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**THE INFLUENCE OF KNOWLEDGE SHARING, TEAM WORK, AND WORK SKILLS ON THE PERFORMANCE OF OWABONG PARK PURBALINGGA EMPLOYEES**

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**ABSTRACT**

This research aims to test knowledge sharing team work and work skills on the performance of Owabong Park Purbalingga employees. This research uses a quantitative method by distributing questionnaires to obtain as complete information as possible regarding the influence of knowledge sharing, team work and work skills on employee performance through Owabong Park Purbalingga employees. The population of this study was 112 permanent employees of Owabong Park Purbalingga. The data analysis method used is SEM with the smart PLS version 3.0 tool. The tests used are outer model, inner model test, and hypothesis test. The results of this research show that knowledge sharing team work and work skills have a significant positive influence on employee performance. Researchers only research employees in Owabong Park Purbalingga, further research can expand the research object both in the Central Java region and in Indonesia. Researchers only rely on 1 theory, namely the Human Capital theory. The only variables studied are: knowledge sharing, team work, work skills and employee performance, so that further research can expand other variables. Apart from that, Owabong Park Purbalingga can be recommended as the best tourist destination, especially for the people of Central Java and even throughout Indonesia. It is hoped that the benefits for the company from the research results can be used as a reference to determine employee organizational commitment. So that companies can determine strategies to retain the employees the company wants.

**KEYWORDS:** - Knowledge Sharing, Team Work, Work Skills, Employee Performance.

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## 1. INTRODUCTION

The progress of the tourism industry is very important for all countries around the world. Lestari and Suharyati (2020) observed that the development of tourism infrastructure and other supporting facilities is driven by the exponential growth of tourism in Indonesia. This is due to the need to accommodate the increasing number of tourists, both domestic and foreign. Based on BPS statistics, it is recorded that in 2020 there will be a significant reduction of 61.24% in the number of foreign and domestic tourists to Central Java. The number of foreign tourists visiting Central Java in 2020 reached only 78,290 people, a sharp decline from 691,699 people in 2019. Meanwhile, the number of domestic tourists also experienced a decline, down from 57.9 million people in 2019 to 22.7 million people in 2020. This decline is a clear result of the endemic to the tourism zone, which has an effect on tourism foreign exchange income due to reduced tourist visits. For the Purbalingga Regency area in 2021, the value of tourism visits will only be 1,070,529 people (<https://jatengdaily.com/2021>). A decrease in the number of tourists can often occur because employees cannot maximize their performance well (Inggiana & Amalia, 2023). Optimal performance can increase company productivity and achieve the targets set. Human resource management refers to the awareness that labor is to achieve organizational goals, people's resources are very important and to carry out various duties and actions to ensure that people's resources are used in a balanced and successful manner for the needs of the organization, society and individuals. Afandi (2018) defines performance as the extent to which a person has contributed to implementing organizational plans, either by demonstrating skills that are considered relevant to the organization or by achieving certain goals related to his role. Creating clear, concise, and structured job descriptions for each employee can help maximize performance by ensuring that they are aware of their responsibilities. Sinambela (2018).

There are several factors that can support performance. Knowledge sharing has been proven to improve employee performance (Sumenda1 et.all., 2022; Supardi, 2021; Taroreh, 2020; Utami et al., 2022; Askarno & Nendi, 2023; Fata Sabita Ala Dini, 2023). Through knowledge sharing, individual knowledge emerges to improve employee performance in the company. Knowledge sharing is not only about sharing knowledge but attracting people to help each other build capacity and ability to act.

Another factor that supports employee performance is team work (Siagian, 2020; Tupti et.all., 2022; Nainggolan et.all., 2020; Letsoin & Ratnasari, 2020; Ibrahim et al., 2021). Team work is a process of individuals working together in groups to achieve common goals. Team work involves a process of collaboration and trust to maximize company work productivity. If the working relationship is good, you can communicate problems, opinions and everything related to work without difficulty.

Apart from that, employee performance can be improved if work skills increase (I Gede Aryana Mahayasa & Ni Kadek Ari Dipta Wardani, 2022; Darmawan & Mardikaningsih, 2021; Sugiyanto, 2020; Liana, 2021; Hoffman, nd). Job skills are special skills needed to execute tasks or work effectively and efficient. Abilities in organizations include being good at motivating, taking action, leading others, generating team spirit, Apart from the results above, there is still a phenomenon of differences in research results where research from (Benita, 2020; Sanjaya & Tania, 2023) results in

knowledge sharing having no significant effect on performance. Research (Auromiqoet.all., 2019; Machsunahet. all., 2023) shows that team work has no significant effect. And research from (Tuyanet.all., 2023; Basuki, 2019) shows that work skills have no significant effect. The researchers developed this again from Ibrahim et all., (2021) who examined teamwork on performance. This research carries out development by increasing knowledge sharing and work skills. Apart from that, there are differences in research objects where previous research examined retail sub-sector companies while this research examined tourism companies. From the existing research and research gaps, the variables above are interesting to research.

## **2. LITERATURE REVIEW**

### **2.1 Human Capital Theory**

The theory used by researchers is Human Capital Theory. The interpretation of human capital essentially proves the main idea that human capital not only positions people as a source of energy, but also as an important possession that is equivalent to wealth or inheritance. This ownership is intended to generate profits from the efforts expended in capital activities (Salehudin, 2011). Increasing people's capital through capital has an important purpose because it is a way to increase alternative forms of capital, including competence, ability and wisdom, all of which have certain economic value for industries that are based on ability and adaptation (Becker, 1995). Another understanding of human capital is the economic value of people's energy resources. This number includes competence, insight, ideas, innovation, and devotion that radiate from people's character, commitment to practice, and the urge to work together (Swastari, 2013). Where competence, individual capability, and individual motivation function actively as markers or forms of human capital. (Swastari, 2013)

### **2.2 Employee Performance**

Employee performance is defined by Sinambela (2018) as employee competence in carrying out certain tasks. The results of carrying out individual or group tasks and activities in business can be called employee performance. This is influenced by several factors and seeks to achieve organizational goals within a certain time period. the need to move forward consistently and avoid failure. Previous research by (Nurriqli & Karsudjono., 2020; Ramadani & Hasanah., 2023; and Mongilala et all., 2022) provides more evidence that supports the idea that work skills influence employee performance. Employee performance is greatly influenced by their work.

There are a number of indicators intended to measure performance according to (Mangkunegara, 2014), in Safitri, (2022) namely:

- A. Workforce quality is defined as how effectively an employee performs the tasks they are required to do. There are three metrics used to assess employment levels:
1. Neatness
  2. Accuracy.
  3. Work result.

- B. Work Quantity is the amount of time a worker spends in one day. The average work speed of workers indicates the quantity of this work. Two indicators, which are used to measure the dimensions of work quantity:
1. Speed.
  2. ability.
- C. Responsibility. Job responsibilities mean that employees must do everything necessary for the company. Indicators used to measure the size of responsibility:
1. Working result
  2. Decision-making
- D. Working together, the desire of workers about working together with employees or employees to improve work results, both inside and outside work, horizontally and vertically. Two indicators, namely, are used to measure the dimensions of cooperation:
1. Cooperation
  2. Compactness
- E. Self-initiative refers to the proactive behavior demonstrated by organizational members to independently perform work and solve problems without relying on instructions from superiors or explicit task assignments. One way to determine the level of initiative is the ability to solve problems without waiting for direction from superiors.

### **2.3 Knowledge Sharing**

(Hikmah et.all., 2021) Explains that Knowledge sharing is a method or practice used in knowledge management which is used to make it easier for people from departments, organizations, institutions or businesses to share and distribute knowledge, ideas, experiences or skills to improve teamwork. A core component of knowledge management is knowledge sharing. By creating organizational strategies and goals that are consistent and reinforced by their current knowledge, organizations can handle their information effectively. Al-Adaileh and Al-Atawi (2011). The indicators used according to Davidson and Voss (2005) are as follows:

#### **A. Utilization of knowledge**

Information utilization refers to the organized process of capturing and applying insights and experience within an organization. Organizations can identify, produce, describe and distribute information efficiently thanks to these procedures.

#### **B. sharing knowledge**

In knowledge management, knowledge sharing is a technique that helps people in an organization, institution, or company share ideas, experiences, and expertise.

#### **C. Reflection of Knowledge**

Knowledge reflection refers to the process of providing feedback on information and understanding obtained in the field of management science.

#### **D. Identify knowledge**

Knowledge identification involves assessing the existing knowledge within the company.

## 2.4 Team Work

Suhardi (2020) defines teamwork as a cooperative work system that involves several people in order to advance an organization and achieve predetermined goals. This includes a variety of factors, including mutual support, passion for work, active participation through accountability, and a shared understanding of goals. According to Letsoin and Ratnasari (2020) suggest the following metrics to measure teamwork variables:

### A. Desire to collaborate (work together)

Employee collaboration is characterized by a shared desire to collaborate and collaborate, recognizing our innate need for social connection.

### B. Express positive expectations

The workers are motivated and always have high hopes for the success of their group in realizing the mission and vision of the business.

### C. Enter a value

Being able to appreciate other people's input is possible with a sense of belonging between colleagues.

### D. Provide encouragement

Employees will be considerate of their co-workers in addition to being selfish. For example, providing encouragement and support to colleagues who may lack motivation.

### E. Building group spirit

Ensuring that all team members feel the same joy is the goal of group cohesion.

## 2.5 Job Skills

Technical skills are the ability to carry out a task proficiently. Technical skills include abilities such as being adept at using word processing software, adept at creating budgets, adept at operating machinery, or adept at presenting presentations. Hard skills or technical talent are terms used to describe this kind of ability. Hard skills are usually well defined when discussed. According to Gordon (1999:55), a person's talent is his ability to carry out his work easily and precisely. According to Robbins (2018), skill indicators are divided into four groups:

### A. Basic literacy skills (basic literacy skills)

Basic literacy skills are an innate talent that all people have; it includes skills such as writing, reading, listening, sight, and mathematical comprehension.

### B. Technical skills (technical skills)

Technical skills are learned skills that can be improved with instruction in technical subjects such as computer maintenance and operation.

### C. Interpersonal (interpersonal)

The ability to express thoughts effectively, give presentations, and participate in similar interpersonal interactions is referred to as interpersonal communication skills.

### D. Problem solving (problem solving)

Problem solving is a person's cognitive capacity to apply logical reasoning to solve problems.

## 2.6 Knowledge Sharing to Employee Performance (H1)

Knowledge sharing is one component that can support entrepreneurs in improving a business. According to (Sumenda1 et.all., 2022; Supardi, 2021; Taroreh, 2020; Utami et al., 2022; Askarno&Nendi, 2023; Fata Sabita Ala Dini, 2023) knowledge sharing has an important positive influence on employee abilities. Knowledge sharing is an important part of encouraging young entrepreneurs' insight because by continuously providing them with up to date knowledge, they can develop their business. In this way, the following conclusions can be put forward:

**H1:** Knowledge sharing has a positive and significant effect on employee performance

## 2.7 Team Work to Employee Performance

Teamwork is a very efficient method for combining all employees in carrying out their tasks to achieve industry goals with better results. Tupti et., all. (2020). According to (Siagian, 2020; Tuptiet.all., 2022; Nainggolan et.all., 2020; Letsoin&Ratnasari, 2020; Ibrahim et al., 2021). Team Work has a significant positive effect on employee performance. Thus, a hypothesis can be proposed as follows:

**H2:** Team work positive and significant effect on employee performance

## 2.8 Work Skills to Employee Performance

According to (I Gede Aryana Mahayasa& Ni Kadek Ari DiptaWardani, 2022; Darmawan&Mardikaningsih, 2021; Sugiyanto, 2020; Liana, 2021; Hoffman, nd). Work skills have a positive and significant effect on employee performance. Thus, a hypothesis can be proposed as follows:

**H3:** Work skills have a positive and significant effect on employee performance

Based on the relationships between the variables that have been explained, the research framework is explained as follows:

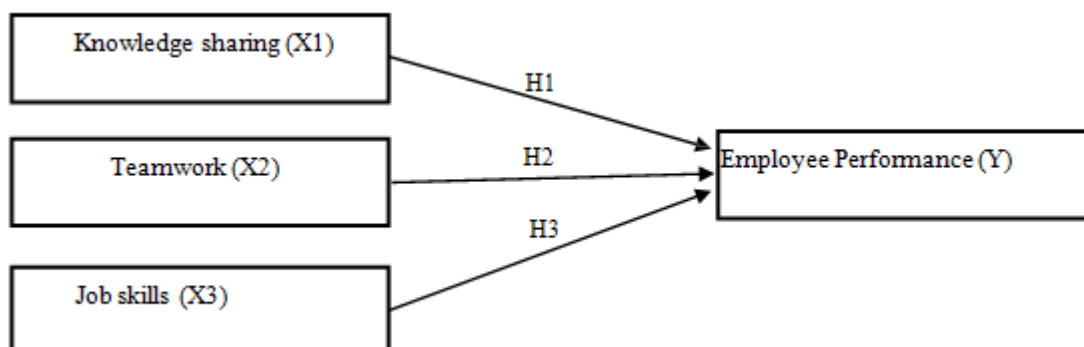


Figure 1. Framework of Thought

### Hypothesis

**H1:** Knowledge sharing has a significant positive effect on employee performance.

**H2:** Team work has a significant positive effect on employee performance.

**H3:** Work skills have a significant positive effect on employee performance.

### 3. RESEARCH METHODS

This research uses quantitative procedures with a descriptive approach with the aim of identifying the properties and relationships between variables by observing certain aspects, which are then processed until conclusions are finally drawn. The independent variables in this research are Knowledge Sharing, Team Work and Work Skills with the dependent variable being Employee Performance. In this research, researchers created a population of all permanent employees of Owabong Park Purbalingga to produce an illustration of 112 employees. This research uses Partial Least Square (PLS) 3.0 where PLS-SEM provides a broad perspective in practical application to face managerial challenges. PLS-SEM also has the advantage of carrying out the analysis process if the data is unable to meet normal data assumptions, or the amount of data available is relatively small (Fernanda et al., 2022).

### 4. RESULTS AND DISCUSSION

#### 4.1 Research results

This research uses Partial Least Square analysis procedures in the form of Structure Equation Modeling (SEM). Information analysis was carried out with the help of the SmartPLS 3.0 application. Information analysis using Partial Least Square was carried out in 2 stages, namely testing the outer shape and inner model.

##### 4.1.1 Outer Model

Outer model data analysis is carried out to test the marker's ability to measure the latent variable. This analysis was carried out by looking at the validity and reliability of the markers used in measuring potential variables consisting of views of sports tourism, tourist experience, and desire to return visits. Validity experiments are carried out to measure the capability of the measuring equipment used to measure the elastic being studied.

##### A) Convergent Validity

Convergent validity testing was attempted using aspect loading figures. A marker is claimed to be valid and can be used as a marker to measure the latent variable if the loading factor number is greater than 0.5. The results of the outer loading can be seen in table 1. Here are the following:

Table 1. Factor Loading Values on indicators for each latent variable.

	JOB SKILLS (X3)	EMPLOYEE PERFORMANCE (Y)	KNOWLEDGE SHARING (X1)	TEAM WORK (X2)
X1.1			0.823	
X1.4			0.932	
X1.5			0.871	
X1.6			0.905	
X1.8			0.935	
X2.1				0.931
X2.2				0.901
X2.3				0.935
X2.4				0.934

X2.5				0.912
X2.6				0.926
X2.7				0.873
X2.8				0.872
X2.9				0.738
X3.1	0.826			
X3.2	0.928			
X3.3	0.913			
X3.4	0.918			
X3.5	0.927			
X3.6	0.887			
X3.7	0.871			
X3.8	0.92			
Y.1		0.879		
Y.10		0.894		
Y.2		0.83		
Y.4		0.825		
Y.6		0.834		
Y.7		0.729		
Y.8		0.834		

The loading factor figure for each marker in all potential elastics that are monitored shows a number greater than 0.7. This means that all markers are claimed to be valid and can be used as markers to measure their respective latent elastics. Measuring convergent validity not only uses aspect loading numbers but also uses Average Variance Extracted (AVE). The AVE number is used to measure the overall variance of the construct that can be explained by the measurement being tried. The recommended figure is greater than 0.5. The measurement results can be seen in table 2 below:

Table 2. Validity test with AVE

Variable	Average Variance Extracted (AVE)	Results	Information
Knowledge Sharing X1	0.800	>0.5	valid
Teamwork X2	0.798	>0.5	valid
Job Skills X3	0.809	>0.5	valid
Employee Performance Y	0.695	>0.5	valid

Source: Data processed from PLS, 2024.

The AVE figure for the potential elasticity of tourism views on sports is 0.550, the potential elastic AVE of Tourist Experience is 0.595, and the potential elastic AVE of Return Visit Desire is 0.592.



The AVE figure for each potential elasticity is greater than 0.5, which This means that all markers on each potential elastic are able to measure the latent elastic well.

**B) Discriminant Validity (Discriminant Validity)**

The Discriminant Validity Test is carried out to find out whether an indicator is used correctly and well to measure its construction based on the principle that each indicator has a greater value than the value of one indicator against another indicator (Ghozali and Latan, 2021). Discriminant validity measurements were tried using the Fornell Larcker method. The Fornell-Larcker method can be tried by equating the square roots of AVE with potential element relationships. Elastic is said to fulfill the assumption of discriminant validity if the base of the square of the AVE number along the diagonal line is greater than the relationship between one construct and another. The results of discriminant validity testing using the Fornell-Larcker method can be seen in table 3. as follows:

Table 3. Discriminant Validity Test with Fornell-Larcker

Variable	Job Skills (X3)	Employee Performance (Y)	Knowledge Sharing (X1)	Team (X2)	Work
Job Skills X3	0.899				
Employee Performance Y	0.614	0.834			
Knowledge Sharing X1	0.342	0.605	0.894		
Teamwork X2	0.764	0.616	0.384	0.893	

Source: Data processed from PLS, 2024.

Based on the chart above, it can be seen that the base square numbers of AVE (0.899, 0.834, 0.894 and 0.893) along the diagonal line are greater than the relationship between one construct and another construct. This means that the potential elastic measurement meets discriminant validity using the Fornell Larckel Criterion method.

**C) Composite Reliability And Cronbach's Alpha**

Reliability testing is carried out to see the reliability of all markers to measure a construct. A construct is said to be reliable if it has large composite reliability and Cronbach alpha numbers. The recommended figure for the composite reliability figure is greater than 0.7 and the Cronbach alpha figure is greater than 0.6. The composite reliability figure and Cronbach alpha figure can be seen in tables 4 and 5 below:

Table 4. Composite Reliability Test

Variable		Cronbach's Alpha	Condition	Results
Knowledge X1	Sharing	0.952	0.7	Valid
Teamwork X2		0.973	0.7	Valid
Job skills X3		0.971	0.7	Valid
Employee performance	Y's	0.941	0.7	Valid

Source: Data processed from PLS, 2024

Table 5. Cronbach Alpha Test

Variable		Composite	Condition	Results
Knowledge X1	Sharing	0.937	0.6	Valid
Teamwork X2		0.968	0.6	Valid
Job skills X3		0.966	0.6	Valid
Employee performance	Y's	0.926	0.6	Valid

Source: Data processed from PLS, 2024

Based on tables 4 and 5 above, it can be observed that the composite reliability figures for all elastics are greater than 0.7. Which means the measure results for each construct are reliable and can explain well each elastic being interpreted. The Cronbach alpha number for all elastics is greater than 0.6, which means that all constructs are reliable and information on the measurement results of all markers for measuring potential elastics can be relied upon.

#### 4.1.2 Inner Model (Structural Model)

This research was conducted to see the influence of knowledge sharing, team work and work skills on employee performance. Data analysis was carried out by looking at the influence of knowledge sharing, team work, work skills directly on employee performance.

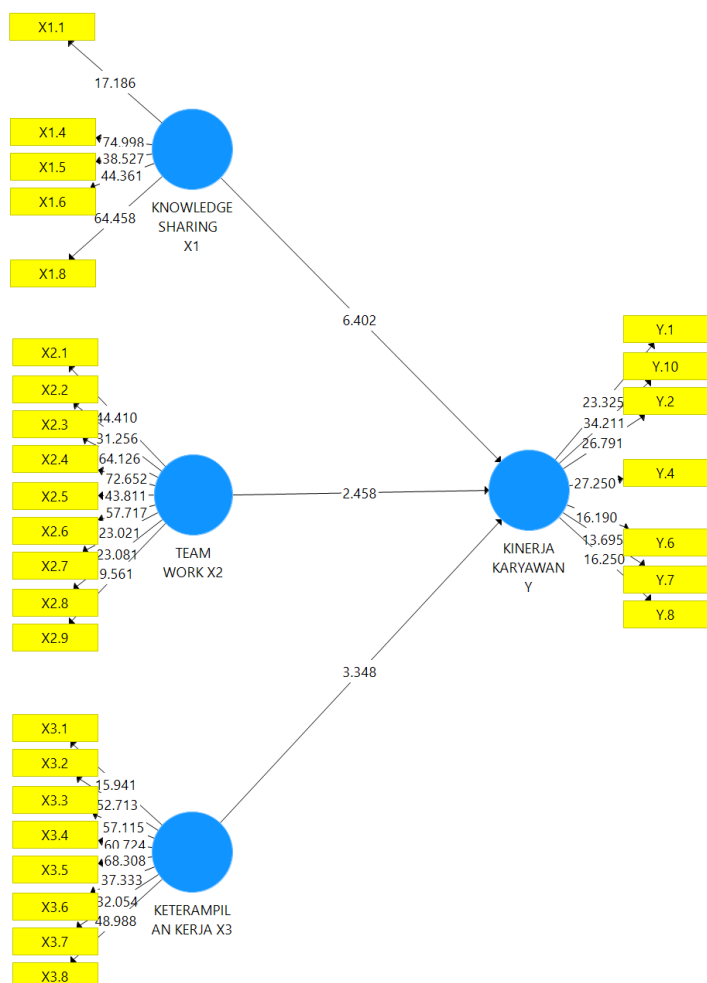


Figure 2. Structural Model Test  
 Source: Data processed from PLS

### A) Hypothesis Testing

The hypothesis testing criteria used are by comparing the p-value of the hypothesis testing results with a significance level of 0.05. If the P-value  $\leq 0.05$ , then the statistical hypothesis is accepted, thus the exogenous variable means it has a significant direct influence on the endogenous variable.

Table 6. Direct Hypothesis Testing

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
JOB SKILLS X3 -> EMPLOYEE PERFORMANCE Y	0.297	0.289	0.089	3,348	0.001
KNOWLEDGE SHARING X1 -> EMPLOYEE PERFORMANCE Y	0.415	0.419	0.065	6,402	0,000

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TEAM WORK	0.230	0.235	0.093	2,458	0.014
X2	->				
EMPLOYEE PERFORMANCE	Y				

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Source: Data processed from PLS, 2024

Based on table 6. above, the following can be formulated:

The effect of knowledge sharing on employee performance with a P-Value of 0.000 is smaller than the significance level of 0.05. This means that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. Thus knowledge sharing has a significant direct influence on employee performance.

The effect of team work on employee performance with a P-Value of 0.014 is smaller than the significance level of 0.05. This means that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. Thus team work has a significant direct influence on employee performance.

The influence of work skills on employee performance with a P-Value of 0.001 is smaller than the significance level of 0.05. This means that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. Thus team work has a significant direct influence on employee performance.

## 4.2 DISCUSSION

### 4.2.1 The Effect of Knowledge Sharing on Employee Performance

Based on the research results, it shows that the original sample value is 0.415 and the P Values are  $0.000 < 0.05$ , which means that Knowledge Sharing has a Significant Positive Influence on employee performance. This is in accordance with human capital theory which can increase work productivity in carrying out organizational tasks in various situations and conditions in the production process. It can be proven in the questionnaire statement that they often share information, thoughts, job-related training to increase job knowledge. This is in line with research (Sumendal et.all., 2022) and (Supardi, 2021) **which explains the positive and significant influence of knowledge sharing on employee performance.**

### 4.2.2 The Influence of Team Work on Employee Performance

Based on research results, it shows that the original sample value is 0.230 and the P Values are  $0.014 < 0.05$ , which means that Team Work has a Significant Positive Influence on employee performance. This is in accordance with human capital theory which can increase work productivity in carrying out organizational tasks in various situations and conditions in the production process. It can be proven in the questionnaire statement to be able to build enthusiasm, work together in work, respect other people's input in order to achieve targeted goals. This is in line with research (Siagian, 2020) and (Tupti et.all., 2022) which explain the positive and significant influence of team work on employee performance.

### 4.2.3 The Influence of Work Skills on Employee Performance

Based on research results, it shows that the original sample value is 0.297 and the P Values are  $0.001 < 0.05$ , which means that work skills have a significant positive influence on employee performance. This is in accordance with human capital theory which can increase work productivity

in carrying out organizational tasks in various situations and conditions in the production process. . It can be proven in the questionnaire statement that you are able to do work according to the company's SOP, analyze and solve existing problems in the company. This is in line with research (Sugiyanto, 2020) and (Liana, 2021) which explains the positive and significant influence of work skills on employee performance.

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1 Conclusion

From the results of the analysis above, conclusions can be drawn:

a) Knowledge sharing on employee performance has a significant positive impact on employee performance. b) Team work has a significant positive impact on employee performance. c) Work skills on employee performance have a significant positive impact on employee performance.

### 5.2 Suggestions

The limitation of this research is that researchers only research employees in Owabong Park Purbalingga, further research can expand the research object both in the Central Java region and in Indonesia. Researchers only rely on 1 theory, namely the Human Capital Theory. The variables studied are only knowledge sharing, team work, work skills and employee performance, so that further research can expand other variables. This research shows that knowledge sharing, team work, work skills have a significant positive influence, so that further research can add other variables.

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