation of organization culture to involve the element of stakeholder that is associated with the program of the development of the organization, so that the culture of an organization can be implemented in practice work everyday. Besides that, to strengthen the application of organization culture, an understanding of the company's management team is needed so that the cultural dimensions which include, adaptation, involvement, consistency and vision can be applied in daily work practices. The involvement of employees in decision-making and consistency of the management of the company in implementing the policy will have an impact on increasing the role of organization culture. Onwards, the companies need to conduct the evaluation and improvement of organization culture through networking values, filtering, values internalization and empowering those values in practice work everyday so that the organization culture becomes stronger and improve the knowledge management. The program of organization culture empowerment is carried out continuously either in the planning, execution, and evaluation, thus, forming a sense of pride of the employees toward the organization as a form of manifestation of the formation of strong cultural mission.
- To increase the role of the quality of working-life towards the implementation of knowledge management, it is suggested that the company is openly provide firm and clear information, about the working-life quality program. For example, the issue of providing basic salaries and benefits to improve employee income. Thus, also about the rights of employees who are not paid by the company, such as funding pensions, severance payment for the employees who enter the retirement period. Another thing that should be done is that the government as stakeholders is that it should provide a solution that is aligned to the employees, so that the rights which become the demands of an employee can be fulfilled. If the rights that are demanded by employees have been met and balanced with the obligations that must be implemented, the quality of working life of employees will improve. The adoption and implementation of a consistent working life quality that will have the impact on the improvement of knowledge management. The companies must consider various policies that support the improvement of working life quality so that the implementation of knowledge management can be improved.
- To increase the role of organization commitment to increase the implementation of knowledge management, then it is recommended as follows: The company must create and implement programs directed to the efforts to improve the spirit of the work of employees. The form of the activities implementation are in the form of socialization program, monthly meeting and workshop, which discussed about the business or other form of the activities of which lead to the formation of the commitment of employees.
- In order to simultaneously increase contribution from the variables of Organization Culture, Working Life Quality and Organization Commitment to the Implementation of Knowledge Management for PDAM employees in Riau Province, it is necessary to involve all parties. Parties who are involved in the improvement of Knowledge Management, namely, government, employees, customers, leaders and the management who are jointly actively contribute to the improvement of employees' knowledge management.
- In the effort to optimize the role of Knowledge Management towards the performance of the employees, the company needs to give the opportunity to the employees to mutually learning, sharing and helping one each other. The companies are also required to able to carry out the transfer of knowledge to the whole employees and the process of learning continuously to the entire employee.

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