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**THE INFLUENCE OF EMPLOYEE KNOWLEDGE SKILL ABILITY TO TEAM PERFORMANCE AT PT. EQUITYWORLD FUTURES MANADO****PENGARUH PENGETAHUAN KETERAMPILAN KEMAMPUAN KARYAWAN TERHADAP KINERJA TIM DI PT. EQUITYWORLD FUTURES MANADO**

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**Abstract:** Human resources is an important asset for a company or organization, with the existence of employees it helps to achieving the vision and mission. Employee competencies can be seen from KSA, such as knowledge, skill and abilities and each employees have differences one to another it is also happen for knowledge, skill and ability of the employees. Employees of the company are lack in understanding the work, difficult to adjusts the work due the educational background is not related with the work, not able to interact well with each other related with the work, can't determine how to complete a task properly, unable to take the initiative to do the work and unable to work under pressure. This research is aims to find the influence of employee knowledge, skill and ability to team performance at PT. Equityworld Futures Manado. Causal analysis type and used random sampling technique with 73 respondents. This research used multiple linear regression to test the data. The results shows variables of knowledge, skill and ability has influence to team performance at PT. Equityworld Futures Manado. The company have to improve the human resource department, the company have to focus more in recruiting new employees in order to find competent employees.

**Keywords:** *knowledge, skill, ability, team performance*

**Abstrak:** Sumber daya manusia adalah aset penting bagi perusahaan atau organisasi, dengan keberadaan karyawan membantu untuk mencapai visi dan misi. Kompetensi karyawan dapat dilihat dari KSA, seperti pengetahuan, keterampilan dan kemampuan dan masing-masing karyawan memiliki perbedaan satu sama lain termasuk untuk pengetahuan, keterampilan dan kemampuan karyawan. Karyawan perusahaan kurang memahami pekerjaan, sulit menyesuaikan dengan pekerjaan karena latar belakang pendidikan tidak terkait dengan pekerjaan, tidak dapat berinteraksi dengan baik satu sama lain yang terkait dengan pekerjaan, tidak dapat menentukan cara menyelesaikan tugas dengan benar, tidak dapat mengambil inisiatif untuk melakukan pekerjaan dan tidak dapat bekerja di bawah tekanan. Penelitian ini bertujuan untuk mengetahui pengaruh pengetahuan, keterampilan, dan kemampuan karyawan terhadap kinerja tim di PT. Equityworld Futures Manado. Jenis analisis kausal dan menggunakan teknik random sampling dengan 73 responden. Penelitian ini menggunakan regresi linear berganda untuk menguji data. Hasil penelitian menunjukkan variabel pengetahuan, keterampilan dan kemampuan memiliki pengaruh terhadap kinerja tim di PT. Equityworld Futures Manado. Perusahaan harus meningkatkan departemen sumber daya manusia, perusahaan harus lebih fokus dalam merekrut karyawan baru untuk menemukan karyawan yang kompeten..

**Kata kunci:** *pengetahuan, keterampilan, kemampuan, kinerja tim*

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**INTRODUCTION****Research Background**

Human resources is an important asset in a company or organization, it helps to achieve the vision and mission. Nowadays, within the development, company will face some problems and must be able to find the great employees to help company to compete with others. Human resource management involves all management decisions and practices that directly affect its human resources.

Competencies can be seen from KSA, namely knowledge, skills and abilities (Mathis and Jackson, 2001:241). Besides each employees certainly have differences one to another it is also happen for knowledge, skill and ability of the employees. Knowledge, means that reflects the context how their understanding the job and realizing the job responsibility. While skill is about the interaction with others that related to the job. The ability of employees is about how employees responsible and be able to do anything that related to the job.

Generally, a securities company is an intermediary between investors and the capital market, and this company has a special license. In Indonesia, there are so many investment activities that attracted lots of people. Besides the main problem in this company is about the salary system it is also have some problems which are the team members are lack of knowledge, skill and ability. Some of the team members are lack in understanding of how to carry out the work, difficult to adjusts to work due the educational background is not related with the work, not able to interact well with each other related with the work, can't determine how to complete a task properly, unable to take the initiative to do the work and unable to work under pressure. Knowledge, skills and abilities possessed by employees can indicate the level of willingness to work by employees to adapt the environment in the company. The knowledge, skills and abilities that employees have will provide support for the company's efforts in the process of achieving company is goals. With the knowledge, skills and abilities naturally can reflect the performance that will be generated by employees, especially team performance.

**Research Objective**

The research objectives are to identify the significant influence of:

1. Knowledge, skill and ability to team performance simultaneously.
2. Knowledge to teamwork performance partially.
3. Skill to teamwork performance partially.
4. Ability to teamwork performance partially.

**THEORETICAL REVIEW****Human Resource Management**

Human resource management is the strategic approach to the effective management of people in an organization, it help the business gain a competitive advantage. Human resource management defined as a system of activities and strategies that focus on successfully managing employees at all levels of an organization to achieve organizational goals (Byars and Rue, 2006:4). Human Resource Management aims at recruiting capable, flexible and committed people, managing and rewarding their performance by developing key competencies. Human resource management is the process of managing human resources in collaboration with implementing management functions in operational activities to achieve effective and efficient organizational goals.

**Organizational Behavior**

Organizational behavior is a study involving aspects of human behavior in an organization or a particular group. It includes aspects that arise from the influence of the organization on humans as well as aspects that arise from human influence on the organization (Toha, 2007:5). The practical purpose of studying this study is to determine how human behavior influences efforts to achieve organizational goals.

**Knowledge**

Bergeron (2003:3) defined it as information that is organized, synthesized or summarized to enhance comprehension, awareness, or understanding. Similarly, Karlsen and Gottschalk (2004) defined knowledge as information combined with experience, context, interpretation, reflection, intuition and creativity. Knowledge reflects an employee's cognitive abilities in the form of the ability to know, understand, and realize the job. Therefore, knowledge of an employee can be developed through education, both formal and informal experience.

Education provides a person with the basics of knowledge, theory, logic, general knowledge, analytical skills and character and personality development (Robbins and Judge, 2009:57).

### Skill

Skill also the capacity needed to carry out a series of tasks that develop from the results of training and experience. Based on this definition, it can be concluded that skill means the ability to do a job easily and carefully which requires basic abilities. Skill is something related with the job or task which can be mastered by learning and can be improved by training. Skill can be used to control behaviour (Sudarmanto, 2009:60).

### Ability

Ability is a common skill possessed by individuals. Employee abilities are usually associated with cognitive abilities needed to run a work function. Ability is capacity of individuals to do various tasks in certain jobs (Robbins and Judge, 2009:57). Job ability is the ability to do a job with satisfactory results, both in the form of goods and services that are the needs of the community.

### Team Performance

Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributes to the economy (Armstrong and Baron, 1998:15). Performance is how to do the work and the results achieved from the job. Performance in the team is the answer to the success or failure of the company goals. Definition of employee performance refers to the responsibilities of employees to carry out the tasks. As a result it will be known that team enters a certain level of performance. To determine the team performance it can be grouped as beyond the target or goal, equivalent with the target or goal, and below the target or goal. Work results in the best quality and quantity achieved by an employee to the teamwork performance in the responsibility of completing the tasks.

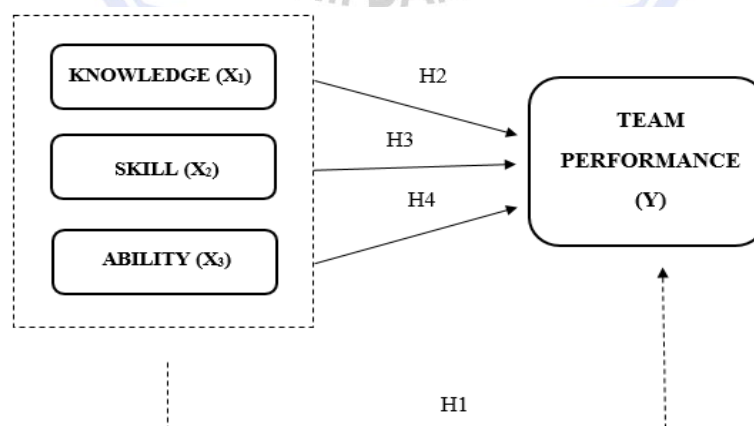
### Previous Research

Hwang. 2018. Research about the relationship between teamwork and team performance, experiences from an ERPsim competition. The result shows most important is having knowledge, skills, and abilities, followed by expecting quality, interacting with teammates, and contributing to the team's work.

Rogelberg. 2003. Research about selection in teams: an exploration of the teamwork knowledge, skills and ability test. The result shows the teamwork KSA test successfully predicted individual behavior within teams have higher scores on the teamwork KSA test related to greater individual effectiveness within the team.

Suhartini. 2015. Research about the influence of knowledge management, skill, and ability to employee performance. Population of the research were all employees at leather industry and the sample were 60 respondents. The result shows that knowledge, skill, and ability has significant influence to employee performance simultaneously with F count at 46.328 and the significance level is 0.000.

### Conceptual Framework



**Figure 1. Conceptual Framework**

Source: *Data Analysis Method, 2019*



Figure 1 show this study aims to find out the influence of employee knowledge, skill, and ability to teamwork performance at PT. EquityWorld Futures Manado

### Research Hypothesis

- H1: The influence of employee knowledge, skill, and ability to team performance PT. EquityWorld Futures Manado simultaneously.
- H2: The influence of employee knowledge to team performance at PT. EquityWorld Futures Manado partially.
- H3: The influence of employee skill to team performance at PT. EquityWorld Futures Manado partially.
- H4: The influence of employee ability to teamwork performance at PT. EquityWorld Futures Manado partially.

## RESEARCH METHOD

### Research Approach

This research uses quantitative method with questionnaire as a tool to collect the data. Quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures (Creswell, 2014:59). Causal analysis is a research conducted to establish cause-and-effect relationship among variables. This is undertaken to find out the influence of Knowledge (X1), Skill (X2), and Ability (X3) to Team Performance (Y) at PT. EquityWorld Futures Manado.

### Population, Sample, and Sampling Technique

The population of this research is 270 contract employees of PT. EquityWorld Futures Manado. The type of sampling used in this study is random sampling. The sample of this research is 73 contract employee of PT. EquityWorld Futures Manado.

### Data Collection Method

This research analyzes the primary data to gather the information. The primary data of this study were taken from the questionnaires. The questionnaires were distributed to respondents so they can respond directly on the questionnaires

### Operational Definition of Research Variables

**Table 1. Variable Definition**

No.	Variables	Definition	Indicator
1.	Knowledge (X <sub>1</sub> )	Knowledge is an information of a person or an employee especially in a specific way.	- Education - Experiences - Interest
2.	Skill (X <sub>2</sub> )	Skill is being able to do some tasks related to the job physically, mentally and in special way.	- Skill - The Personality - Training
3.	Ability (X <sub>3</sub> )	Ability is being able to do and complete various tasks related to the job.	- Intellectual Ability - Physical Ability
4.	Teamwork Performance (Y)	Teamwork performance is the result of the quality and quantity of team members.	- Quantity of the job - Quality of the job - Responsibility

Source: Author's Note, 2019

### Validity and Reliability

Validity test is used to measure the legitimacy of a questionnaire. Validity is to elevate the level of relation, between theoretical framework and empirical work, which also represents the aspect of representation and trustworthiness of the thesis (Brymen and Bell, 2007:176). A reliability test is done to get the level of accuracy of the data collection tool (Ridwan and Kuncoro, 2012:38). Reliability test is a tool that can be used to measure a questionnaire which is the indicators of the variables.

### Multiple Linear Regression

Multiple Linear Regression can be defined as a linear relationship between two or more independent variables. The purpose of testing the hypothesis on the application of multiple linear regression method is to determine the extent of the simultaneous influence between dependent variables towards independent variables (Siregar, 2014:408). The formula of multiple linear regressions in general as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Description:

Y = Dependent Variable (Team Performance)

X1 = Knowledge

X2 = Skill

X3 = Ability

$\beta_1, \beta_2$  = the regression coefficient of each variable

$\varepsilon$  = Error

## RESULT AND DISCUSSION

### Result

#### Validity and Reliability

Knowledge (X1), Skill (X2), Ability (X3) and Team Performance (Y) have a higher value than the r table value that is 0.230. It means that every indicator in questionnaire in this research is valid and can be used for further analysis. The variable is reliable because the value of Cronbach's Alpha of all variables is higher than 0,7.

#### Result of Multiple Linear Regression Analysis

**Table 2. Multiple Linear Regression Result**

	Regression Coefficient (b)	Std. Error	Beta	t count	Sig.
(Constant)	2.761	.624		4.425	.000
Knowledge (X <sub>1</sub> )	.169	.073	.214	2.329	.023
Skill (X <sub>2</sub> )	.452	.088	.505	5.149	.000
Ability (X <sub>3</sub> )	.192	.073	.246	2.638	.010

Source: SPSS Output, 2019

Multiple regression analysis is used to determine the effect of the independent variables on dependent variable. The multiple linear regression equation can be interpreted as follows:

1. Constant value of 2.761 which means that if all independent variables equals to zero then Teamwork Performance (Y) as dependent variable will be 2.761.
2. Regression coefficient of Knowledge (X1) is 0.169 means that if Knowledge (X1) increases while assuming the other variables are constant then the Teamwork Performance (Y) will also increase by 0.169.
3. Regression coefficient of Skill (X2) is 0.452 means that if Skill (X2) increases while assuming the other variables are constant then the Teamwork Performance (Y) will also increase by 0.452.
4. Regression coefficient of Ability (X3) is 0.192 means that if Ability (X3) increases while assuming the other variables are constant then the Teamwork Performance (Y) will also increase by 0.192.

**Testing the Goodness of fit: Coefficient of Multiple Correlation (R) and Coefficient of Determination (R<sup>2</sup>)****Table 3. Result of R and R<sup>2</sup>**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.902 <sup>a</sup>	.814	.806		.66902

Source: Data Processed, 2019

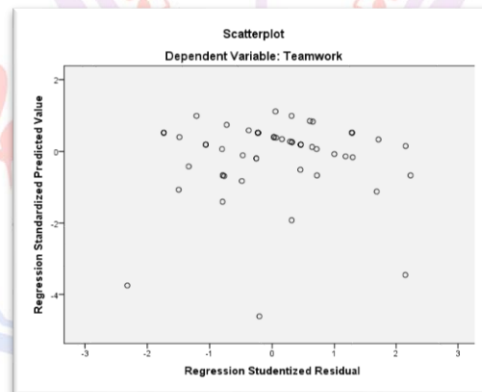
The value of R is 0.902 indicating a tight relationship between independent and dependent variable. The value of R<sup>2</sup> is 0.814 or 81.4%. It means that Knowledge, Skill and Ability explain 81.4% of variation in the Team Performance (Y), while the remaining 18.6% is explained by other factors which is not discussed in this research.

**Multicollinearity****Table 4. Multicollinearity Statistics**

Variable	Collinearity Statistics		Status
	Tolerance	VIF	
Knowledge	0.319	3.133	No Multicollinearity
Skill	0.280	3.517	No Multicollinearity
Ability	0.310	3.266	No Multicollinearity

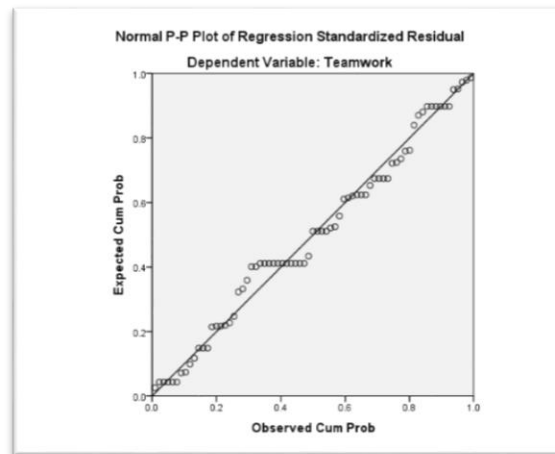
Source: Data Processed, 2019

Table 4 shows the result of multicollinearity test using Variance Inflation Factor (VIF). The tolerance of two independents variable that are knowledge (X1) is 0.319, Skill (X2) is 0.280 and Ability (X3) is 0.310 and the value of Variance Inflation Factor (VIF) of Knowledge (X1) is 3.133, Skill (X2) is 3.517 and Ability (X3) is 3.266. If the value of VIF is below 10, so it means that there is no symptoms of multicollinearity between independent variable in the regression model.

**Heteroscedasticity****Figure 2. Heteroscedasticity Test**

Source: Data Processed, 2019

Figure 2 shows that the dots are spreading above and below the number zero (0) in the Y axis. This proves that there is no heteroscedasticity in this regression model and can be used to predict the influence between dependent variable and independent variables.

**Normality**

**Figure 3. Normality Test**  
*Source: Data Processed, 2019*

Figure 3 shows that the dots are spreading near to the diagonal line and follow the direction of the diagonal line. Therefore, the normality test is accepted which means the data of this research is normally distributed.

**Hypothesis Testing****F-test****Table 5. Simultaneous Test (f-test Output)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	135.089	3	45.030	100.607	.000 <sup>b</sup>
	Residual	30.883	69	.448		
	Total	165.973	72			

*Source: Data Processed, 2019*

Table 5 Shows the result of F-test in ANOVA output using the level of significance of 5% ( $\alpha=0.05$ ). The  $F_{table} = 2.74$ . The number of  $F_{count} > F_{table}$ ,  $100.607 > 2.74$ . Thus, the influence is significant. Based on the result, it shows that Knowledge (X1), Skill (X2) and Ability (X3) as independent variables have significant influence to Team Performance as dependent variable simultaneously.

**t-test****Table 6. Partial Test (t-test Output)**

Variable	$t_{count}$	$t_{table}$	Description
Knowledge (X1)	2.329	1.995	Accepted
Skill (X2)	5.149	1.995	Accepted
Ability (X3)	2.638	1.995	Accepted

*Source: Data Processed, 2019*

Table 6 Shows that for knowledge the  $t_{count} > t_{table}$ ,  $2.329 > 1.995$ . Means that knowledge (X1) has significant influence to Team Performance (Y). In table 2. The result shows that the influence of X1 to Y is very significant with the number of 0.023.

For skill the  $t_{count} > t_{table}$ ,  $5.149 > 1.995$ . Means that skill (X2) has significant influence to Team Performance (Y). In table 2. The result shows that the influence of X2 to Y is very significant with the number of 0.000.

For ability  $t_{count} > t_{table}$ ,  $2.638 > 1.995$ . Means that ability (X3) has significant influence to Team performance (Y). The result shows that the influence of X3 to Y is very significant with the number of 0.010.



## Discussion

The independent variables are knowledge, skill and ability that influence the team performance as dependent variable. A positive influence occurs when the independent variables increase, the dependent variable also increase. Based on the result, Knowledge has a significant influence towards Team Performance partially. Knowledge is very important for team performance, without knowledge the employees have the lack of knowledge to do work and perform a bad performance of team, and also become some risks for the company. Employees needs to provide a better knowledge with educational background, work experiences and the interest to support team performance efficiently and effectively. Skill has a significant influence towards Team Performance partially. Skill is the support for the employee to do works with the personality and the training to perform a good quality performance of employee and for the team. Employees needs to provide skills with the personality of the employee which is have the ability to build a good relationship with other members to work together, the skill must be able to be unique or creative to perform a high quality performance of team, and the training to train employee for team performance. Ability has a significant influence to Team Performance partially Ability of the employee helps to perform a good quality performance of employee and for the team, which is being able to carry out the tasks. Ability become a very important for team performance, without ability the employees are not able to do tasks and cannot provide a high quality of team performance. The result of this research is consistent with the result from the previous research conducted by Suhartini (2015) where it showed a positive relationship between knowledge, skill and ability with dependent variable in this case is team performance.

## CONCLUSION AND RECOMMENDATION

### Conclusion

After examining the findings and discussing the result, the conclusions based on this research can be formulated as follows:

1. Knowledge, Skill and Ability has a significant influence to Team Performance at PT. EquityWorld Futures Manado.
2. Knowledge with the indicators which are education, experiences, and interest has a positive and significant influence to Team Performance at PT. EquityWorld Futures Manado.
3. Skill with the indicators which are skill, the personality and training has a positive and significant influence to Team Performance at PT. EquityWorld Futures Manado.
4. Ability with the indicators which are intellectual and physical ability has a positive and significant influence to Team Performance at PT. EquityWorld Futures Manado.

### Recommendation

In general there are supposed to have an improvement in human resource as one of the important aspect in PT. EquityWorld Futures Manado with a significant influence of knowledge, skill, and ability to team performance at PT. EquityWorld Futres Manado, it is expected to improves the quality of employees such as knowledge, skill and ability. For knowledge, employees have to learn more about the job. Skill, employees have to build more the relationship between employees in order to interact well. Ability, employees have to able to be efficient and effective in working. For the recruitment process, employees who will enter this company which must have the knowledge, skills, abilities needed and in accordance with the company.

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