

# **Knowledge Management Analysis on the Performance of Logistics Personnel through Social Capital and Work Capabilities**

**Khaerul Hasman, Hasmin Tamsah, Nasaruddin Nawawi, Dian Aggraini Utina, Mansur Mansur and Wagiman S**

Sekolah Tinggi Ilmu Ekonomi AMKOP Makassar, Indonesia  
haerulhasman@gmail.com, hasmin@stieamkop.ac.id, dianaggrainiutina@gmail.com,  
nas.nawawi@yahoo.com, mansurmansur@gmail.com, wagiman@gmail.com

**Gustika Sandra**

Sekolah Tinggi Ilmu Hukum Pengayoman, Watampone, Indonesia  
Gustikasandra85@gmail.com

## **Abstract**

Performance can be measured through five indicators: quality, quantity, knowledge and skills, timeliness, and communication. The five measurement indicators are expected to form variable performance of logistics personnel through social capital and work capabilities in the South Sulawesi Regional Police (Polri) Brigade Mobile (Brimob) Unit. Therefore, with knowledge management to achieve the performance of logistics personnel through social capital and work capabilities in the South Sulawesi Police Brimob Unit as expected with performance achievement with operational, coaching, and administrative activities. This research approach used quantitative descriptive research to obtain a complete picture of the variables studied. The time used to conduct research is for 6 (six) months, from August 2020 to January 2021. Researchers obtained a population of Logistics personnel of the South Sulawesi Brimob Unit which amounted to 130 people. All the populations in this study were responded to, but at the time of data retrieval, only 98 people could be used because it was the only complete data. In comparison, as many as 32 people were incomplete due to retirement, mutations, and temporarily carrying out under operations control, so it could not be used in the analysis. The findings in this study of knowledge management of social capital and work capabilities on performance have a positive and significant influence. In contrast, knowledge management testing of social capabilities and capital on work capabilities and indirect testing of knowledge management on work capabilities through social capital shows a positive but insignificant effect.

## **Keywords**

Knowledge Management, Social Capital, Work Capability, and Personnel Performance.

## **1. Introduction**

The success of an organization depends largely on the activity and creativity of its human resources. The demands of technological and scientific advances in the global era as it is today can be met through increasing the ability of human resources in every organization, both government organizations and private organizations. Therefore, the development of human resources that are an integral part of the national development program needs to receive serious priority and attention from every government organizer to emphasize efficiency, speed, and professionalism in implementing government tasks to support complex development.

Law No. 2 of 2002 concerning the National Police of the Republic of Indonesia, namely in Article 2, confirms that the function of the National Police of the Republic of Indonesia is one of the functions of the State government in the fields of law enforcement, Harkamtibmas, protection, sufficiency, and community service. Furthermore, the purpose of the National Police is regulated in Article 4 of Law No. 2 of 2002, namely, to realize domestic security, including maintaining public security and order, order, and the establishment of the law, the implementation of protection, sufficiency, and service to the community, and the development of community peace by upholding human rights. In addition to these functions, there are also the main duties of the police stipulated in Article 13 of Law No. 2 of 2002,

namely: 1) Maintaining security and public order; 2) Uphold the law; and 3) Provide protection/sufficiency and service to the community.

The National Police of the Republic of Indonesia is an institution responsible for maintaining domestic security. The main functions and duties of the police above are quite heavy duties and responsibilities, where personnel in carrying out their duties and responsibilities must be by the moral and legal rules of the community. Personnel eavesdropping is needed to remain ready to anticipate rapid developments and improve personnel performance. Polri has a trained unit of the Mobile Brigade Corps (Brimob). Brimob's function is as one of the units under the auspices of the National Police. Brimob's task is to maintain security and order and high-scale crime. In addition, Brimob also has a section or section. One of them is logistics. In addition to its main task of maintaining security and order and high-scale crime, logistics also has a duty to facilities and infrastructure. The policies of the National Police leadership implemented by the Brimob leadership include improving and deepening knowledge management so that the performance of logistics personnel through social capital and work capabilities in the South Sulawesi Police Brimob Unit can be improved. Personnel performance is the result of work achieved by a person based on the demands of work requirements to achieve goals, also referred to as work standards (Kurniawan et al., 2022; Nath et al., 2021; Setianto et al., 2022; Soetopo et al., 2019; Suharyanto et al., 2021). The indicators used to measure personnel performance in this study were: quantity of work, quality of work, time density, attendance, and cooperation ability. Performance improvement is strongly supported by the competence or ability of Police personnel, including quality and quantity. In this case, South Sulawesi Regional Police personnel are 19,829 people. At the same time, the quality includes S3 education levels for five people, S2 for as many as 183 people. S1 for as many as 1,982 people. And SLTA as many as 17,659 people. This means that the ability possessed by Police personnel is still lacking, so efforts are needed to improve the performance of Police members, especially the performance of logistics personnel through social capital and work capabilities in the South Sulawesi Police Brimob Unit.

Knowledge management is an essential component in the success of an organization. According to Sultan et al. (2021), knowledge management is the management of organizational knowledge to create value and produce competitive advantages or excellent performance. Knowledge management requires competent people as a source of knowledge, a place to conduct discussions, and the content of the discussion itself. Therefore, the knowledge possessed by the organization and members of the organization needs to be managed properly. So, every individual in the organization can utilize the knowledge as much as possible to improve its performance. In addition, knowledge management consists of 3 main components, namely: people, places, and content. Knowledge management carried out by the organization can be used as a solution in solving problems with the result of achieving its desired goals and vision; it can be measured from 3 components, namely: 1) people (personnel yearning), 2) process (work procedures) and 3) technology (Nellyanti et al., 2021).

Social capital is also closely related to knowledge management and personnel performance. Increased social capital will encourage the continuation of organizational life with a much more advanced order. In the sense that society can be relied on to maintain commitment, respectable mutual assistance norms, and avoid opportunistic behavior. Then form a group where the group can achieve common visions and goals more efficiently, increasing the added value in personnel when doing their job work will behave. Cooperative with others because there is trust as an effect that gives rise to social capital. Therefore, social capital needs to be studied to support knowledge management in improving the performance of logistics personnel in the South Sulawesi Police Brimob Unit.

Work capabilities are closely related to knowledge management and personnel performance. Capability is applying the ability, knowledge, and experience possessed by human resources to carry out work strategies that have been established and can provide value for an organization (Mahrinasari et al., 2021). High individual capabilities can have an impact on high performance. Personnel who continue to learn to develop their capabilities can become increasingly skilled, affecting their performance. Therefore, work capabilities need to be studied to support knowledge management in improving the performance of logistics personnel in the South Sulawesi Police Brimob Unit.

Tamsah & Yusriadi (2022) that performance can be measured through five indicators, namely: quality, quantity, knowledge and skills, timeliness, and communication. The five measurement indicators are expected to form variable performance of logistics personnel through social capital and work capabilities in the South Sulawesi Police Brimob Unit. Therefore, with knowledge management to achieve the performance of logistics personnel through social capital and work capabilities in the South Sulawesi Police Brimob Unit as expected with performance achievement with operational, coaching, and administrative activities. Data obtained in the Logistics Section starting in 2017 target

100%. The result reached 85%, in 2018, the target of 100% is reached 91%, and in 2019 it was targeted at 100% while it is reached 90%. Based on the description from the background above, the researcher is interested in conducting a study entitled: "Knowledge Management Analysis of The Performance of Logistics Personnel Through Social Capital and Work Capabilities in the South Sulawesi Police Brimob Unit."

## **2. Literature Review**

Yusuf et al. (2021) said that social capital refers to the characteristics of social organizations in the form of horizontal networks. They contain norms that facilitate coordination, cooperation, mutual control whose benefits can be felt by organization members. Therefore, knowledge management can affect social capital.

This research model is different from research conducted by Sultan et al. (2021). The study conducted tests social capital against knowledge management, so researchers changed the research model to use knowledge management more on social capital.

The theory of knowledge management was developed by Syamsyuceri et al. (2021) conducted surgery on the study of knowledge management. The findings of distinction attract the view that the existing knowledge management structure in an organization and business can be developed as social capital in the organizational development process. In other words, this explanation gives an idea that the efforts made in knowledge management in the South Sulawesi Police Brimob Personnel Unit will be able to become a social capital that will be developed as a driving model for the cognitive and relational capabilities of personnel.

Knowledge management is a new concept in the main business world, but now in many organizational activities, knowledge management applications are often used, directly or indirectly. Knowledge management (Sultan et al., 2021) is a systematic approach used to manage intellectual assets and other information to give organizations a competitive advantage. The organization can do knowledge management can be a solution to solving problems and becomes the result of achieving the goals and vision that it expects; it can be measured from 3 (three) components, namely: 1) people (personnel yearning), 2) process (work procedures) and 3) technology (technology).

Kasmiaty et al. (2021) said knowledge management is a process in which individuals exchange their knowledge (tacit knowledge and exploit knowledge) then expresses social changes as changes in social relations (social relationships) or a change to the balance (equilibrium) of social relations and Nellyanti et al. (2021) who said social changes as a variation of the way of life, which has been accepted, both because of changes in geographic conditions, culture, population composition, nor ideology due to diffusion or discoveries in society that result in making it a social capital in the face of these changes (Debby et al., 2021; Harma et al., 2021; Kusuma et al., 2021; Usman et al., 2020; Yusriadi et al., 2019). The explanation of the two theories above indicates the relationship or influence exerted by management or management of personnel knowledge in improving their work capabilities.

This study tested the social capital owned by Brimob personnel in the logistics department of the South Sulawesi Regional Police on the work capabilities provided by the social capital provided. The theory conveyed by social capital expressed by Zacharias et al. (2021) revealed social changes as changes in social relations or a change in the balance (equilibrium) of social relations. While Rahawarin et al. (2020) explained that the individual capabilities of each employee or high workforce allow individuals to use less time and effort than individuals who have a low capacity in completing a job. From the explanation above that strengthening is obtained, there is an influence given from a social capital obtained to accelerate workability in the job.

Capability is applying the ability, knowledge, and experience possessed by human resources to carry out work strategies that have been established and can provide value for an organization (Ilyas et al., 2022). High individual capabilities can have an impact on high performance. Personnel who continue to learn to develop their capabilities can become more skilled and affect their performance. Similarly, several studies have been found that good work capabilities will produce a good performance; the higher the qualifications a person has, the higher the performance produced.

Tamsah et al. (2021) research states that individual capabilities influence success in completing work. Along with the research, Tamsan & Yusriadi (2022) explained that high individual capabilities allow individuals to use less time and effort than individuals who have low capabilities in completing a job.

Social capital has three dimensions, according to Ritonga et al. (2022), namely: structural dimension (strength and several networks between parties), cognitive dimension (sharing ambition, vision, and value), and relational dimension (trust, identification, and bonds).

The determinants of social capital such as trust, sharing vision, power networks, and the number of networks between parties can positively or negatively impact economic development performance. High mutual trust will encourage higher economic performance if it can build healthy competitive conditions. Identification will have a positive impact if the possibility of developing creativity is greater than the possibility of weakening work ethics. Network work will positively impact if protection against rent-seeking behavior is greater than reducing (crowding out) working time.

### 3. Methods

This research approach is quantitative descriptive research to obtain a complete picture of the variables studied. The research site was conducted at the South Sulawesi Police Brimob Unit, located at K.S. Tubun Street No.10 Makassar and Sultan Alauddin Street No. 75 Makassar. The time used to conduct research is for 6 (six) months, from August 2020 to January 2021. Researchers obtained a population of Logistics personnel of the South Sulawesi Brimob Unit which amounted to 130 people. All the populations in this study were responded to, but at the time of data retrieval, only 98 people could be used because it was the only complete data. In comparison, as many as 32 people were incomplete due to retirement, mutations, and temporarily carrying out under operations control, so it could not be used in the analysis.

### 4. Results

The results of this study explain the testing of 4 (four) variables that researchers propose in this study. Wherein this research model, researchers use model structure equations (SEM) with late exogenous variables, namely knowledge management and endogenous latent is social capital, work capability, and personnel performance. The data obtained in the test using the Amos.23 application SEM model is seen in the initial test analysis of the conceptual framework presented in the figure below (Figure 1):

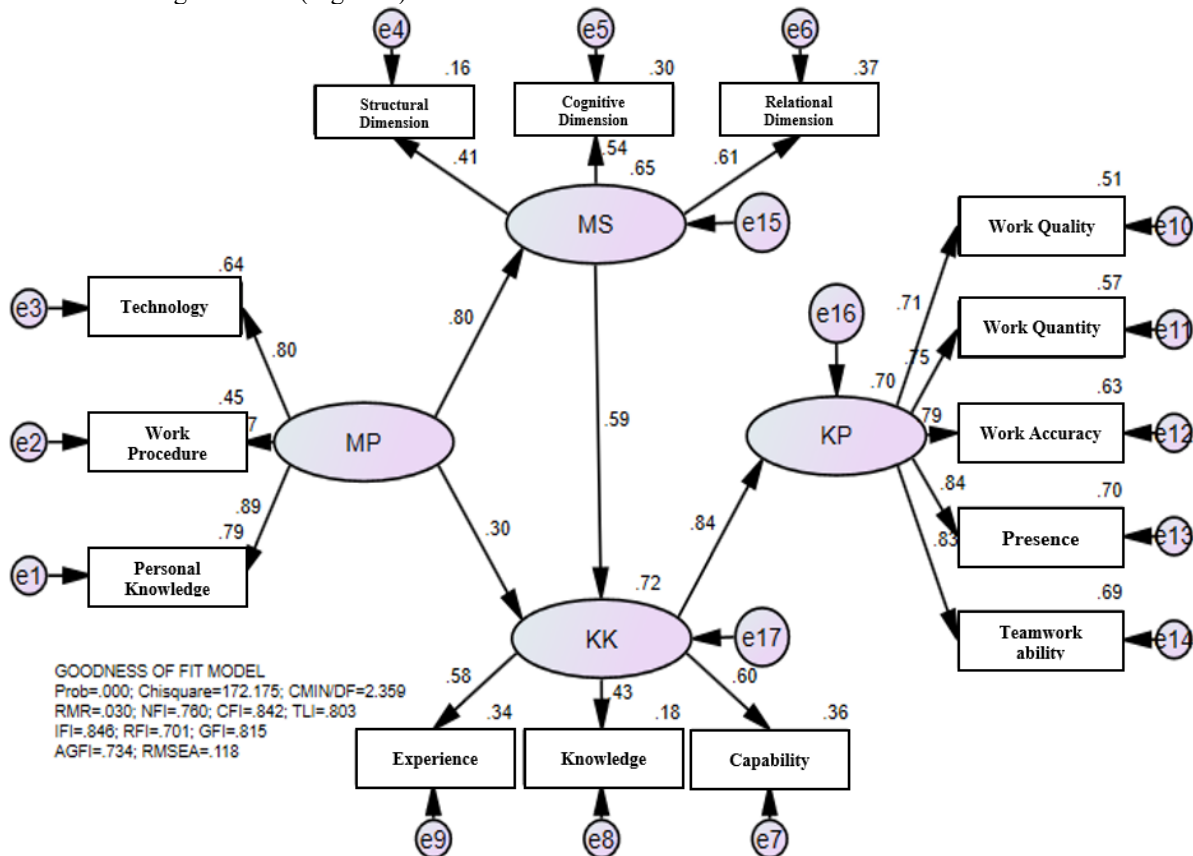


Figure 1. Analysis Initial Test Drawing

The results of the initial test model test estimate are presented in the figure above, and an evaluation based on goodness of fit in the table below by presenting model hysteria and critical values that have data compatibility based on Hair (2006) as follows IN Table 1:

Table 1. Goodness of Fit

The goodness of fit index	Reference	Result	Information
Significance Probability	$\geq 0.05$	.000	Unwell
CMIN/DF	$< 2.00$	2.359	Unwell
RMR	$< 0,05$	.030	Unwell
NFI	$\geq 0.90$	.760	Unwell
CFI	$\geq 0.95$	.842	Unwell
TLI	$\geq 0.95$	.803	Unwell
IFI	$\geq 0.90$	.846	Unwell
RFI	$\geq 0.90$	.701	Unwell
GFI	$\geq 0.90$	.815	Unwell
AGFI	$\geq 0.90$	.734	Unwell
RMSEA	Either $< 0.05$ or good enough $< 0.08$	.118	Unwell

Source. Primary Data,2021.

The table above shows that the resulting value in the first test shows the data that the variable tested is not maximal in the test, so the test will be done by making index modifications to the application provided in the Amos test. Where in this modification test to find out and achieve the goodness of fit criteria.

Modify the index to get the goodness of fit value and fit standards. Researchers make modifications to get and see whether the value of its RMSEA value is met. In this study, researchers conducted a second test with a modified model of the variables studied as follows (Figure 2):

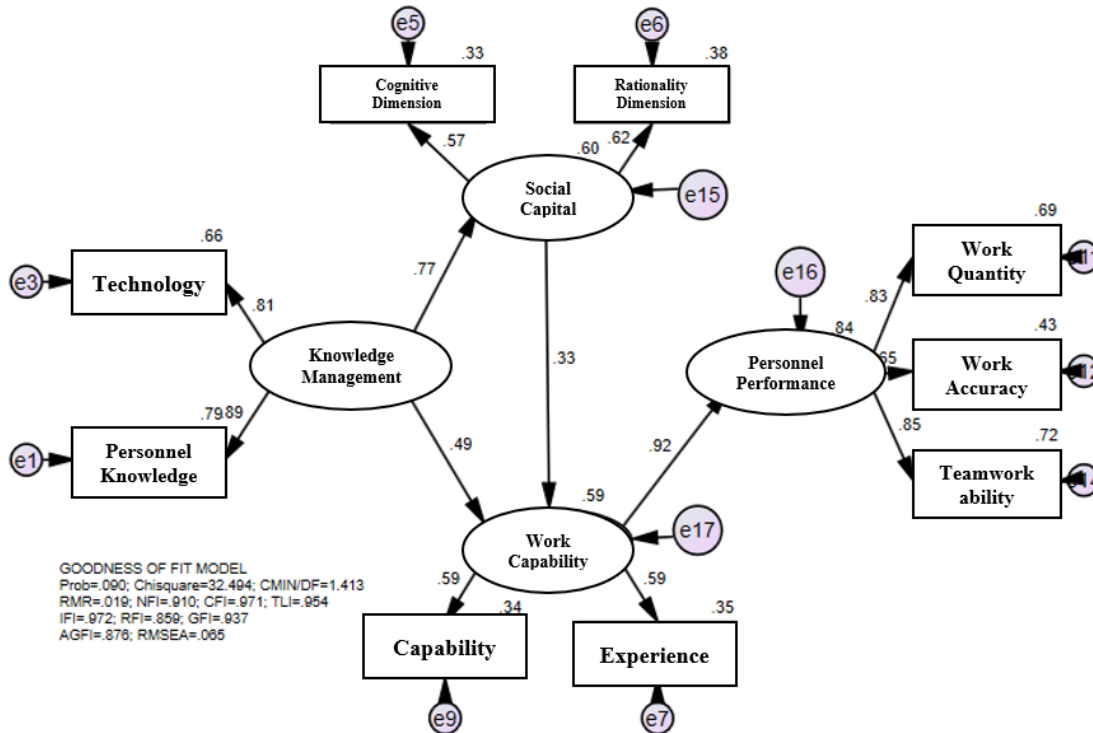


Figure 2. Index Modification Second Test Drawing

The results of model modifications based on goodness of fit are seen in the table as follows (Table 2):

Table 2. Goodness of Fit

The goodness of fit index	Reference	Result	Information
Significance Probability	$\geq 0.05$	.090	Good fit
CMIN/DF	$< 2.00$	1.413	Good fit
RMR	$< 0.05$	.019	Good fit
NFI	$\geq 0.90$	.910	Good fit
CFI	$\geq 0.95$	.971	Good fit
TLI	$\geq 0.95$	.954	Good fit
IFI	$\geq 0.90$	.972	Good fit
RFI	$\geq 0.90$	.859	Marginal
GFI	$\geq 0.90$	.937	Good fit
AGFI	$\geq 0.90$	.876	Marginal
RMSEA	Either $< 0.05$ or good enough $< 0.08$	.065	Good fit

Source. Primary Data, 2021

There are 4 (four) direct influences in this test and 1 (one) indirect influence. From the results of the output obtained, there is a significant positive effect, and a positive effect is not significant, so in this study, to answer the research hypothesis, the researcher gave an interpretation.

The coefficient value of the social capital knowledge management variable is 0.772 with a significance value ( $\rightarrow$ p-value) of 0.000 (\*\*\*)  $< 0.05$ . test results data shows that knowledge management variables positively and significantly influence social capital variables. Or it can be said that an increase of 1 (one) point from social capital will impact knowledge management by 0.772. Thus, the first hypothesis states that "knowledge management has a positive and significant effect on social capital" the research hypothesis **is accepted**.

The coefficient value of the work capability and knowledge management variable is 0.488 with a significance value ( $\rightarrow$ p-value) of 0.074  $> 0.05$ . this result shows that the knowledge management variable has a positive and insignificant effect on the work capability variable. Thus, the hypothesis stated that "knowledge management has a positive and insignificant effect on work capability" hypothesis **rejected**.

The coefficient value of the working capability social capital variable is 0.326 with a significance value ( $\rightarrow$ p-value) of 0.336  $> 0.05$ . this result shows that the social capital variable has a positive and insignificant effect on the work capability variable. Thus, the hypothesis stated that "social capital has a positive and insignificant effect on personnel performance" hypothesis **rejected**.

The coefficient value of the personnel performance work capability variable is 0.918 with a significance value ( $\rightarrow$ p-value) of 0.000 (\*\*\*)  $< 0.05$ . This result shows that the work capability variable has a positive and significant effect on the personnel performance variable. Thus, the hypothesis stated that the "work capability has a positive and significant effect on personnel performance" hypothesis **is accepted**.

The coefficient value of the work capability knowledge and management variable of 0.488 and the management of knowledge of social capital of 0.772 with the results of multiplication found a large influence of knowledge management on work capabilities through social capital of 0.252 with a significance value ( $\rightarrow$ p-value) of 0.161  $> 0.05$ . from the calculation results using the Sobel test, it was obtained that the variable role of social capital as mediation between management Knowledge and work capabilities has a positive and insignificant effect. Thus, the hypothesis stated that "management of knowledge of work capabilities through social capital has a positive and insignificant effect" hypothesis **is rejected**.

## **5. Discussion**

Based on the results of data analysis calculations that have been parsed in the analysis results, the researcher will reinforce this section of the discussion, where this reinforcement by using theoretical views and previous research. The discussion consists of 5 (five) parts where the discussion of direct influence is as much as 4 (four) and for an indirect influence 1 (one), including the following:

### **5.1 The Effect of Knowledge Management on Social Capital**

The findings of this study show that the amount of respondents' perception of statements given from knowledge management is dominated by the disclosure of technology delivery (I have felt the benefits of technology in sharing knowledge to improve coordination between personnel) shows an average (mean) of 4.55 while personnel knowledge ( I have felt about the quantity of unity planning (organization) in developing personnel knowledge) from 98 respondents showing an average (mean) of the data processed of 4.49, while for social capital variables the cognitive dimension statement (I have the intellectual ability to communicate, interact, and come up with ideas so that they can be accepted by all parties) of 98 respondents showed an average ( mean) from the data processed by 4.39, then in the statement about the relational dimension (I have the ability to build a good personal relationship with everyone (colleagues, commanders / subordinates, and the general public) so as to gain trust as a capital in work) shows an average (mean) of 4.36.

The explanation of descriptive statistics will be the respondents' response regarding the variable indicators studied having a relationship wherein the knowledge management indicators are dominated by the use and utilization of technology and the increasing cognitive dimensions that can improve intellectual communication. This relationship certainly encourages each person to continue understanding knowledge management patterns in work by involving social capital as a pattern of interaction in adding knowledge. So, it can be said that the increasing management of personnel knowledge, the more social capital owned by personnel.

Statistical analysis shows that knowledge management has a solid and significant influence on building social capital. It shows that the knowledge management ability of each Brimob Polda personnel, especially in the Brimob Unit logistics department, has been able to be applied in social capital. In the sense that the better knowledge management at work, the greater the social capital developed in work.

This research model is different from research conducted by (Cahaya et al., 2022). The research conducted tests social capital against knowledge management, so researchers changed the research model where researchers use knowledge management more on social capital. This differentiator also found a positive and significant influence from social capital on knowledge management and knowledge management of social capital. It can be said that the differences in this research found the same meaning. The management of knowledge dominated by technological capabilities and knowledge itself from personnel will be able to become social capital in the application of the relational dimension and its cormophyte. So, with good knowledge, management will produce good social capital as well.

The theory of knowledge management developed by Nurhilal et al. (2021), conducting surgery on the study of knowledge management in the findings of distinction, attracts the view that the existing knowledge management structure in an organization and business can be developed as social capital in the effort of the organizational development process, in other words, this explanation gives an idea that with the efforts made in Managing knowledge (knowledge management) in the South Sulawesi Police Brimob Personnel Unit will become a social capital that will be developed as a driving model for the cognitive and relational capabilities of personnel.

### **5.2 The Effect of Knowledge Management on Work Capabilities**

The research findings in this section explain that the indicators in knowledge management are dominated by the ability of personnel technology to work higher and higher. The relationship between these indicators shows that with the utilization of higher technology in the Brimob Unit of the Logistics Section, the higher the working ability of personnel. In contrast, the work capability shows that the dominant factor of the indicator is the ability (I can work well according to the provisions and standards that apply in the organization) with the average (mean) from the data processed by 4.39.

The analysis findings show that knowledge management has an insignificant influence on improving work capabilities. This shows that work of knowledge management is not one of the strong factors in encouraging the progress of work capabilities but becomes an existing part of efforts to improve work capabilities.

Knowledge management is one of the contributing factors in developing the work capabilities of every organization and business. Still, it does not significantly affect the development and improvement of work capabilities in the Logistics Department Brimob Personnel Unit. So other factors must be pursued in encouraging the improvement of the work capability.

The above explanation is supported by several authors' views where Sakkir et al. (2021) said knowledge management is a process where individuals exchange their knowledge (tacit knowledge and exploited knowledge). This activity is closely related to improving the ability of individuals to innovate, where the ability or ability to innovate is the ability to adapt, integrate and configure all competency skills possessed by each personnel. Its positive influence periodically, although not in totality, can provide essential things in increasing the work capabilities of personnel.

### **5.3 Effect of Social Capital on Work Capabilities**

The increasing relational and cognitive dimensions of the Brimob unit in The Logistics section, the higher the ability and experience of the personnel. Social capital as measured by cognitive dimensions (I have the intellectual capacity to communicate, interact, and express ideas so that all parties can accept them) of 98 respondents showed an average (mean) of the processed data of 4.39. The statement about the relational dimension (I can foster a good personal relationship with everyone (colleagues, commanders/subordinates, and society in general) gained trust as capital in work). It shows an average (mean) of 4.36, while on the variable work capability with a measure of ability (I can work well according to the provisions and standards applicable in the organization) of 98 respondents showed an average (mean) from the data processed by 4.39. The statement about the experience (I have adequate experience as capital in carrying out tasks by the provisions and standards applicable in the organization) shows an average (mean) of 4.34. the respondent distribution data above shows a strong relationship of interrelationships.

The findings of the data testing showed that social capital had a positive but insignificant effect on work capabilities. This showed that social capital has not played an active role or can provide a real contribution to improving the work capabilities of the Brimob Personnel Logistics Department. To corroborate this data, researchers borrowed Jufri et al. (2021) theory which reveals social changes as changes in social relations (social relationships) or a change to the balance (equilibrium) of social relations. This explains related to research where social relations owned make their capital for each Brimob personnel in the social development itself. In other words, the existence of social relationships or social capital owned will positively impact every job. However, the findings of this study show that social capital has a positive influence but does not significantly provide strength in improving the work capabilities of each Brimob personnel in the Logistics Department. This result is in line with (Mustari et al., 2021) thought. They said social changes as a variation of the way of life that has been accepted, both because of changes in geographic conditions, culture, population composition, or ideology due to diffusion or discoveries in society that result in making it a social capital in the face of these changes. In the explanation above, every change will make capital for every human being in carrying out his social activities.

### **5.4 Effect of Work Capability on Personnel Performance**

Performance, in a sense, is that the higher a personnel's ability, the increased ability to cooperate in doing work. The findings showed the relationship of the indicators where the indicator of work capability has dominated the ability. (I can work well under the provisions and standards that apply in the organization) with an average (mean) of the data processing of 4.39, the relationship between these indicators shows that with the utilization of higher technology in the Logistics Section Brimob Unit, the higher the ability. Personnel works while on the performance indicators. The statement about the ability to cooperate (I can collaborate with colleagues, leaders/ subordinates, and the public) shows an average (mean) of 4.46. this explanation provides a researcher's point of view, concluding that the work capability in terms of high Brimob personnel capabilities will also produce cooperation capabilities in achievement.

The findings with the measurement of influence analysis show that work capabilities have a positive and significant effect on performance. It can be interpreted that the higher the capability in a job will positively impact the achievement of Brimob personnel performance in the logistics section of the South Sulawesi Regional Police. It can certainly be said that the role of work capabilities with indicators of knowledge and ability has a strong meaning in contributing to improved performance. This finding is in line with the view that capability is the process of applying



an ability, knowledge, and experience possessed by each workforce or employee in carrying out a predetermined job. It also can provide value for each organization (Ahmad et al., 2021). High capabilities can impact high performance. Strategies to improve work capabilities support performance is needed (Gunawan et al., 2018). Bower & Hout (1988) explained that the individual capabilities of each employee or high workforce allow individuals to use less time and effort than individuals who have a low capacity in completing a job. Similarly, in the findings of this study, the work capability has a positive and significant effect.

The above explanation of the research findings said that the work capabilities possessed by each Brimob personnel unit in the South Sulawesi Regional Police's logistics department had a significant positive impact on improving the performance of its personnel.

### **5.5 The Effect of Knowledge Management on Work Capabilities Through Social Capital**

The perception of respondents related to the description of indicators in this study, it was found that indicators in knowledge management were dominated by the disclosure of technology provision (I have felt the benefits of technology in sharing knowledge to improve coordination between personnel) showed an average (mean) of 4.55 while personnel knowledge (I have felt about the quantity of unity planning (organization) in developing personnel knowledge) from 98 respondents showing the average (mean) of the data processed by 4.49, and the variable of work capability with the item statement of ability (I have the ability to work well according to the provisions and standards applicable in the organization) of 98 respondents showed the average (mean) from the data processed by 4.39, then on the statement regarding experience (I have adequate experience as capital in carrying out tasks in accordance with the provisions and standards applicable in the organization) shows an average (mean) of 4.34. while for social capital variables, the cognitive dimension statement (I have the intellectual ability to communicate, interact, and come up with ideas so that all parties can accept them) from 98 respondents showed an average (mean) of the data processing of 4.39. Then the statement about the relational dimension (I can foster a good personal relationship with everyone (colleagues, commanders/subordinates, and society in general) to gain trust as capital in work) indicates an average (mean) of 4.36.

The descriptive explanation of variables has given between the indicators of the variables studied. There is a relationship between knowledge management variables and work capabilities, where higher knowledge and technology indicators will encourage the increased ability and experience of Brimob personnel in the logistics department at the South Sulawesi Regional Police. In contrast, the knowledge management relationship with social capital variables is seen that the higher the knowledge and technology of Brimob personnel in the logistics department, the more the relational and cognitive dimensions of personnel increase. At the same time, the relationship provided from the indicators of social capital and work capabilities is shown by indicators of relational and cognitive dimensions, where the increase in relational and cognitive knowledge, the higher the experience and working ability of Brimob personnel in the logistics department of the South Sulawesi Regional Police. This explanation indicates that there is a positive direction for each variable tested.

Research findings using statistical analysis show that knowledge management directly has a positive and significant effect on social capital. In contrast, knowledge management of work capabilities has a positive but insignificant effect. Indirect testing using Sobel test techniques found that managing knowledge and social capital as mediation has an influence but is not significant in encouraging increased capability. This finding can be said that the role of social capital as mediation cannot provide a strong impetus in providing knowledge management influence on work capabilities. The findings showed the role of social capital is not a strong factor in providing a real influence in connecting knowledge management and work capabilities in a sense. The role of social capital in this case still exerts a mediated but unreal influence in contributing to the improvement of the work capabilities of Brimob personnel in the logistics department of the South Sulawesi Regional Police.

The findings of this study are the latest in the research model; this is because this study has not been tested where social capital is mediation. So that researchers provide reinforcements with existing theories that include the theory of Edi Sutrisno (2009), which say that every social change that occurs can be a social capital in work-life but separately imply that these changes have a phase that will be able to be adapted in a job, this is because of the work culture that is still inherent in every organization, so that these changes have a long process to be used as a new reference in improving work capabilities.

Brimob personnel, the logistics department of the South Sulawesi Regional Police, carry out all work tools using a command protocol, where the role of change becomes a strong analysis for implementation. With the sense that all social capital can be used personally. It is likely to improve the individual capabilities of each personnel, but it does not necessarily provide an increase in overall work capability.

## **6. Conclusion**

The research results obtained in data analysis testing showed the indicators of each variable with the connectedness of each variable. However, statistical testing shows that of the five hypotheses proposed, two hypotheses have positive and significant influence, namely the influence of knowledge management on social capital and the influence of work capabilities on personnel performance. In contrast, the testing of knowledge management on work capabilities through social capital has a significant positive effect. But the influence of knowledge management on social capabilities and capital on capabilities shows a positive but insignificant influence. This explanation gives an idea that direct testing 2 (two) hypotheses are accepted, and 3 (three) rejected. In contrast, indirect influences are rejected, meaning that only two out of 5 hypotheses positively influence and impact every work carried out by Brimob personnel in the logistics department of the South Sulawesi Regional Police.

## **References**

- Ahmad, Umar, A., Jusuf, E., Hasan, M., Yusriadi, Y., Umanailo, M. C. B., & Meifilina, A. , The influence of competence and motivation on the discovery of tb patients through the quality of officer services in the health office polman. 2021
- Bower, J. L., & Hout, T. M., Fast-Cycle Capability for Competitive Power. *Harvard Business Review*.1988
- Cahaya, A., Yusriadi, Y., & Gheisari, A., Transformation of the Education Sector during the COVID-19 Pandemic in Indonesia. *Education Research International*, 2022.
- Debby, Farida, U., Nongkeng, H., Ybnu, M., Al Amin, L. O. A. S., Manoktong, S. N., & Yusriadi, Y. , The role of work environment and leadership on employee performance through employee work discipline. 2021
- Edi Sutrisno., *manajemen Sumber Daya Manusia* (Edisi 1). Kencana Prenada Medi Group. 2009.
- Gunawan, H., Ilyas, G. B., & Naningsih, N., Effect of labor social security on job satisfaction. *International Journal of Scientific and Technology Research*, 7(12), 86–89.2018
- Harma, S., Kadir, I., Azis, M., Liasari, I., Yusriadi, Y., Nasirin, C., & Kurniawan, R , The influence of hospital image and service quality on discharge against medical advice through patient satisfaction. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 3560–3561.2021
- Ilyas, G., Rahmia, S., Tamsah, H., & Yusriadi, Y. Does fear of missing out give satisfaction in purchasing based on social media content? *International Journal of Data and Network Science*, 6(2), 409–418. 2022.
- Jufri, Ilyas, G. B., Gunawan, H., Manda, D., Misnawati, Umanailo, M. C. B., & Rustanto, A. E., The influence of leadership and work environment on employee performance through work motivation at the regional disaster management agency of west sulawesi province. 2021.
- Kasmiaty, Baharuddin, Fattah, M. N., Mulfiyanti, D., Ermawati, Umanailo, M. C. B., & Hadi, I. . The influence of supervision of heads of rooms and knowledge of implementing nurses on patient safety through the quality of nursing services at the regional hospital. 2021.
- Kurniawan, R., Wisadirana, D., Kanto, S., Kholifah, S., & Chairul Basrun Umanailo, M., The ulama of Palembang Sammaniyah order: Survival in the middle of the regime of power in the 20th century. *HTS Teologiese Studies / Theological Studies*, 78(1), 1–8. 2022 <https://doi.org/10.4102/HTS.V78I1.7542>
- Kusuma, S. R., Farida, U., Tamsah, H., Sose, A. T., Yusriadi, Y., Setyawati, E., & Wahyudi, F. , Analysis of regional financial management systems and intellectual capital through work capabilities on the quality of regional financial management in mamuju regency. 2021.
- Mahrinasari, M. S., Hussain, S., Yapanto, L. M., Untari, D. T., Yusriadi, Y., & Diah, A, The Impact of Decision-Making Models and Knowledge Management Practices on Performance. *Academy of Strategic Management Journal*, 20, 1–13. 2021.
- Mustari, Mislia, Haris, A., Abdul, R. R., Misnawati, Umanailo, M. C. B., & Herlina. , The effect of counseling guidance services and infrastructure on learning achievement through the social attitudes of students. 2021.
- Nath, T. K., Jashimuddin, M., Chairul, M., Umanailo, B., Bugis, M., Nursyifa, A., Sangadji, M., Kembauw, E., Lionardo, A., & Nasirin, C., *The Need of Land for Industry and Housing as a Trigger Development on Modern Society*. 5, 701981. <https://doi.org/10.3389/fsufs.2021.701981>, 2021.
- Nellyanti, Gunawan, Aziz, M., Ratnawaty, Yusriadi, Y., Adriansyah, T. M., & Kuswarini, P., The influence of leadership style on knowledge transfer and organizational culture for employee performance improvement.

2021.

- Nurhilal, Nawawi, N., Ferial, E. W., Hasnawati, Tahir, S. Z. B., Windari, A. P., & Vitarani, A., The influence of individual characteristics and work experience on family planning services (Kb) through the competence of midwives at public health centers. 2021.
- Rahawarin, M. A., Zacharias, T., Yusriadi, Y., & Rianti, M. , Dimension of organizational citizenship behavior and its effect toward employees' performance at capital investment and licensing service office South Buru District. *Humanities and Social Sciences Reviews*, 8(2). 2020.
- Ritonga, M., Febriani, S. R., Kustati, M., Khaef, E., Ritonga, A. W., & Yasmar, R. , Duolingo: An Arabic Speaking Skills' Learning Platform for Andragogy Education. *Education Research International*, 2022.
- Sakkir, G., Dollah, S., Arsyad, S., & Ahmad, J., Need analysis for developing writing skill materials using facebook for english undergraduate students. *International Journal of Language Education*, 5(1), 542–551. 2021.
- Setianto, Y., Kanto, S., Wisadirana, D., Fatma, A. C., & Umanailo, M. C. B., Transforming preman to radical Islamic Laskar in Solo, Central Java. *HTS Teologiese Studies / Theological Studies*, 78(4), 1–7. 2022.
- Soetopo, I., Kusmaningtyas, A., & Andjarwati, T. ,Pengaruh Gaya Kepemimpinan Transformasional, Karakteristik Individu, Lingkungan Kerja Terhadap Motivasi Kerja Dan Kinerja Guru Smk Negeri 1 Tambelangan Sampang. *JMM17: Jurnal Ilmu Ekonomi Dan Manajemen*, 5(02). 2019.
- Suharyanto, A., Hartono, B., Irwansyah, I., Tuwu, D., & Umanailo, M. C. B. , Marginalization socio farm laborers due to conversion of agriculture land. *Cogent Social Sciences*, 7(1). 2021.
- Sultan, Tamsah, H., Nongkeng, H., Jumra, Yusriadi, Y., Botahala, L., & Umanailo, M. C. B., The influence of knowledge, compensation for documentation upbringing treatment through motivation nurse in Mamuju regional general hospital. 2021.
- Syamsyucri, Tamsah, H., Ferial, E. W., Putra, R. S. P., Yusriadi, Y., Syahputri, Y., & Sadapotto, A., Effect of competence and compensation on job satisfaction through employee performance of the health service office of West Sulawesi province. 2021.
- Tamsah, H., Ilyas, J. B., & Yusriadi, Y. , Create teaching creativity through training management, effectiveness training, and teacher quality in the covid-19 pandemic. *Journal of Ethnic and Cultural Studies*, 8(4), 18–35. 2021.
- Tamsan, H., & Yusriadi, Y., Quality of agricultural extension on productivity of farmers: Human capital perspective. *Uncertain Supply Chain Management*, 10(2), 625–636. 2022.
- Usman, M. Y., Wibowo, A. D., Laksana, W. U., Yusriadi, Y., & Sahid, A., Local government levy optimization. 2020.
- Yusriadi, Farida, U., Bin-Tahir, S. Z., & Misnawati. , Bureaucratic reform of tourism sector public services in Tana Toraja Regency. *IOP Conference Series: Earth and Environmental Science*, 340(1). 2019
- Yusuf, H., Tamsah, H., Ferial, E. W., Haslan, H., Tahir, S. Z. B., Hatuwe, M., & Sadapotto, A. ,The influence of experience, education, and training, and work environment on the performance of village midwives in Bulukumba regency. 2021.
- Zacharias, T., Rahawarin, M. A., & Yusriadi, Y., Cultural Reconstruction and Organization Environment for Employee Performance. *Journal of Ethnic and Cultural Studies*, 8(2), 296–315.2021.

## **Biographies**

**Khaerul Hasman** is a student at Magister Program of Economic Science of Sekolah Tinggi Ilmu Ekonomi AMKOP, Makassar, Indonesia. His areas of interest and research include social science and economic.

**Hasmin Tamsah** is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource.

**Nasaruddin Nawawi** is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource.

**Gustika Sandra** is a lecturer at Law Studies Department of Sekolah Tinggi Ilmu Hukum Pengayoman, Indonesia. Her areas of interest and research include social science and legal studies.

**Mansur Mansur** is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource.

**Dian Aggraini Utina** is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. Her areas of interest and research include economic, management, management human resource. She has published some books and many articles in national and international journals.

*Proceedings of the First Australian International Conference on Industrial Engineering and Operations Management, Sydney, Australia, December 20-22, 2022*

**Wagiman S** is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource. He has published some books and many articles in national and international journals.