

The Relationship Of Knowledge Management And Digital Maturity Towards Talent Resilience Of Kurnia Bumi Raya (KBR) Management In Using The Lark Application

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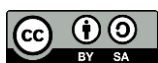
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Abstract :

Objective : This study aims to examine the effect of perceived ease of use and perceived usefulness on the decision to use QRIS as a digital payment tool among Generation Z in Bandung City. This study aims to analyze the influence of knowledge management and digital maturity on resilience in KBR Management talent.

Methodology : This research uses quantitative research methods with a sample of 30 people who are all KBR Management talents.

Research results : The results showed that partially there was no influence between knowledge management and resilience. This indicates that an individual's ability to adapt is not influenced by knowledge management. However, there is a significant positive influence between digital maturity and resilience. This indicates that the higher the level of digital maturity, the easier it is for individuals to adapt. Simultaneously, there is a positive and significant influence between knowledge management and digital maturity on resilience. This means that the better the level of knowledge management and digital maturity of KBR talents, the better the level of adaptability or resilience in using the Lark application.

Keywords : Knowledge Management, Digital Maturity, Resiliansi.

1. Introduction

The Society 5.0 era is a time where everything moves dynamically and is full of changes. This era emphasizes technology such as artificial intelligence, internet for everything, and big data. Society 5.0 and industrial revolution 4.0 are real movements of transformation in various fields and have a big impact, including in the field of Human Resources (HR). Currently, there are many Human Resources (HR) management technology applications that can make it easier for companies to manage their resources.

One human resource management application that is currently popular with many companies is the Lark application. Reporting from the website larksuite.com, the Lark application is an office suite or application that contains many features such as message integration, schedule management, collaborative documents, video meetings and various other applications on one platform. With the Lark application, companies can integrate information about employees ranging from personal data to performance evaluations.

Meanwhile, one of the companies that uses the Lark application is Agensi Kurnia Bumi Raya (KBR) Management. This agency is the agency that oversees streamers on the Tiktok social media platform. In managing its resources, KBR Management itself has used the Lark application as a medium to make it easier for them to plan, manage and monitor human resources.

Based on the results of an interview with one of the managers at KBR Management, information was obtained that it was not uncommon for employees there to experience problems in using the application. Some employees were able to adapt themselves to the application and some experienced problems. So to overcome this, the company provides training regarding the use of the Lark application. However, often even though training has been carried out, quite a few of them still find it difficult to use the application. So this becomes a problem when someone is unable to adapt to the world of technology.

The ability to adapt is often known as resilience. Resilience is an adaptive resilience capability that focuses on the ability to adapt in the use of digital applications (Rotem

and Fisher 2022). Of course, using the application requires good understanding and knowledge so that existing resources do not experience many problems because they are considered mature in operating the application.

Maturity in using applications is also known as digital maturity. Digital maturity plays an important role in company management because digital technology influences how organizations work, including how to collect, manage and develop human resources (Urrego and Peña 2020). Digital maturity in this research focuses on how mature a person is in operating the Lark application which is the company's medium for managing its resources.

During the interview with one of KBR's Management managers, it was found that those who can access the Lark application are individuals who have positions as talents, managers, and directors. The talent in this company are those who supervise the streamers or what are called live hosts. The function of talent itself is to attract, motivate, develop and retain live hosts so they feel at home at the agency. Because talent oversees live hosts, the talent at KBR Management must have the ability and maturity in operating the Lark application because all information regarding the development and management of live hosts is contained in the application.

In addition to having maturity in the digital world, talents also need to have managerial knowledge in managing the live hosts they supervise. Knowledge management includes any process (both formal policies and informal personal methods) that facilitates the distribution, creation, and application of knowledge for decision-making (Darudiato and Suryadi 2013). This knowledge management is very important because it can increase the motivation of the host, thus encouraging an increase in individual performance which directly impacts organizational performance.

Meanwhile, based on field facts that the author obtained from interviews, information was obtained that some talents did not understand how to manage live hosts via the Lark application. Even though the company has actually facilitated training for talent, there are often still some talent who are confused about managing their live hosts, especially because they use the Lark application. So talents must be

able to adapt to digital resource management and have managerial skills in carrying out their duties.

From the explanation above, the author argues that it is necessary to conduct research on the relationship between Knowledge Management and Digital Maturity to Talent Resilience in using the Lark application to manage existing resources in the company. This study aims to determine whether the relationship between knowledge management and adaptability exists, and to determine whether there is a relationship between digital maturity of talent and adaptability in using applications to manage existing human resources.

2. Theoretical review

2.1 Knowledge Management

Knowledge Management is the management of knowledge at all levels in an organization or company with the aim of creating innovation and change to improve efficiency and process decision making, and maintain the stability of sustainable business processes through the use of technology (Nasir and Maulana 2021).

Knowledge Management is a strategy that can create, acquire, transfer, and utilize knowledge to improve organizational performance (Winarto 2020). a Knowledge Management is the management of knowledge owned by individuals in an organization. Knowledge management can provide benefits in the form of ease of process and time efficiency because its application prevents organizations from performing the same processes and activities repeatedly.

According to (Gold, Malhotra, and Segars 2001), and (Mills and Smith 2011), there are four processes in knowledge management. The four processes are: knowledge acquisition, knowledge conversion, knowledge application, and knowledge protection.

2.2 Digital Maturity

Digital Maturity is important to understand the extent to which organizations or entities have adopted digital technologies and integrated them into their business

operations and strategies. A digital maturity refers to the level of readiness, capability, and effectiveness of an entity in utilizing digital technologies to achieve business objectives and gain competitive advantage.

Digital Maturity also includes an organization's ability to manage and analyze data effectively to support better decision making.

2.3 Resiliensi

According to Jamali ([Anugraheni et al. 2020](#)) Resilience is a growth strategy for an entrepreneur. Resilience is a multidimensional construct consisting of a network of attitudes and behaviors that are beneficial in the world of entrepreneurship. Resilience is the ability of an entrepreneur to overcome difficult situations, obtained from the quality of behavior as well as adaptation and culture that is owned so that it can be easily adjusted. Calvo ([Anugraheni et al. 2020](#)) said that resilience consists of patience, tolerance of negative influences, optimism and belief.

As with providing definitions, experts also differ in formulating the characteristics that can describe the characteristics of someone who is resilient. Bernard (1991), for example, someone who is resilient usually has 4 general traits, namely social competence, problem solving skills, autonomy, and awareness of future goals (Sense of Purpose and future).

According to ([Everall, Jessica Altrows, and Paulson 2006](#)), the factors that influence resilience consist of 4 factors, namely individual, family, community, and risk factors.

2.4 The Relationship between Knowledge Management and Resilience

2.5 By definition, knowledge management encompasses various processes, including both formal policies and informal personal methods, that facilitate the dissemination, creation, and utilization of knowledge to support decision-making. The significance of Knowledge Management lies in its ability to enhance the motivation of individuals, thereby enhancing their performance and subsequently impacting organizational outcomes ([Darmawati 2021](#)). Within this framework, knowledge management can contribute to the cultivation of resilience by empowering individuals to access and apply pertinent knowledge in navigating

challenges they encounter. This assertion is supported by the findings of a study conducted by (Çoban Kumbali and İrmis 2023) indicating a positive and substantial relationship between knowledge management and resilience. The outcomes of this study underscore the importance of knowledge management in instilling a sense of security among employees, enabling them to effectively adapt and thrive in conducive work environments.

2.6 The Relationship between Digital Maturity and Resilience

As highlighted in the existing literature (Adamides and Karacapilidis 2020), Information and Communication Technology (ICT) capabilities are pivotal for fostering innovation and driving organizational performance. Furthermore (Westerman, Bonnet, and McAfee 2014) have identified the strategic role of digital capabilities as a fundamental factor in the transformation of enterprises into digital leaders. Expanding on this notion, (Rossmann 2018) emphasizes the necessity of implementing, documenting, and effectively communicating digital strategies across the organization. Additionally, these technologies possess the capacity to reshape existing business and operational models through ongoing evaluation and refinement.

In order to ascertain the impact of Digital Maturity on Resilience, it is imperative to first establish a clear understanding of Resilience. Given the criticality of Resilience for organizations, it is essential for them to evaluate their Resilience levels to identify strengths and areas for improvement. Given the constraints on organizational resources, a meticulous selection of factors or components contributing to the desired Resilience enhancement is crucial (Rotem and Fisher 2022).

Based on this study conducted by, (Lee, Vargo, and Seville 2013) a model was developed comprising two factors, namely adaptability and planning, which consisted of eight and five indicators respectively. This model served as the foundation for numerous subsequent studies.

2.7 Thinking Framework

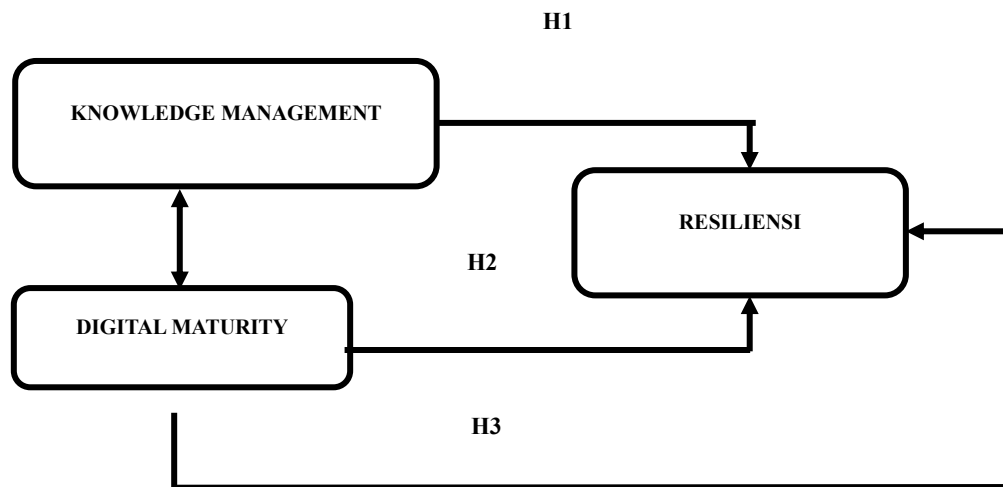


Figure 1. Thinking Framework

Relationship between Knowledge Management and KBR Talent Resilience

Hypothesis Accepted :

H1a: There is a positive relationship between knowledge management and KBR talent resilience in using the Lark application.

H1b: The better the knowledge management, the higher the resilience of KBR talents in using the Lark application.

Hypothesis Rejected :

H1c: There is no relationship between knowledge management and the resilience of KBR talents in using the Lark application.

Relationship between Digital Maturity and Resilience of KBR Talent

Hypothesis Accepted :

H2a: There is a positive relationship between digital maturity and the resilience of KBR talents in using the Lark application.

H2b: The higher the digital maturity, the higher the resilience of KBR talents in using the Lark application.

Hypothesis Rejected :

H2c: There is no relationship between digital maturity and the resilience of KBR talents in using the Lark application.

Relationship between Knowledge Management and Digital Maturity on KBR Talent Resilience.

Hypothesis Accepted :

H3a: There is a positive relationship between knowledge management and digital maturity together on the resilience of KBR talents in using the Lark application.

H3b: The better knowledge management and digital maturity, the higher the resilience of KBR talents in using the Lark application.

Hypothesis Rejected :

H3c: There is no relationship between knowledge management and digital maturity together on the resilience of KBR talents in using the Lark application.

3. Research methodology

The type of data used in this research is descriptive quantitative data, and the data source used is primary data obtained through the distribution of questionnaires to respondents. A Likert scale of 1 - 5 was used in this questionnaire, which ranged from “strongly disagree” to “strongly agree”.

The population used in this study were 30 KBR Management talents. The sampling technique in this study used a non-probability technique, with a saturated sample method, where the entire population was sampled.

4. Results of the study

4.1 Research Results And Discussion

The respondents in this research were management talents at the Kurnia Bumi Raya company. This research was dominated by 53.33% women and 46.67% men. Then dominated by those aged less than 20 years as much as 33%, 20-30 as many as 63.33 and those aged 30-40 years as much as 33.3%. Education is also dominated by junior high school at 6.67%, vocational school/high school at 40%, diploma at 6.67% and bachelor's degree at 1.2%. Length of work is also dominated by 1 year at 13.33%, 2

years at 26.67%, 3 years at 40%, 4 years at 13.33% and 5 years at 6.67%. As depicted in the following graph.

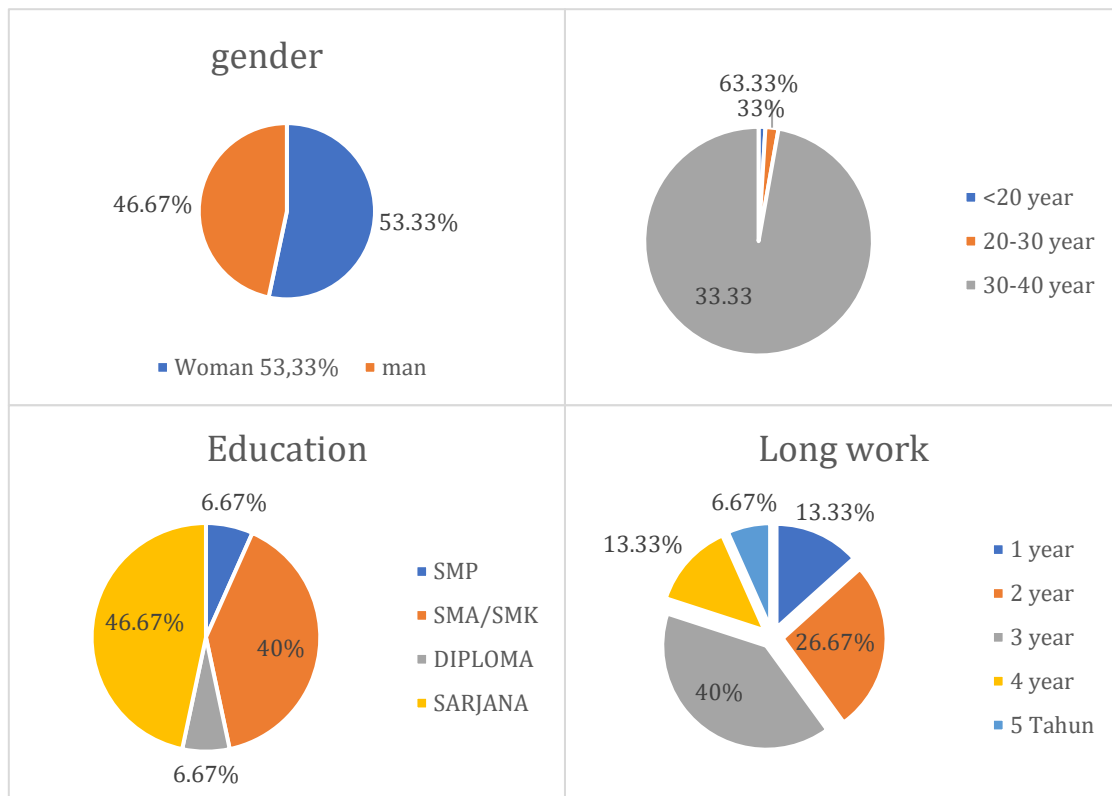


Figure 2. Gender Diagram, Age Diagram, Education Diagram and Long Work Diagram

4.2 Research Instrument Test

Validity Test

The validation test, as per Sugiyono in (Zahra and Rina 2018) serves to gauge the accuracy of data collected by researchers in relation to the actual occurrences on the subject. In this particular study, the sample size (n) is 30 individuals, resulting in an r table value of 0.361.

Table 1. Validity Test Results

Pertanyaan	r Hitung	r Tabel	Keterangan
X1			
P1	0.748	0.361	Valid
P2	0.753	0.361	Valid
P3	0.662	0.361	Valid
P4	0.649	0.361	Valid
X2			
P1	0.693	0.361	Valid
P2	0.649	0.361	Valid
P3	0.750	0.361	Valid
P4	0.617	0.361	Valid
P5	0.795	0.361	Valid
P6	0.782	0.361	Valid
P7	0.735	0.361	Valid
P8	0.725	0.361	Valid
P9	0.774	0.361	Valid
P10	0.590	0.361	Valid
P11	0.580	0.361	Valid
P12	0.765	0.361	Valid
P13	0.530	0.361	Valid
Y			
P1	0.635	0.361	Valid
P2	0.664	0.361	Valid
P3	0.648	0.361	Valid
P4	0.832	0.361	Valid
P5	0.758	0.361	Valid
P6	0.737	0.361	Valid
P7	0.560	0.361	Valid
P8	0.640	0.361	Valid

Analysis of the data reveals that all statement items pertaining to the independent and dependent variables exhibit a significant calculated r value exceeding the r table threshold of 0.361, indicating their suitability for research purposes.

Reliability Test

The reliability assessment is conducted to assess the consistency of respondents in their responses to each statement item across variables. The criteria for evaluating reliability stipulate that a Cronbach's Alpha value falling within the range of 0.8-1.0 signifies strong reliability, while a range of 0.6-0.799 indicates acceptable reliability, and a value below 0.6 suggests poor reliability. Presented below are the outcomes of the reliability test for each variable in this study.

Table 2. Reliability Test Results

Variabel	Cronbach's Alpha	N of Item	Keterangan
Knowledge Management (X1)	0.645	4	Reliabel
Digital Maturity (X2)	0.906	13	Reliabel
Resiliensi (Y)	0.837	8	Reliabel

Hypothesis Testing

Tabel 3. T-Statistic Test Results and F Statistical Test (Simultaneous Test)

<i>Coefficient</i>			<i>ANOVA</i>		
	t	Sig.		F	Sig.
<i>Knowledge Management</i>	1.097	.282	<i>Regression</i>	34.008	.000 ^b
<i>Digital Maturity</i>	8.245	.000			

The T-test results are evident in the coefficient table, specifically at the t value with $df = n - k$ or $30 - 2 = 28$, yielding a t table value of 1.701. Within this context, the t value for knowledge management is 1.097, which is less than the t table value of 1.703, leading to the rejection of H1a and acceptance of H1c. Consequently, it can be inferred that knowledge management does not exhibit any significant correlation with resilience at a significance level of 0.282, surpassing 0.05.

In terms of digital maturity, with a t table value of 1.701, the calculated value of 8.245 demonstrates a rejection of H2a and acceptance of H2c. Thus, it is evident that digital maturity is partially linked to resilience, given that the significance level of 0.000 falls below 0.05.

According to the ANOVA table, the calculated F value is 34.008, and with $df_1 = 3 - 1 = 2$ and $df_2 = n - k - 1$ or $30 - 2 - 1 = 27$, the F table value is 3.354. As the calculated F value exceeds the F table value ($34.008 > 3.354$), H3a can be affirmed, indicating that knowledge management and digital maturity are mutually associated with resilience.

The Relationship of Knowledge Management (X1) to Resilience (Y)

The research findings indicate that Knowledge Management (X1) does not exert an impact on resilience, aligning with the results of the t test where the significance level of 0.282 surpasses 0.05. This suggests that knowledge management does not affect an individual's adaptability.

In contrast to the outcomes of this study, findings from research conducted by (Çoban Kumbali and İrmis 2023) suggest a positive and significant influence of knowledge

management on resilience. Discrepancies in research findings may arise due to variations in research subjects.

The Relationship of Digital Maturity (X2) to Resilience (Y)

The study's results reveal that Digital Maturity (X2) positively and significantly influences resilience, in line with the t test outcomes indicating a relationship between digital maturity and resilience. With a significance level of 0.000 below 0.05, it can be inferred that higher digital maturity levels facilitate individuals' adaptability.

The research outcomes are consistent with a study carried out by (Rotem and Fisher 2022) demonstrating a positive correlation between digital maturity and adaptability. This highlights that enhanced digital maturity enhances individuals' adaptability, particularly in utilizing the Lark application.

Relationship between Knowledge Management (X1) and Digital Maturity (X2) on Resilience (Y)

Statistical analyses reveal that both Knowledge Management and Digital Maturity exert a noteworthy impact on the resilience of Karnia Bumi Raya (KBR) Management talent concurrently. This finding aligns with the results of the f test, indicating that the computed F value surpasses the F table value ($34.008 > 3.354$), thereby leading to the acceptance of H3a. Consequently, it can be inferred that knowledge management and digital maturity are interconnected with resilience. Hence, a higher level of knowledge management and digital maturity corresponds to an enhanced level of resilience among KBR talent.

The outcomes of this investigation are consistent with the studies carried out by (Çoban Kumbali and İrmis 2023) illustrating the affirmative impact of knowledge management on resilience, and (Rotem and Fisher 2022) demonstrating a positive relationship between digital maturity and resilience. This suggests that both knowledge management and digital maturity play a role in influencing an individual's adaptability in utilizing the Lark application.

Determination Coefficient Test R²

The determination coefficient test serves as a technique employed to gauge the degree to which the independent variable can account for the variance in the dependent variable. The coefficient of determination (d) ranges from zero to one, with values closer to one indicating a greater ability to predict fluctuations in the dependent variable.

Tabel 4. Test Results of the Coefficient of Determination R²

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846 ^a	.716	.695	2.270
a. Predictors: (Constant), x2, x1				

According to the study findings, the adjusted R Square value stands at 0.695, indicating that 69.5% of the alterations in the dependent variable (y) can be elucidated by the two independent variables (x1 and x2). The remaining 30.5% is attributed to external variables beyond the scope of this research.

5. Conclusion

Drawing from the outcomes of the preceding chapter, several conclusions can be derived :

1. Hypothesis testing reveals no partial positive and significant correlation between knowledge management and resilience, suggesting that adaptability is unaffected by knowledge management.
2. Hypothesis testing indicates a positive and partially significant association between digital maturity and resilience, implying that heightened digital maturity facilitates adaptability.
3. Hypothesis testing demonstrates a simultaneous positive and significant connection between knowledge management and digital maturity concerning resilience, highlighting that an elevated level of both factors enhances the resilience of KBR talent.

Consequently, it can be inferred that knowledge management and digital maturity are pivotal factors influencing adaptability in utilizing the Lark application among the Kurnia Bumi Raya (KBR) Management talent. Enhancing these aspects is paramount for fostering talent adaptability and achieving success.

Suggestion

1. On the part of Kurnia Bumi Raya Management, it is hoped that they will carry out ongoing training regarding Knowledge Management on management talent in using the Lark application
2. On the part of Kurnia Bumi Raya, management is expected to pay more attention to the obstacles and challenges faced by talent in using Lark for further improvement.
3. Further research is expected to develop other factors of resilience in the digital world.

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