

The Effect of Knowledge Management, Skills, And Attitude on Employee Performance Mediated by Professionalism

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ABSTRACT

Keywords: knowledge management; skills; attitude; employee performance; professionalism.

This study aims to examine the effect of knowledge management, skills, and attitude on employee performance with professionalism as a mediating variable. In the current era of dynamic organizational competition, effective knowledge management, adequate skills, and positive employee attitudes are crucial factors for improving performance outcomes. However, these factors often require the presence of professionalism to optimize their influence on organizational effectiveness. This research employs a quantitative approach by distributing structured questionnaires to employees within the organization. Data were analyzed using statistical techniques to test both direct and indirect relationships among variables. The findings reveal that knowledge management, skills, and attitude significantly enhance employee performance. Furthermore, professionalism plays a mediating role, strengthening the effect of these independent variables on performance. This indicates that employees with strong professionalism are better able to apply their knowledge, utilize their skills, and maintain a positive attitude, which in turn leads to improved performance. The study contributes to the development of human resource management strategies by highlighting the importance of professionalism in maximizing employee potential. Practically, organizations are encouraged to foster professionalism through training, mentoring, and cultural reinforcement programs to sustain competitive advantage.

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INTRODUCTION

The development of today's business environment, which is increasingly significant and competitive among rivals, often prompts companies to intensify their efforts. Such circumstances result in highly intense competition between existing companies. This heightened rivalry is further driven by the rapid dissemination of information and advances in technology, leading to global and all-encompassing competition (Octaviandy & Angeline, 2019). Among the primary factors determining a company's success are human resources. Each company, whether in the industrial, trade,

or service sectors, must be able to develop human resources who perform effectively so that company objectives are achieved and remain agile in competing with any organization (Balog, 2020; Junita, 2021; Saha, Gregar, & Sáha, 2017). Labor thus becomes human resources within companies—requiring not only material prosperity but also the reinforcement of spiritual values—as this has become an important strategy in modern business discourse. This emphasis reflects the growing demands for high-quality labor (Fortuna, 2020). According to Hariandja, human resources are among the most vital factors in a company, alongside other factors such as capital. Therefore, human resources must be managed well to enhance organizational effectiveness and fulfill one of a company's core functions (Ferawati, 2017).

Several factors can lead to the substantial improvement and quality of human resources, including knowledge management, skills, and attitude (Al-Hawary, 2015; Haji, Madiistriyatno, Widayati, & Usman, 2021; Rezaei, Khalilzadeh, & Soleimani, 2021). Among the critical elements in the 21st century is attaining managerial effectiveness by identifying and transferring human resource insights to support company activities through timely adaptation and nurturing a skilled, innovative workforce that drives superior performance. The synergy between technology and competent human resources is crucial; for instance, a company may possess advanced tools and technology, but if human resources lack sufficient competence, this gap will inevitably lead to significant setbacks (Latief et al., 2019). Meanwhile, knowledge management helps companies improve the efficiency of work processes and procedures, enabling the transfer of insights to senior employees or other resources to boost overall efficiency (Sandi, 2019).

Every employee or prospective employee is expected not only to possess adequate knowledge and skills but also to demonstrate good character (Al-Hawary, 2015). Based on a study in the United States, 90% of layoffs are attributed to poor character traits, such as lack of responsibility, dishonesty, and poor interpersonal relationships (Fauzi, 2020). The attitudes exhibited by employees reflect how the company itself is managed and forecast how individuals may respond to issues within the organization. Attitude plays a crucial role in advancing a company, as human resources are the organization's most important asset (Fahmi, 2016). In this context, the intensifying competition for jobs each year requires individuals to continually prepare themselves to meet workplace demands. The characteristics demanded from human resources are now increasingly diverse and dynamic. Therefore, to remain competitive and meet these evolving demands, professionalism is essential for improving employee performance (Mustafa & Lleshi, 2024; Setyaningrum & Maharani, 2024; Yertas, 2024).

Accordingly, this research aims to examine the influence of knowledge management, skills, and attitude on employee performance. The discussion in this article will be framed within harmonious concepts to provide relevant answers to identified problems and validate these solutions empirically.

There are several studies, particularly those focusing on limited liability companies. One such source (Nisa, 2016) demonstrated that knowledge management has no significant effect on employee performance when considered individually. This finding is supported by a study by Laoh et al. (2016), which similarly explains that partial knowledge management does not significantly impact the performance of studied employees.

However, many studies report significant positive effects of knowledge management, skills, and attitude on employee performance. For example, research by Seriyawan (2020) states that knowledge has a positive and significant influence on

employee performance. Skills also have a similarly positive and significant effect, and attitudes are also shown to positively and significantly influence employee performance. Another study by Nurannisa (2020) found that knowledge, skills, and expertise have a significant impact on employee performance. Further evidence from Surianti, Razak, and Alam (2020) demonstrates that the variables of knowledge, skills, and attitude collectively exert a significant positive influence on employee performance. When considered individually, however, the variables of knowledge and skills have a significant positive effect, while the attitude variable does not show a significant individual impact.

The purpose of this research is to analyze and empirically test the influence of knowledge management, skills, and attitude on employee performance, aiming to provide a thorough understanding of how human resource competencies can be optimized for better organizational outcomes. The benefits of this research are twofold: theoretically, it enriches human resource management literature by integrating knowledge, skill, and attitude perspectives into the performance improvement discourse; practically, it offers recommendations for companies to design more effective training, recruitment, and performance evaluation systems.

RESEARCH METHOD

The research employed a quantitative design with a descriptive approach to examine the influence of Knowledge Management, Skills, and Attitudes on the employee performance at company XYZ. The target population consisted of XYZ employees. The study involved 20 indicators; each developed into a corresponding question. Given the large number of employees, no sampling frame was used. A random sampling technique was applied due to the homogeneous nature of the population.

The sample size was determined based on the estimated number of parameters, following the guideline that the number of samples should be five to ten times the number of indicators. With 16 indicators used, the sample size was set at 100 respondents.

Data collection involved literature review and primary data through questionnaires and surveys, supplemented by books, journals, and other relevant sources. This approach aligned with the quantitative research design, which requires both primary and secondary data.

To analyze the data, the study used variant-based Structural Equation Modeling (SEM), specifically the Partial Least Squares (PLS) method. PLS-SEM was selected because it allows simultaneous testing of measurement and structural models and is suitable for models with multiple endogenous variables. This method, akin to multiple linear regression, maximizes the explained variance in the dependent latent variables and includes quality assessment based on measurement model characteristics. The research employed a quantitative design with a descriptive approach to examine the influence of *Knowledge Management, Skills, and Attitudes* on employee performance at company XYZ. The target population comprised XYZ employees. The study included 20 indicators developed into 20 questions. Due to the large employee population, no sampling frame was used, and a random sampling technique was applied because of the homogeneous nature of the population.

The sample size was determined based on the estimated number of parameters, following the guideline of five to ten times the number of indicators. With 16 indicators relevant to the analysis, the sample size was set at 100 respondents.

Data collection involved literature review and gathering primary data through questionnaires and surveys, supplemented by books, journals, and other relevant

materials. This approach aligned with the quantitative design requiring both primary and secondary data.

Data analysis employed variant-based Structural Equation Modeling (SEM), specifically the Partial Least Squares (PLS) method. PLS-SEM was used since it allows simultaneous testing of measurement and structural models and is appropriate for models with multiple endogenous variables. The method maximizes the explained variance in dependent latent variables and includes data quality assessment based on the measurement model characteristics.

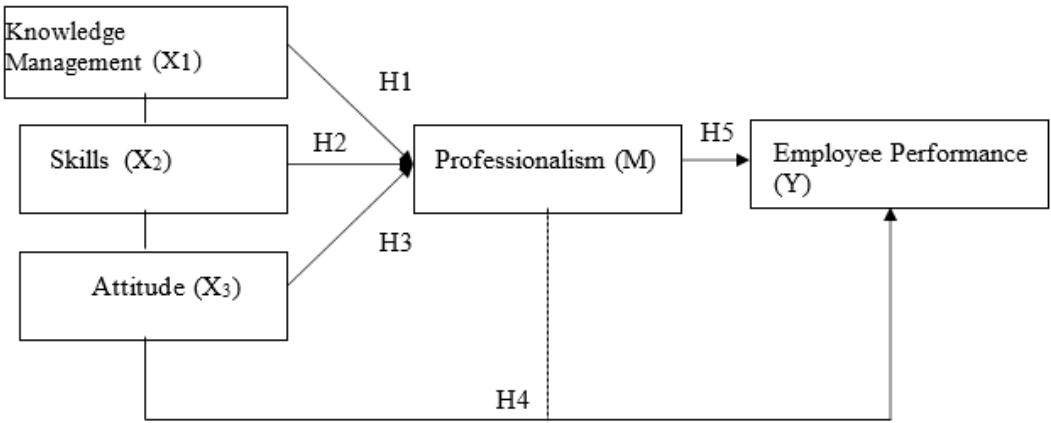


Figure 1. characteristics of the measurement model

RESULTS AND DISCUSSION

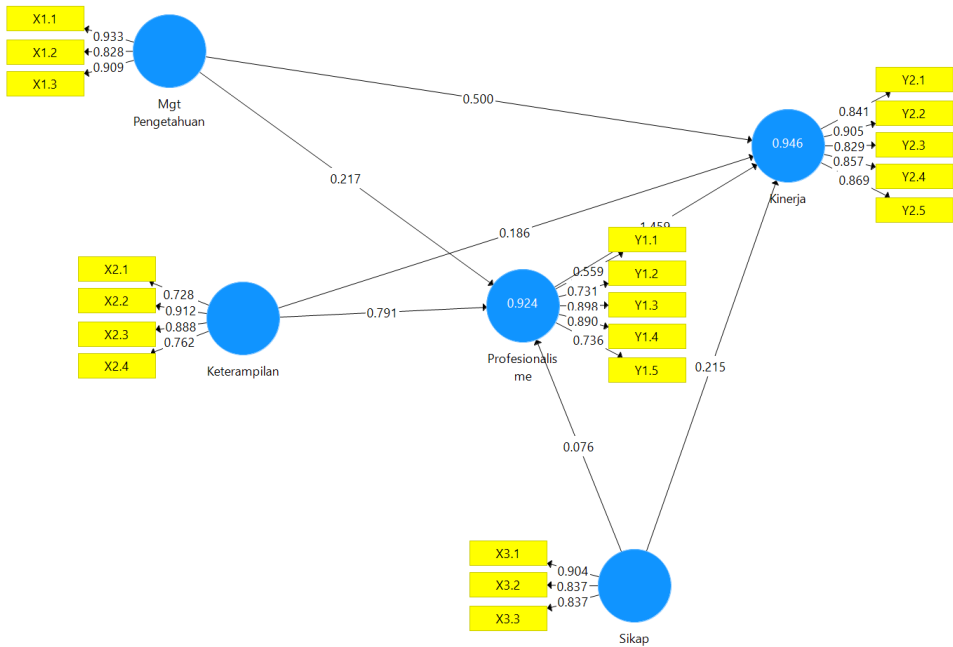


Figure 2. Path Outer Model

Measurement Model Analysis (Outer Model)

Convergent Validity Test

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The results of the convergent validity test from the data in this study can be seen in table 1:

Tabel 1. Loading Factor

Variable	Indicator	Factor Loading
Knowledge Management	Knowledge Management	0.933
	Knowledge Utilization	0.828
	Knowledge Sharing	0.909
Skills	Basic Skills	0.728
	Technical Skills	0.912
	Interpersonal Skills	0.888
	Troubleshooting	0.762
Attitude	Cognitive Components	0.904
	Affective Components	0.837
	Behavioral Components	0.837
Professionalism	High Skills	0.559
	Science and Experience	0.731
	Have Intelligence	0.898
	Forward-Looking Attitude	0.890
	Self-Reliance	0.736
Performance	Quality of Work	0.841
	Working Quantity	0.905
	Work Discipline	0.829
	Initiatives	0.857
	Collaborate	0.869

Source: SmartPLS 3.0, 2023

Based on the results of the convergent validity test in table 1, if the loading factor value < 0.5 , it must be removed from the model and re-estimated the factor loading value is carried out, by issuing several loading factors < 0.5 . All indicators are used to proceed the analysis to the next stage, it is said to meet the convergent validity if all loading factors are > 0.5 . Because all the loading factors in this study are > 0.5 , it means that all valid indicators form a variable construct.

Discriminant Validity Test

The results of the discriminant validity test from the research data can be seen in table 2:

Table 2. Cross Loading Values

	Skills	Performance	Mgt Knowledge	Professionalism	Attitude
X1.1	0.724	0.820	0.933	0.750	0.346
X1.2	0.854	0.885	0.828	0.877	0.497
X1.3	0.748	0.739	0.909	0.722	0.380
X2.1	0.728	0.643	0.574	0.765	0.629
X2.2	0.912	0.719	0.706	0.848	0.575
X2.3	0.888	0.805	0.798	0.843	0.585
X2.4	0.762	0.690	0.823	0.677	0.379
X3.1	0.671	0.523	0.519	0.658	0.904
X3.2	0.497	0.319	0.323	0.519	0.837
X3.3	0.499	0.317	0.313	0.485	0.837
Y1.1	0.470	0.354	0.331	0.559	0.777
Y1.2	0.779	0.549	0.530	0.731	0.714
Y1.3	0.862	0.816	0.768	0.898	0.499
Y1.4	0.834	0.914	0.821	0.890	0.481

	Skills	Performance	Mgt Knowledge	Professionalism	Attitude
Y1.5	0.672	0.833	0.842	0.736	0.271
Y2.1	0.659	0.841	0.857	0.736	0.300
Y2.2	0.830	0.905	0.806	0.878	0.474
Y2.3	0.660	0.829	0.849	0.738	0.274
Y2.4	0.787	0.857	0.718	0.837	0.521
Y2.5	0.792	0.869	0.740	0.842	0.437

Source: SmartPLS 3.0, 2023

Table 2 above, the model has good discriminant validity if each indicator loading value of a latent variable is greater than the other correlated variables. The cross loading value in this study for each indicator was greater than the other latent variables. This shows that each variable has good discriminant validity.

Construct Reliability Test

Average Variance Extracted (AVE) has a value of >0.5 and Composite Reliability (CR) has a value of >0.7, meaning a construct that is well built or reliable (Hair et al., 2019). Here's the Construct Reliability table:

Tabel 3. Construct Reliability

<i>Variable</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Skills	0.841	0.683
Performance	0.912	0.740
Mgt Knowledge	0.870	0.794
Professionalism	0.827	0.597
Attitude	0.826	0.740

Sumber: SmartPLS 3.0, 2023

Structural Model Analysis (Inner Model)

Coefficient of Determination (R²)

Tabel 4. R-Square

<i>Variable</i>	<i>R Square</i>	<i>R Square Adjusted</i>
Performance	0.946	0.944
Professionalism	0.924	0.922

Sumber: SmartPLS 3.0, 2023

R² result of 0.67; 0.33; and 0.19 indicates that the model is "good", "moderate", and "weak" (Hair et al., 2019). Based on table 4 of the R-Square Adjusted values for the performance variables of 0.944 and professionalism 0.922, it means that the percentage of influence of the variables management of knowledge, skills, attitudes on professionalism and performance is 92.2% and 94.4% respectively and the model is categorized as good because the R² is greater than 0.67.

Hypothesis Analytics

The following are the results of testing the research hypothesis:

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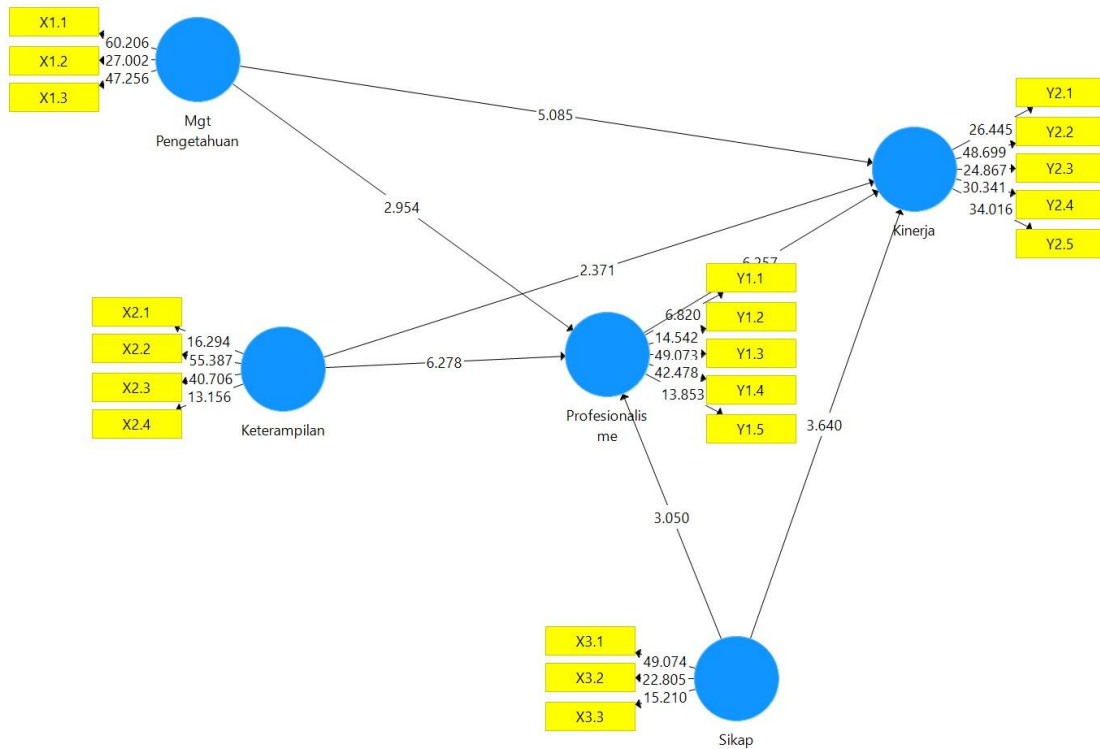


Figure 3. Path Inner Model

Table 5. Hypothesis Test Results

	<i>Original Sample (O)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>	information
Performance > Skills	0.347	2.371	0.018	Accepted
Mgt Knowledge -> Performance	0.398	5.085	0.000	Accepted
Performance Attitude >	0.156	3.640	0.000	Accepted
Skills -> Professionalism -> Performance	0.645	3.917	0.000	Accepted
Mgt Knowledge -> Professionalism -> Performance	0.287	2.904	0.004	Accepted
Attitude -> Professionalism -> Performance	0.108	2.810	0.005	Accepted

Source: SmartPLS 3.0, 2023

Hypothesis Analytics

The results of the hypothesis test can be seen in table 5.

Hypothesis 1

The results of the test on the influence of skills on performance produced findings with a statistical value of t of 2.371 and a p-value of 0.018. A statistical t-value that exceeds 1.96 and a p-value that is below 0.05, indicates that there is a significant influence of skill on performance.

Hypothesis 2

The results of tests on the impact of knowledge management on performance have yielded interesting findings. With a statistical value of t reaching 5.085 which exceeds the threshold of 1.96, as well as a very low p -value, which is below 0.05 (specifically 0.000), this shows that the influence of knowledge management on performance has a strong and *significant significance*.

Hypothesis 3

The results of the test on the impact of attitude on performance produced interesting findings. With a statistical value of t reaching 3.640 which exceeds the threshold of 1.96, as well as a very low p -value, which is below 0.05 (especially 0.000), this shows that the influence of attitude on performance has a strong and significant significance.

Hypothesis 4

This study showed that professionalism mediated the influence of skills on employee performance with a statistical t -value of 3.917 and a p -value of 0.000 which was smaller than the significance level of α (alpha) of 0.05.

Hypothesis 5

This study shows that professionalism mediates the influence of knowledge management on employee performance with a statistical t -value of 2.904 and a p -value of 0.004 which is smaller than the significance level of α (alpha) of 0.05.

Hypothesis 6

This study showed that professionalism mediated the influence of attitude on employee performance with a statistical t -value of 2.810 and a p -value of 0.005 which was smaller than the significance level of α (alpha) of 0.05.

Discussion

In the dynamics of the work environment, individual skills have a significant impact on performance. Skills, which include technical expertise and interpersonal abilities, provide an essential foundation for the performance of workers' duties and responsibilities. Along with that, knowledge management is also identified as a key factor that affects performance. The ability to manage and utilize knowledge effectively in an organizational context can strengthen individual and group performance. In addition, an individual's attitude towards work and the work environment also has significant implications for performance. A positive attitude, including intrinsic motivation and high engagement, can stimulate productivity and greater contribution to organizational goals. However, what seems more interesting in this relationship is the role of professionalism as a mediator. Professionalism, with its high behavior and work ethic, plays an important role in directing the influence of skills, knowledge management, and attitudes towards optimal levels of performance.

Professionalism, which mediates the influence of skills on performance, indicates that not only technical expertise is required, but also professional qualities in implementing those skills. Likewise, in relation to knowledge management, professionalism serves as a liaison that ensures that the knowledge possessed is applied in the most productive and relevant way. Furthermore, professionalism plays a similar role in directing the impact of attitudes on performance, by ensuring that positive attitudes translate into productive actions and contributions in the work environment.

Overall, the complex relationship between skills, knowledge management, attitudes, and professionalism creates a well-rounded framework for improving individual and organizational performance. While skills and knowledge represent the technical

foundation, attitude and professionalism are important elements in optimizing their positive impact. Therefore, organizations that focus on skill development, effective knowledge management, and a culture of professionalism and positive attitudes, can expect continuous performance improvements.

CONCLUSION

The study found that individual skills, knowledge management, and attitudes significantly improved employee performance, with professionalism serving as a key mediator that amplified these effects and ensured their optimal impact within the organization. These results highlight the critical need to cultivate technical abilities and positive attitudes alongside effective knowledge practices, while also fostering a professional work culture to support sustained performance improvements. For future research, it is recommended to explore how organizational climate, leadership styles, or other contextual factors may further enhance or modify the impact of these variables on employee performance.

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