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## Improved Employee Performance at PT Alas Harum Bali

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### ABSTRACT

This research was conducted based on the research gap and differences in the focus of the discussion on knowledge sharing, individual innovation abilities, and organizational citizenship behavior on employee performance. In addition, there are also research problems regarding the decline in employee performance at PT. Alas Harum Bali can be seen from the high level of employee absenteeism. This research was conducted at PT. Alas Harum Bali with a population of 65 employees and a sample of 65 employees. All data obtained from the distribution of questionnaires that can be used, then analyzed using SPSS 25. The results of the study indicate that knowledge sharing has a positive and significant effect on employee performance, individual innovation capability has a positive and significant effect on employee performance, and organizational citizenship behavior has a positive and significant impact on employee performance. Employee performance, knowledge sharing, individual innovation ability, and organizational citizenship behavior have a positive and significant effect on employee performance. This research suggests that knowledge sharing can be increased by taking into account the existing indicators. Individual innovation ability can be progressed by paying awareness to personality characteristic indicators. Organizational citizenship behavior can be improved by paying attention to courtesy indicators. Performance can be improved by paying attention to effectiveness indicators.

**KEYWORDS:** Employee, Individual Innovation, Knowledge Sharing, Organizational Citizenship Behavior, Performance

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### INTRODUCTION

Achievement inside organization is generally decided by the utilization of human being capital. Person possessions are a share of the move forwards of discipline, growth, and innovation, so the utilization of being capital necessity be carried made known as to a great extent as achievable in organize to attain the company's objectives that have been set. Human resource management is a course of action of managing numerous issues of the possibility of representatives, laborers, directors, and previous workers to brace

organizational exercises in the direction to attain predestined goals (Utami, et al., 2021). Therefore, the main step that must be taken by the company is to make efforts to improve employee performance by all people or companies, including tourism service companies. Chao et al. (2014) expressed that comprehension contribution can take place depicted as a course of action of education, trading, and giving the wisdom to intensify one person's competitive gain.

A phenomenon that occurs regarding knowledge sharing where employees feel they are not given opportunities in the formal to increase knowledge such as training so that employees cannot innovate properly and share knowledge which has an impact on decreasing employee performance (Aristanto, 2017). The phenomenon that occurs regarding knowledge sharing where employees feel they do not have the opportunity to increase experience such as training, so employees cannot innovate properly and share knowledge which influences decreasing representative functioning (Mangkunegara, 2015). The program of knowledge improvement activities in employee performance such as providing job training to employees (Aparicio et al., 2018). The phenomenon that occurs regarding individual innovation capability, where the lack of innovation owned by employees has an impact on not achieving the number of visitors expected by PT Alas Harum Bali. The phenomenon that occurs regarding organizational citizenship behavior (OCB), namely the lack of a sense of mutual help among co-workers who are experiencing difficulties has an impact on decreasing employee performance such as not achieving sales at PT Alas Harum Bali. a decrease in sales data wherein March 2020 it reached -3.5%, in April 2020 -30.9%, in July 2020 -1.05%, in September -39.5%, in November it reached 0. 11%, in December it decreased -by 18.6% and the standard achievement from 2019 to 2020 decreased -by 5.1%. This appears an indication of issues in organizational citizenship behavior (OCB) that have an impact on employee performance. The phenomena that occur regarding the performance of employees at PT. Alas Harum Bali where employees already have a decline in performance in 2020 is absenteeism, where many employees violate the system put by the company as of inward behind schedule to existence lacking exclusive consent.

Tobing (2017:16) characterizes knowledge sharing as data to change an amazing or an important person, obsession it happened after in turn it gets to be bottom for doing something, or after information, it gives an important person the power or organization intended for taking dissimilar behavior and additional operative from the past suit. Personality development capability is an claim as of the presence of original thoughts keen on the item, procedure as fine as viewpoints additional in company conduct. Innovation centered on a deal intended to change facts turn into usefulness (Roger, 2018). Organizational citizenship behavior (OCB) implies to the concept of "extra-role behavior", definite as behavior that payback the organization or serious to advantage the organization, which directs and leads to the position of expect. OCB is behavior which functional, extra-role, prosocial who directs individual, group or organization (Singh, 2014). The high performance generated by employees will help companies in the achievement process of the goal. To get a picture regarding performance, the following In this section, definitions of performance according to how many experts. Performance employee is defined as a result of the evaluation of a job that is done individually compared to the criteria that have been set together (Robbins 2017).

### **The effect of knowledge sharing on employee performance**

Knowledge sharing is in a sequence that changes amazing or someone, it happens when the information gets to be the basis for the suit, or when the information gives a person or institute the ability to take different and more effective actions than past actions (Kuncorowati dan Rokmawati, 2018). Sen Wu et al. (2014) ; Aulia dan Syarifuddin (2017); and Nham et al. (2017) say that knowledge sharing has a positive effect on employee performance, where knowledge sharing will make knowledge an asset in an organization, both in research institutions and in companies (Govindaraju, et al., 2019). Thus, it is fundamental to do knowledge sharing based on trust which can be in the form of knowledge sharing and belief, an ethos of group work and collaboration that can develop road maps and knowledge management goals that can improve employee performance (Sujana, et al., 2021). Based on this analysis, the hypothesis developed in this study can be defined as follows:

(H1): Knowledge sharing has a positive effect on employee performance at PT. Alas Harum Bali.

### **The effect of individual innovation capability on employee performance**

Ussahawanitchakit (2017) characterizes advancement capability as the aptitude to expand new items that can fulfill advertising needs, apply more suitable innovative forms to crop these new items, expand and receive new products and handle innovation. for upcoming wants, reacting to unforeseen technical change exercises, as well as unforeseen openings carried out by competitors. Innovation capability can be measured at the personal level. Saputro and Mayowan (2018) said that individual innovation capability has a positive effect on employee performance. The length of the individual innovation capability dealt with depends on how extended the company takes to build up worker modernism (Jong, 2017). Kimberlye, et al (2019) in their study said that individual innovation capability has a positive effect on employee performance, where the more employees have good innovation concerning the company, the additional they can get better employee performance. Based on this assay, the hypothesis

(H2): Individual innovation capability has a positive effect on employee performance at PT. Alas Harum Bali.

### **The effect of organizational citizenship behavior (OCB) on employee performance**

Satwika and Himam (2014) describe organizational citizenship behavior (OCB) as a useful state of mind appeared by organizational individuals, which is valuable, and acknowledged by the company but not straight connected to personal efficiency. Abrar and Isyanto (2019) expressed that organizational citizenship behavior (OCB) has a positive effect on employee performance. Where employees have the same opinion to replace the employment of colleague co-workers after lacking and assist chap employees or co-workers whose work is careful over-burden, employees feign that it is fundamental to assist each other in lightening the very serious workload or a few jobs that have collected already so that employee performance has expanded (West, 2015). Based on this examination, the growth of the hypothesis in this learning can be formulated as follows:

(H3): Organizational citizenship behavior (OCB) has a positive effect on employee performance at PT. Alas Harum Bali.

## **METHODS**

Research this carried out at PT. Alas Harum Bali which is found at Jalan Raya Tegallalang, Gianyar Regency. The explored substance to be studied includes knowledge sharing, individual innovation capability, organizational citizenship behavior (OCB), and performance employee. The population in this study were all employees at PT. Alas Harum Bali numbered 65 people. The samples is functioning and promoting representatives, amounting to 65 people. Strategies for data collection use interviews and using the means in the form of a survey (Ghozali, 2018). System analysis data using assumption test classic, multiple linear regression test, coefficient of determination test, f test, and t-test (Sugiyono, 2017).

## RESULTS

### Analysis Linear Regression Multiple

Table 1. Regression linear multiple

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Contant)	3.989	1.640		2.432	.018
	Knowledge sharing	.200	.065	.309	3.066	.003
	Individual innovation capability	.275	.094	.271	2.920	.005
	Organizational citizenship behavior	.304	.065	.424	4.682	.000

#### a. Dependent Variable. Kinerja Karyawan

Calculation results can is known constant value a, coefficient regression following:

$$a = 3.989$$

$$b_1 = 0.200$$

$$b_2 = 0.275$$

$$b_3 = 0.304$$

### Coefficient Determination

Table 2. Coefficient Determination

Model Summary				
Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700 <sup>a</sup>	.593	.573	2.07633

a. Predictors: (Constant), Organizational citizenship behavior (OCB), Individual innovation capability, Knowledge sharing

Coefficient of determination is 59.3 percent.

### Model Feasibility Test

Table 3. Simultaneous Test (Test F)

ANOVA <sup>a</sup>	
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Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	383.235	3	127.745	29.631	.000 <sup>b</sup>
	Residual	262.980	61	4.311		
	Total	646.215	64			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Organizational citizenship behavior (OCB), Individual innovation capability, Knowledge sharing

Based on processing results known the value F count of 29,631 with a significance of F of  $0.000 < 0.05$ .

### Test Hypothesis

Table 4. Results Test Partial (Test t)

Variabel	Unstandardized Coefficients Beta	t	Sig.
Knowledge sharing ( $X_1$ )	0.200	3.066	0.003
Individual innovation capability ( $X_2$ )	0.275	2.920	0.005
Organizational Citizenship Behavior (OCB) ( $X_3$ )	0.304	4.682	0.000

- Knowledge sharing affects positively the performance of employees (Y). Results it is shown by coefficient the regression that worth positive by 0.200 with t-statistic = 3.066 and significance ( $p$ ) =  $0.003 < 0.05$ .
- Individual innovation capability has an effect positive towards employee performance (Y). Results it is shown by coefficient regression positive value of 0.275 with t-statistic = 2,920 and ( $p$ ) =  $0.005 < 0.05$ .
- Organizational citizenship behavior (OCB) affects positively on employee performance (Y). Results it is shown by regression coefficient worth positive by 0.304 with t statistic = 4.682 and significance ( $p$ ) =  $0.000 < 0.05$ .

## DISCUSSION

### The Effect of Knowledge Sharing on Employee Performance

Based on the results of the analysis that *knowledge sharing* has a positive and significant influence on employee performance with a t-value of 3.066 and a sig value of 0.018, which means that the better *knowledge sharing*, the higher the performance of employees at PT. Alas Harum Bali. Vice versa, the worse *knowledge sharing*, the lower the performance of employees at PT. Alas Harum Bali. This is in line with the phenomenon that occurred at PT. Alas Harum Bali shows the decline in employee performance due to the lack of *knowledge sharing* seen from the phenomenon with the lowest indicator of *embraced knowledge*, where PT. Alas Harum Bali must provide training to employees so that employees can learn new skills and share them with colleagues so that what the company wants is achieved and employee performance will increase. Erwina and Mira (2019) said that *knowledge sharing* had a positive effect on employee performance *Knowledge sharing* through individual factors and organizational factors at the company was very good. This should be maintained by the attitude of employees who are always willing to help other employees for the success of the knowledge-sharing process

(Hannah, 2014). The better the attitude of employees in sharing knowledge, the better the support provided by the organization to employees who carry out the knowledge sharing process (Verawati and Bhegawati, 2019).

### **The Influence of *Individual Innovation Capability* on Employee Performance**

Based on the results of the analysis that individual innovation capability has a positive and significant influence on employee performance with a t value of 2,920 and a sig value of 0.005, which means the better individual innovation capability, the greater the employee performance at PT. Alas Harum Bali. Vice versa, the worse the individual innovation capability carried out, the lessen the performance of employees at PT. Alas Harum Bali. This is in a row using the observable fact that happened at PT. Alas Harum Bali which appears to the weakening in employee performance due to the lack of individual innovation capability seen as the phenomenon with the most reduced sign of identity characteristics, whereas PT. Alas Harum Bali gives teaching to employees so that they want to have the desire to expand the advance so that the company's targets are accomplished. Explore conducted by Lestari, et al (2018) ;Padilha dan Gomes (2016) states that organizational citizenship behavior (OCB) has a positive effect on employee performance, anywhere organizations that want employees to do belongings or work that surpasses the job description have established preferences over previous companies. Therefore, many companies want their employees to have organizational citizenship behavior (OCB) so that employee performance is attainment enhanced (Novarini and Bhegawati, 2020).

### **Effect *organizational citizenship behavior* on employee performance**

Based on top of the comes about of the examination to organizational citizenship behavior (OCB) has a positive and significant effect on employee performance using at the worth of 4.682 then a sig value of 0.000 which way the better organizational citizenship behavior (OCB), the improve employee performance at PT. Alas Harum Bali. Then bad habits versa, the more regrettable organizational citizenship behavior (OCB) is carried elsewhere, the lessen the performance of employees at PT. Alas Harum Bali. This is in line with the prodigy that occurred at PT. Alas Harum Bali which appears a reduction in employee performance owing to lack of organizational citizenship behavior (OCB) is seen from the phenomenon with the most reduced sign concerning kindness, anywhere representatives of PT. Alas Harum Bali must be able to invite colleagues to share about the impediments or trouble confronted in completing assignments so that employee performance will augment. A study conducted by Lestari, et al (2018) states that organizational citizenship has a positive effect on employee performance, anywhere organizations desire workers to do belongings or labor that surpasses the job type has proven focal point over other companies. Consequently, many companies want their employees to have organizational citizenship behavior (OCB) so that employee performance is attainment enhance (Rohim, A dan Budhiasa, 2019).

Employee performance is the answer of labor in feature and amount accomplished by a role in carrying out his duties or work by the obligations that have been given to him and is the result of work that has been achieved by an important person with predestined measures, in carrying out his duties employees in harmony with the duties allowed (Verawati, et al., 2020). given by the organization (Sinambela, 2017). Individual innovation capability and organizational citizenship behavior (OCB) have a positive effect on employee performance, where one of the reimbursements of implementing the individual innovation capability is the continuous availability of employees who arrive at their own best promise and get well their performance Saputra and Mayowan (2018).

Based on top of the comes about of the psychoanalysis that knowledge sharing, individual innovation capability and organizational citizenship behavior (OCB) have a positive and significant influence on employee performance using an F value of 29.631 and a sig value of 0.000 which means that knowledge sharing and is bolstered by well again individual innovation capability and improved organizational citizenship behavior (OCB) than assist expand the performance of employees at PT. Alas Harum Bali. Vice versa, the lower the knowledge sharing, the worse the individual innovation capability, and the more regrettable the organizational citizenship behavior (OCB) that is carried out, the lower the performance of employees at PT. Alas Harum Bali. This is in line with the fact that happened at PT. Alas Harum Bali shows the weakening in employee performance due to them being short of knowledge sharing factors, individual innovation capability, and organizational citizenship behavior (OCB) seen from the wonders with the least markers concerning employee performance such as viability, where PT. Alas Harum Bali must pay notice to employees at work so that representatives can work effectively and maximally as anticipated by the company.

## CONCLUSION

Knowledge sharing has the induce to positive and significant to the performance of employees at PT. Alas Harum Bali. Individual innovation capability affects the positive and significant performance of employees at PT. Alas Harum Bali. Organizational citizenship behavior (OCB) has an influence that is positive and significant on employee performance at PT. Alas Harum Bali. Knowledge sharing, individual innovation capability, and organizational citizenship behavior (OCB) at the same time or jointly have an influence that is positive and significant to employee performance at PT. Alas Harum Bali. Knowledge sharing, individual innovation capability, organizational citizenship behavior (OCB), and employee performance at PT. Alas Harum Bali to remain to expand these three components and wage notice to previous components connected to progressing employee performance. Organizational citizenship behavior (OCB) is the majority factor impacting employee performance, consequently, it is proposed to PT Alas Harum Bali.

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