

## The Influence of Strategic Human Resources Competencies and Information Technology on Organizational Performance Mediated by Knowledge Management at the TNI Satkomlek in Support Commander of the Indonesian National Armed Forces



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**ABSTRACT:** The purpose of this study was to examine the direct effect of Strategic Human Resources Competencies and Information Technology on Organizational Performance and the direct influence of Knowledge Management on Organizational Performance and the indirect effect of Strategic Human Resources Competencies and Information Technology on Organizational Performance mediated by Knowledge Management.

The model used in this study is to test the hypothesis by using the method of the Structural Equation Model (SEM). The software used for structural analysis is LISREL 8.80. Data were collected from a sample of 210 respondents who were deemed sufficient to represent the population. In taking the sample used a survey technique that is the entire population is used as a research sample.

The findings of this study are that there is a direct influence of Strategic Human Resources Competencies and Information Technology on Organizational Performance and a direct influence of Knowledge Management on Organizational Performance and an indirect influence of Strategic Human Resources Competencies and Information Technology on Organizational Performance mediated by Knowledge Management. Of the seven hypotheses proposed, all of them proved to have a direct or indirect effect through the mediating variable. Knowledge Management as a mediating variable functions effectively to increase the influence of Strategic Human Resources Competencies and Information Technology on Organizational Performance.

The implication of the results of this study is that there is a positive and significant influence of Strategic Human Resources Competencies and Information Technology on Knowledge Management and has implications for increasing Organizational Performance.

**KEYWORDS:** Strategic Human Resources Competencies, Information Technology, Knowledge Management, Organizational Performance

### INTRODUCTION

The TNI's Communications and Electronics Unit must always improve its capabilities through programmed exercises, which are a manifestation of preparedness as well as a form of responsibility for the guidance and development of unit strength in order to carry out tasks within the framework of Command and Control of the TNI Commander. During 2016, the activities of the TNI Satkomlek increased, this condition directly affected the operational readiness of the TNI Komlek Equipment (Alkomlek). Under conditions that are completely limited, the TNI must be able to carry out the main tasks and functions of the TNI Satkomlek properly. This can be achieved if all the soldiers of the TNI Satkomlek are willing to work hard. The TNI Satkomlek wants to realize the Interoperability of a Strong TNI Komlek, Professionals in the Framework of Supporting the Main Tasks of the TNI because it relates to the need for the TNI Satkomlek to increase the ability to mobilize forces in an integrated manner to carry out the main tasks of the TNI Satkomlek. Some of the emphases to be used as guidelines in carrying out the tasks of the Satkomlek in the future include, First, carry out activities seriously and based on high enthusiasm and responsibility in order to produce valuable outputs for the implementation of tasks. Second, implement preparedness and unit development. Third, carry out every procedure that has been set as well as possible to achieve optimal results. Fourth, carry out maximum maintenance of the TNI Alkomlek and other infrastructure facilities to optimize the implementation of tasks. From the results of the organizational performance of the TNI

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Satkomlek, it will be used as an evaluation material for the task activities that have been carried out and the delivery of future work programs to be used as guidelines in order to support the implementation of the main tasks. While the target to be achieved in the activities of the TNI Satkomlek is the establishment of two-way communication between the TNI Satkomlek Commander, TNI Satkomlek staff, Detachment Commanders and Subden Commanders who are in the Jakarta area and other areas.

The growth and development of communication and electronics in this era of globalization is very rapid. Each unit or institution must be prepared to enter a higher competitive advantage, where each institution must have value in order to compete with other companies. This encourages wider awareness of the quality of Human Resources (HR), as one of the most important elements & assets for the organization. Organizations that want to survive & develop must improve the effectiveness & efficiency of every resource they have, including human resources.

Human resources owned by the organization must have the ability to run a business, considering the personnel who determine the success or failure of the organization. Organizational success can be measured by the performance of its personnel. Therefore, every organization needs to think of ways to encourage progress for the organization by improving personnel performance. Every organization must be able to optimize the capabilities of its human resources so that the achievement of targets can be carried out, but this is not easy, there needs to be the right strategy so that the organization can improve the performance of its personnel.

Organizations as one form of unit generally has certain goals to be achieved in an effort to meet the interests of its members. Success in achieving goals organization is a management achievement. Assessment of the achievement or performance of an organization measured because it can be used as a basis for decision making both internal and external parties. Performance organizations should be a measurable result and describe the empirical conditions of an organization of various agreed sizes.

Before understanding the problem of performance appraisal further, there are several definitions of performance as explained by Helfert, 1996:67 (cited by Dwi Ermayanti in 2009 in Oktarina, 2013 that performance organization is the result of many individual decisions being made continuously by management. From this opinion, it can be seen that performance is an indicator of the good and bad of management decisions in decision making and is an indicator of the level of achievement that can be achieved and reflects the success of the leadership.

This decision-making process is based on information. In the process good decision making, the role of models and information is very important. Even in recent technological developments, the decision-making process has used information technology. Information systems and technology are also relied on to improve the effectiveness and efficiency of existing business processes in the organization, so that they become best practice business processes, as well as being able to facilitate the leadership in decision making and collaboration between departments.

Based on diversification *resource based view* (RBV) and economic theory of complementarities, the main source of cross-unit synergies in organization are resource relatedness and resource complementarity (Tanriverdi, 2005). Both of them are able to create cross-unit synergies. This synergy can form sub additive costs and super additive values. The synergy of sub additive costs arises from the dimensions of individual information technology relatedness (ITR) related to production costs. When business units in organization combining production costs on the use of individual information technology relatedness dimensions, namely: information technology strategy making processes, information technology vendor management processes, information technology human resource management processes and information technology infrastructure between business units, will result in lower production costs thus creating sub additive synergies cost.

Value synergies *super additive* arise from *complementarity* four dimensional aspects *information technology relatedness*. Due to the combined value of using *complementary information technology relatedness* in the business unit is greater than the sum of the individual values *information technology relatedness*. The exploitation of cross-unit synergies from information technology management will have a positive effect on company performance (Tanriverdi and Venkatraman, 2005). Based on the background, the formulation of the problem in this research is as follows: 1. Is there any influence of Strategic Human Resources Competencies on Organizational Performance? 2. Is there any influence of Information Technology on Organizational Performance? 3. Is there any influence of Strategic Human Resources Competencies on Knowledge Management? 4. Is there any influence of Information Technology on Knowledge Management? 5. Is there any influence of Knowledge Management on Organizational Performance? 6. Is there any influence of Strategic Human Resources Competencies on Organizational Performance mediated by Knowledge Management? 7. Is there any influence of Information Technology on Organizational Performance mediated by Knowledge Management?.

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## LITERATURE REVIEW

### 1. Strategic Human Resource Competencies

Competence is a characteristic that underlies a person's personality that causes them to be interrelated with effective behavior criteria or superior performance in certain jobs or situations (Syarifuddin, 2014). Human Resources Competence is the ability of employees or a system to carry out their functions or authorities to achieve goals effectively and efficiently. Competence must be seen as the ability to achieve performance, to produce outputs and outcomes (Ihsanti, 2014)

Wibowo (2017) says competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude required by the job. Thus, competence shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as the superior of that field.

Competence is a behavioral dimension that is behind competent performance. Often called behavioral competence because it is intended to explain how people behave when they carry out their roles well (Wibowo (2014). Behavior when defined as competence can be classified 1). Understand what needs to be done in terms of: critical reasoning, strategic capabilities, and business knowledge; 2). Getting work done through achievement drive, proactive approach, confidence, control, flexibility, interest in effectiveness, persuasion and influence; 3). Bring along people with motivation, interpersonal skills, interest in results, persuasion, and influence.

Wibowo's (2014) competency indicators include: 1). Beliefs and Values where people's beliefs about themselves and others will greatly influence behavior. If people believe they are not creative and innovative, they will not try to think about new or different ways of doing things. For that, everyone must think positively both about himself and towards others and show the characteristics of people who think ahead 2). Skills where skills play a role in most competencies. Public speaking is a skill that can be learned, practiced and improved. In addition, the trainings that have been followed will also increase the ability 3). Experience, expertise from many competencies requires experience organizing people, communicating in front of groups, solving problems and so on. Experience can be developed based on the length of time worked in the company or organization 4). Personality characteristics, namely people respond to and interact with strengths and the surrounding environment 5). Motivation, meaning that motivation is a factor in competence by providing encouragement, appreciation of the work of subordinates, giving recognition and individual attention from superiors can have a positive influence on the motivation of a subordinate 6). Intellectual ability, namely the ability to work together and the ability to communicate can improve in terms of competence 7). Organizational Culture where organizational culture includes the work environment that can affect the competence of human resources. Based on the description above, it can be seen that competency indicators are beliefs and values, skills, experience, personality characteristics, motivation, emotional issues, intellectual abilities and organizational culture. Competencies possessed by employees will support employee performance. The better the competencies possessed by employees, the performance of employees will also increase.

### 2. Information Technology

Information technology is a technique for collecting, preparing, storing, processing, publishing, analyzing, and disseminating information. Real information technology is the backbone of human life. In the past, computers were considered a luxury, but now it can be said that anyone should be able to take advantage of technology. Likewise with the rapid development of technology which is marked by a flood of information. One application of globalized information technology is the internet network. Through this network, it can be said to eliminate distances and boundaries in the dissemination of access to information. On the one hand there is an opinion that through the internet can be obtained all the necessary information. On the other hand, almost anyone, both individuals and institutions, competes to display their information on the internet. So it can be ascertained of course there is also a lot of incorrect information on the internet.

Information is the result of processing data from one or various sources, which are then processed, thus providing value, meaning, and benefits. This processing requires technology. Talking about technology does not always have to be related to computers, but the computer itself is a form of technology. The term information technology (IT), is often encountered, both in graphic media, such as newspapers and magazines, as well as electronic media, such as radio and television. The term is a combination of two basic terms, namely technology and information. Technology can be interpreted as the implementation of science, synonymous with applied science.

Basically, information technology has progressed in a bidirectional like 1). Product development, namely the development of system devices and concepts (ideas, procedures) through the scope of application in all fields that require humans to relate to information. This can be seen from the device used 2). The application of these products and concepts in a number of specific

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activities, among others, is carried out in the fields of industry, finance and trade, printing, military, and managing work in the office.

Information technology (information technology) which is more popular is called IT, IT or infotech. The following various definitions of information are given in order to provide a further description of information technology. (Haag and Keen, 1996) information technology is a set of tools that can help a person in working with information and performing tasks related to processing information data. (Martin, 1999) information technology is not limited to computer technology (hardware and software) used to process and store information, but also includes communication technology to transmit information. According to (William and Sawyer, 2009) information technology is a technology that combines computing (computers) with high-speed communication lines to carry data, voice, and video. So from the various definitions above, it can be concluded that information technology, both implicitly and explicitly, is not only in the form of computer technology, but also includes telecommunications technology, in other words information technology is a combination of computer technology and telecommunications technology.

Information technology system is something that is formed in connection with the use of information technology. An information technology system basically includes not only physical things (computers and printers), but also includes things that are not physically visible, namely software, and most importantly human resources as users and actors. (Triwahyuni, 2013). The role of information technology at this time is not only intended for organizations, but also for individual or individual needs. For an organization or institution, information technology can also be used to achieve competitive advantage. Reliable information technology can improve individual performance and can be used to provide information for users in order to make decisions within an organization. Changes in the application of information technology systems in an institution require three things, namely the development of software, hardware and brainware or Human Resources (HR). The use of information technology is applied to the operational level to improve the quality and productivity of individual work in an organization. So that information technology must be accepted and used by all employees in an organization so that large investments in the procurement of information technology will be balanced with high productivity as well. The use of information technology is applied to the operational level to improve the quality and productivity of individual work in an organization. So that information technology must be accepted and used by all employees in an organization so that large investments in the procurement of information technology will be balanced with high productivity as well. The use of information technology is applied to the operational level to improve the quality and productivity of individual work in an organization. So that information technology must be accepted and used by all employees in an organization so that large investments in the procurement of information technology will be balanced with high productivity as well.

### **3. Knowledge Management**

According to Dalkir (2011), Knowledge Management is a systematic coordination within an organization that manages human resources, technology, processes and organizational structures in order to increase value through reuse and innovation. This coordination can be achieved through creating, sharing and applying knowledge by using the experiences and actions the company has taken for the sake of continuous organizational learning.

According to Rigby (2009) in Dalkir's book (2011), Knowledge Management develops systems and processes to acquire and share intelligence assets. It promotes generation based on usability, accountability, and meaningful information, and seeks to improve both individual and group learning. In addition, it can maximize the value of an organizational policy base across different functions and different locations. KM dictates that business success is a collection not a product but a specialized knowledge base. Intelligence is the key that will give the company competitiveness.

According to Gray (1996) in the book Dalkir (2011) Knowledge Management is an integrated and integrated approach to creating, capturing, organizing, accessing, and using company asset intelligence. According to Groff, et al in the book Dalkir (2011), Knowledge Management is a tool, technique, and strategy to master, analyze, organize, develop, and share business expertise. According to Turban, et al (2010:41), KM is a process of helping corporate identity, selecting, organizing, disseminating, and sending important information and expertise including parts of organizational memory that are typically located in organizations in structured areas.

According to Chen et al (2010), emphasizing that knowledge management is a process of human activity related to knowledge, but does not deal with the special nature of various types of knowledge, or the relative importance of different knowledge in an organization. Maintain a balance of disparate knowledge in an organization. Maintaining a balance of disparate knowledge in an organization is very important.

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*Knowledge management* is a process that creates or places knowledge, manages the dissemination and use of knowledge in organizations, this theory is quoted from Darroch. From research on addressing, knowledge management is positively related to the success of an organization, especially in manufacturing companies (Gregory, et al, 2010). Quoting from the opinion of Davenport and Prusak, knowledge management is focused on processes and mechanisms for finding and sharing what is known by the organization or external stakeholders. The ability to share good internal experiences, is considered important for the overall performance of the organization. Michael et al (2009) also suggest that utilizing external knowledge is very important in directing new product innovation and organizational performance in general.

According to Turban (2008), knowledge management is defined as a process that helps companies identify, select, organize, disseminate, and transfer information and expertise that are part of the company's memory and usually reside within the company in an unstructured form. So it can be concluded from Knowledge Management in the form of a place for storage containing data, skills, and information to be managed by the organization to carry out tasks and decision-making processes.

*Knowledge management* is a combination of values, experiences, contextual information, expert views, which form a framework for evaluating and incorporating new experiences and information. In organizations, knowledge is adapted in terms of norms, norms, practices, and processes (Ke and Wei, 2007). This construct is recognized that knowledge is an important strategic resource for a company to maintain its competitive advantage. Knowledge is an asset that needs to be managed properly (Davenport and Prusak, 1998). Knowledge management is an emerging concept in the field of management and is widely adopted in organizations of developed countries to improve organizational performance (Gharakhani and Mousakhani, 2012).

There are three dimensions of knowledge management based on research by Gharakhani and Mousakhani (2012):

- a. *First, knowledge acquisition* or knowledge acquisition. Knowledge acquisition is the process by which knowledge is acquired (Huber, 1991). The knowledge gained can be tacit, explicit or a combination of both. knowledge management and organizational performance results of knowledge acquisition performance obtained from individual participation and interaction with tasks, technology, resources, and people in certain contexts (Tsoukas, 1996).
- a. *Second, is knowledge sharing* or knowledge sharing is creating new knowledge by combining existing knowledge or utilizing existing knowledge (Gharakhani and Mousakhani, 2012). Knowledge sharing refers to collective beliefs or behavioral routines related to the spread of learning between different individuals or units within an organization (Moorman and Miner, 1998).
- b. *Third, knowledge application* or knowledge application. Another important aspect of knowledge management processes in organizations is knowledge application (Gharakhani and Mousakhani, 2012). Knowledge application is defined by some researchers as the utilization and use of knowledge in the value added process of a company (Gharakhani and Mousakhani, 2012). This includes the dissemination of knowledge to create or develop organizational capabilities.

## 4. Organizational Performance

The concept of organizational performance refers to how well the organization carries out the process of achieving the company's vision, mission, and goals. Companies must assess organizational performance which is an important aspect for strategic management. The role of the executive must know how well the organization is performing to know the strategic changes that must be made. Therefore, performance is a very complex concept that needs to be considered and assessed in order to achieve the desired goals in the future better and more effectively with the achievement of actual results (Jones, 2015). Improving organizational performance is the focus of every manager in every company wherever they are.

According to Palgunanto (2010) performance is the level of employee work results in achieving the job requirements given for achieving organizational performance, in other words performance is the work of employees both in terms of quality and quantity based on predetermined work standards. According to (Yeremias, 2008) Achievement results (performance) can be assessed through:

- a. Individual performance that describes to what extent a person has carried out his main tasks so that he can provide the results that have been set by the group or agency.
- b. Group performance, which describes to what extent a person has carried out his main tasks so that he can provide the results that have been set by the group or agency.
- c. Organizational performance, which describes to what extent one group has carried out all the main activities so as to achieve the vision and mission of the institution.
- d. Program performance, which relates to how far the activities in the program have been carried out so that they can achieve the objectives of the program.



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Furthermore, according to (Yeremias, 2008) organizational performance is a description of the results of the organization's work in achieving its goals which of course will be influenced by the resources owned by the organization. The resources in question can be physical such as human resources or non-physical such as regulations, information, and policies, so to better understand the factors that can affect an organization's performance. The concept of organizational performance also illustrates that every public organization provides services to the community and can be measured

According to Srimindarti (2004), organizational performance is a view of the overall state of the company during a certain period of time, is the result or achievement that is influenced by the company's operational activities in utilizing its resources. Performance is a general term used for part or all of the actions or activities of an organization in a period with reference to standard amounts such as past or projected costs, on the basis of efficiency, accountability or management accountability and the like. Competent employee performance is a very decisive thing in organizational performance because a big key factor in driving the company's wheels to face competitive challenges (Almatrooshi, Singh and Farouk, 2016).

Organizational performance is a key aspect in many studies in the management literature because it plays an important role in developing, implementing, monitoring strategic plans and setting future directions (Teeratansirikoolet, 2013). Organizational growth and progress is achieved only through continuous performance improvement (Mehralian et, 2016). Organizational performance is an indicator that measures how well the organization achieves its goals. In today's competitive market, organizations must be able to evaluate their goals through performance measurement approaches such as unit cost, profit, and subjective performance qualities such as quality, satisfaction, and prepare appropriate strategies to achieve their goals.

Performance is the implementation of the plans that have been prepared, the implementation is carried out by human resources who have the ability, competence, motivation and interests. How an organization respects and treats its human resources will affect its attitudes and behavior in carrying out performance. Organizational performance is shown by how the process of carrying out activities to achieve organizational goals. In the process of implementing activities, monitoring, assessment, and review or review of the performance of human resources must always be carried out. Through monitoring, periodic performance measurements and measurements are carried out. The company uses performance measurement as a tool for management in measuring its business performance compared to the company's goals.

## CONCEPTUAL FRAMEWORK

To provide an overview in the research on the Effect of Strategic Human Resources Competencies and Information Technology on Organizational Performance Mediated by Knowledge Management at the TNI Satkomlek in Supporting the TNI Commander Kodal, the conceptual framework of the research is as follows:

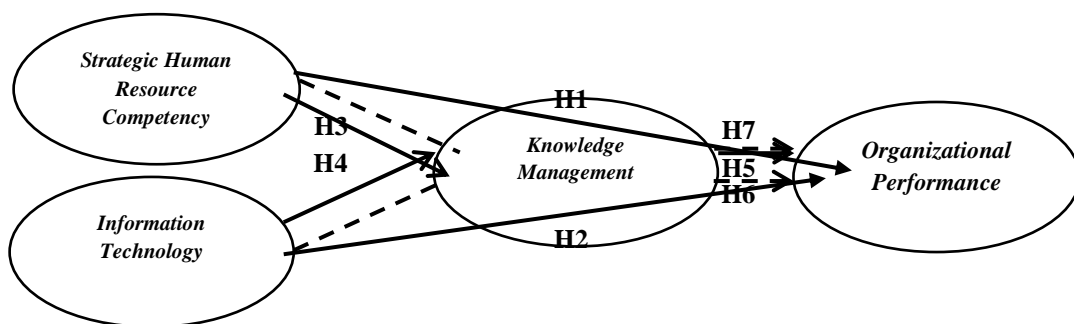


Figure 2.1. Conceptual Framework

## Development of Research Models and Hypotheses

Based on the formulation of the problem and the conceptual framework above, the development of the hypothesis in this study is as follows:

- H1: There are influence Strategic Human Resources Competencies to Organizational Performance
- H2: There is an effect Information Technology to Organizational Performance
- H3: There is an influence of Strategic Human Resources Competencies on Knowledge Management
- H4: There is an influence of Information Technology on Knowledge Management

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H5: There is an effect *Knowledge Management* to Organizational Performance

H6: There is an effect *Strategic Human Resources Competencies* on Organizational Performance mediated by Knowledge Management

H7: There is an effect *Information Technology* on Organizational Performance mediated by Knowledge Management

## RESEARCH METHODS

### 1. Research Design

This study uses explanatory research, which analyzes the concepts and problems studied to see causality, then explains the variables causing the problems studied. In this study, the relationship between variables was analyzed, through hypothesis testing. The tested hypothesis is the result of modeling based on theories and models that have been tested from the results of previous studies. This study uses the verification method, which is to explain and describe the relationship between the independent variable (independent) with the dependent variable (dependent) and intervening variables and moderator variables, to then be analyzed to obtain the best study results.

### 2. Population and Sample

The population in this study is the personnel of the Satkomlek TNI Headquarters, totaling 549 personnel. In determining the number of samples citing the opinion of Hair et al (2010), namely the number of samples is at least 5-10 times the number of indicators. Hair et al (2010) also suggested that the appropriate sample size ranged from 100-200 respondents. In this study, from 4 variables there are 42 indicators so that the number of samples taken is at least 5 times the number of indicators 42, so a sample of 210 respondents is obtained which is considered sufficient to represent the population.

### 3. Measurement Scale

The scale used in the preparation of the questionnaire is the Likert scale. Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena. With a Likert scale, the research variables to be measured and translated into indicator variables. Then the indicator is used as a starting point for compiling instrument items which can be in the form of statements measured by a Likert scale.

### 4. Research Instruments

The steps to be taken in conducting the analysis are as follows:

#### 1) Validity Test

Validity is a measure that shows the level of validity or validity of an instrument. A valid or valid instrument has high validity. In this study, the validity used is internal validity, namely the validity that is achieved if there is a match between the parts of the instrument as a whole. (Arikunto, 2004). The validity test in this study was carried out by comparing the  $r$ -table with the  $r$ -count. If  $r$ -table  $>$   $r$ -count, then the question item is declared invalid, and vice versa, if  $r$ -table  $<$   $r$ -count, then the question item is declared valid. (Arikunto, 2004: 146). Calculation of the value of validity in this study using a computer program Microsoft Excel 2007.

#### 2) Reliability Test

Reliability test is a tool that gives the same results. Reliability test is used to determine the consistency of the questionnaire instrument as a measuring tool, so that the results of the measurement can be trusted. The value of the  $r$ -count reliability test will then be compared with the  $r$ -table with a significance level of 5%, if  $r$ -count  $>$   $r$ -table, then the question instrument is declared reliable and can be used as a data collection tool for this calculation (Arikunto, 2004). Calculation of the value of validity in this study using a computer program Microsoft Excel.

### 5. Linearity Test

The linearity test aims to determine whether two variables have a linear relationship or not significantly. This test is usually used as a prerequisite in correlation analysis or linear regression (Sugiyono, 2016). Linearity testing using a test for linearity with a significance level of 0.05. Two variables are said to have a linear relationship if the significance (linearity) is less than 0.05.

### 6. Analysis Models and Data Analysis Techniques

The method of data analysis in this study using the method of the Structural Equation Model (SEM). The software used for structural analysis is SmartPLS 3.0. For testing the proposed hypothesis, the data obtained is then processed according to the needs of the analysis. The data is processed and presented based on the principles of descriptive statistics that will be used for discussion

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purposes. Meanwhile, for the purposes of analysis and hypothesis testing, an inferential statistical approach is used. SEM analysis using a statistical program that is SmartPLS 3.0.

The next analysis is to determine the suitability of the model by evaluating various goodness of fit criteria. According to Widarjono (2010), to evaluate the overall suitability of the model includes Chi-Square, Goodness-Of-Fit Index (GFI), Adjusted Goodness-Of-Fit Index (AGFI), and Root Mean Square Error (RMSR).

## RESEARCH RESULTS AND DISCUSSION

### 1. Analysis of Research Results

The analysis of the research results presented by the full SEM model of measurement testing with exogenous and endogenous models. This test is intended to determine the strength of the indicators of each latent variable (construct). This analysis measures the t-value and coefficient of structural equations. By testing the t-value is greater than 1.96. For the t-value of the coefficient/parameter and the coefficient/parameter value (estimate).

On the results of data analysis using the Structural Equation Model (SEM) method and by using the LISREL 8.80 application software processing tool, a summary of the model suitability index is obtained as shown in Table 4.16 below:

**Table 1. Model Fit Index**

Goodness of fit index	Criteria (cut-off value)	Results	Conclusion
X <sup>2</sup> - Chi-square	Expected small	2378.24	
Significance probability	< 0.05	0.000	Model doesn't fit
RMSEA	0.1	0.096	Model fit
NFI	0.90	0.95	Model fit
NNFI	0.90	0.97	Model fit
PNFI	0.90	0.90	Model fit
CFI	0.90	0.97	Model fit
IFI	0.90	0.97	Model fit
RFI	0.90	0.95	Model fit

**Source:** processed data

Based on the table above, there are seven model suitability indices obtained that have a good model suitability index (good fit), namely: RMSEA, NFI, NNFI, PNFI, CFI, IFI and RFI. Thus, it can be continued in the next analysis.

Furthermore, based on information about the estimation results from the structural equations or equations from the structural model. Where in this section relates to the evaluation of the coefficients or parameters that indicate a causal relationship or the influence of one latent variable on another latent variable. The resulting structural model equation is as follows:

Structural Equations

KM = 0.28\*SHR + 0.55\*IT, Errorvar.= 0.35 , R<sup>2</sup> = 0.65  
 (0.12) (0.12) (0.054)  
 2.41 4.59 6.39

OP = 0.38\*KM + 0.38\*SHR + 0.23\*IT, Errorvar.= 0.15 , R<sup>2</sup> = 0.85  
 (0.068) (0.089) (0.092) (0.028)  
 5.59 4.24 2.47 5.42

Indirect Effects of KSI on ETA

SHR IT

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KM - - - -  
 OP 0.11 0.21  
 (0.05) (0.06)  
 2.29 3.60



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Coefficient or parameter values. This value is a previously estimated value that is used as a comparison of the t-value to test the hypothesis of the study. The results of this evaluation can be summarized in the table below accompanied by the assumptions of the hypotheses of the research model as follows:

**Table 2. Hypothesis testing**

Hypothesis	Path	Estimate	t-value	Conclusion
H1	Strategic Human Resources Competency → Organizational Performance	0.38	4.24	Received
H2	Information Technology → Organizational Performance	0.23	2.47	Received
H3	Strategic Human Resources Competency → Knowledge Management	0.28	2.41	Received
H4	Information Technology → Knowledge Management	0.55	4.59	Received
H5	Knowledge Management → Organizational Performance	0.38	5.59	Received
H6	Strategic Human Resources Competency → Knowledge Management → Organizational Performance	0.11	2.29	Received
H7	Information Technology → Knowledge Management → Organizational Performance	0.21	3.60	Received

Source: Processing Results with LISREL 8.80

The following is an explanation of the calculation results of the direct, indirect and total effects.

**Table 3. Calculation Results of Direct, Indirect and Total Effects**

Variable	Great Influence			
	Direct	Indirect	Information	Total
Strategic Human Resources Competency	0.38	0.11 (t= 2.29)	Through Knowledge Management	0.49 (t= 4.88)
Information Technology	0.23	0.21 (t= 3.60)	Through Knowledge Management	0.44 (t= 4.47)

Source: Processing Results with LISREL 8.80

## 2. Discussion of Research Results

Below will be explained the results of the analysis and discussion of research results based on hypothesis testing in more detail as follows:

### 1) Influence of Strategic Human Resources Competency on Organizational Performance.

Based on the results obtained, it is known that there is a direct influence on Strategic Human Resources Competency on Organizational Performance with a t-value of 4.24 (t-value > 1.96), which means the first hypothesis is accepted. As for the big influence of Strategic Human Resources Competency to Organizational Performance is 0.38. Influence of Strategic Human Resources Competency on Organizational Performance is positive and significant in the Satkomlek TNI in Supporting the TNI Commander Kodan. Means the higher/positive Strategic Human Resources Competency the higher/positive Organizational Performance means the more respondents feel that Within the work unit, personnel have the freedom to get the job done, decisions are usually made at the level where the best information is available, and the empowerment of personnel in the work unit is highly valued., the more respondents feel that The work unit that is led has extensive networking, has good financial capabilities, and can generate good added value.

### 2) Effect of Information Technology on Organizational Performance.

Based on the results obtained, it is known that there is a direct influence of Information Technology on Organizational Performance with a t-value of 2.47 (t-value > 1.96), which means that the second hypothesis is accepted. The large influence of Information

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Technology on Organizational Performance is 0.23. The influence of Information Technology on Organizational Performance is positive and significant in the TNI Satkomlek in Supporting the TNI Commander Kodan. It means that the higher/positive Information Technology is, the higher/positive Organizational Performance means the more respondents feel that computers provided by the institution are always ready and available when needed, computer technology that supports tasks must be easy to use, and understanding of personnel in using computer technology that is still low needs to be continuously improved, the more respondents feel that The work unit that is led has extensive networking, has good financial capabilities, and can generate good added value.

### **3) Influence of Strategic Human Resources Competency to Knowledge Management.**

Based on the results obtained, it is known that there is a direct influence on Strategic Human Resources Competency on Knowledge Management with a t-value of 2.41 (t-value > 1.96), which means that the third hypothesis is accepted. As for the partial influence of Strategic Human Resources Competency to Knowledge Management is 0.28. The influence of Strategic Human Resources on Knowledge Management is positive and significant in the TNI Satkomlek in Supporting the TNI Commander Kodan. Means the higher/positive Strategic Human Resources Competency the higher/positive Knowledge Management means the more respondents feel Within the work unit, personnel have the freedom to get the job done, decisions are usually made at the level where the best information is available, and the empowerment of personnel in the work unit is highly valued., the more respondents feel management has cooperation with other organizations in creating knowledge, creating a culture of social interaction, supporting collaboration between individuals in creating knowledge.

### **4) Effect of Information Technology on Knowledge Management.**

Based on the results obtained, it is known that there is a direct influence of Information Technology on Knowledge Management with a t-value of 4.59 (t-value > 1.96), which means that the fourth hypothesis is accepted. The partial effect of Information Technology on Knowledge Management is 0.55. The influence of Information Technology on Knowledge Management is positive and significant at the TNI Satkomlek in Supporting the TNI Commander Kodan. It means that the higher/positive Information Technology is, the higher/positive Knowledge Management means the more respondents feel that computers provided by the institution are always ready and available when needed, computer technology that supports tasks must be easy to use, and understanding of personnel in using computer technology that is still low needs to be continuously improved, the more respondents feel management has cooperation with other organizations in creating knowledge, creating a culture of social interaction, supporting collaboration between individuals in creating knowledge.

### **5) The Effect of Knowledge Management on Organizational Performance.**

Based on the results obtained, it is known that there is a direct influence of Knowledge Management on Organizational Performance with a t-value of 5.59 (t-value > 1.96) which means that the fifth hypothesis is accepted. The partial influence of Knowledge Management on Organizational Performance is 0.38. The influence of Knowledge Management on Organizational Performance is positive and significant in the TNI Satkomlek in Supporting the TNI Commander Kodan. Means that the higher/positive Knowledge Management, the higher/positive Organizational Performance means that the more respondents feel that management has cooperation with other organizations in creating knowledge, creating a culture of social interaction, supporting collaboration between individuals in creating knowledge, the more respondents feel that The work unit that is led has extensive networking, has good financial capabilities, and can generate good added value.

### **6) Influence of Strategic Human Resources Competency to Organizational Performance mediated by Knowledge Management.**

Based on the results obtained, it is known that there is an indirect influence on Strategic Human Resources Competency on Organizational Performance through Knowledge Management is 2.29 (t-value > 1.96), which means that the sixth hypothesis is accepted. As for the magnitude of the partial indirect influence of Strategic Human Resources Competency to Organizational Performance through Knowledge Management is 0.11. Mediating Effect of Knowledge Management among Strategic Human Resources Competency and Organizational Performance is positive and significant. It means that the higher/positive Knowledge Management, the stronger the influence of Strategic Human Resources Competency on Organizational Performance, it means that the more respondents feel that Within the work unit, personnel have the freedom to get the job done, decisions are usually made at the level where the best information is available, and the empowerment of personnel in the work unit is highly valued., then it strengthens for management has cooperation with other organizations in creating knowledge, creating a culture of social

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interaction, supporting collaboration between individuals in creating knowledge, so that in the end the work unit led has extensive networking, has good financial capabilities, and can generate good added value..

## 7) Effect of Information Technology on Organizational Performance mediated by Knowledge Management.

Based on the results obtained, it is known that there is an indirect effect of Information Technology on Organizational Performance through Knowledge Management of 3.60 (t-value > 1.96), which means that the seventh hypothesis is accepted. Meanwhile, the partial indirect effect of Information Technology on Organizational Performance through Knowledge Management is 0.21. The mediation effect of Knowledge Management between Information Technology and Organizational Performance is positive and significant at the TNI Satkomlek in Supporting the TNI Commander Kodal. It means that the higher/positive Knowledge Management, the stronger the influence of Information Technology on Organizational Performance, meaning that the more respondents feel that computers provided by the institution are always ready and available when needed, computer technology that supports tasks must be easy to use, and understanding of personnel in using computer technology that is still low needs to be continuously improved, then the more management has cooperation with other organizations in creating knowledge, creating a culture of social interaction, supporting collaboration between individuals in creating knowledge, so that in the end The work unit that is led has extensive networking, has good financial capabilities, and can generate good added value.

## RESEARCH CONCLUSION

The conclusion of this research in general is that there are Strategic Human Resources direct influence *Competency* and Information Technology on Organizational Performance and there is an indirect influence on Strategic Human Resources *Competency* and Information Technology on Organizational Performance mediated by Knowledge Management and of the seven hypotheses that were proposed, all of them proved to be accepted, either there was a direct or indirect influence mediated by Knowledge Management. Knowledge Management as a mediating variable plays an effective role in increasing the indirect influence of Strategic Human Resources *Competency* and Information Technology on Organizational Performance.

Based on the research objectives, the results of hypothesis testing and the discussion in the previous chapter, in detail it can be concluded several research results as follows: a) There is a positive and significant influence on Strategic Human Resources *Competency* to Organizational Performance b) There is a positive and significant influence of Information Technology which is positive and significant on Organizational Performance c) There is a positive and significant influence on Strategic Human Resources *Competency* on Knowledge Management d) There is a positive and significant influence of Information Technology on Knowledge Management e) There is a positive and significant influence of Knowledge Management on Organizational Performance f) There is a positive and significant influence on Strategic Human Resources *Competency* on Organizational Performance mediated by Knowledge Management g) There is a positive and significant effect of Information Technology on Organizational Performance mediated by Knowledge Management.

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