Effect of Knowledge Management and Organizational Culture on Performance Guides

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Abstract
The purpose of this study was to determine the effect of knowledge management and cultural variables on the performance guides. This research is explanatory. Samples were taken by simple random sampling. Data in this study were collected by using questionnaire survey techniques and each item in the instrument measured the validity and reliability. Data analysis technique used is multiple linear regression analysis.Performance guides / guide are influenced by many factors, internal factors and external factors. Internal factors are associated with limited knowledge and mastery of one's properties. Performance is quite good as a guide having high capability, hard-working type, while a guide who has a bad performance because the person does not own efforts to improve its capabilities. External factors derived from the environment, such as behavior, attitude and actions of co-workers, subordinates or leaders, working facilities and organizational climate. Education is also one of the important factors that affects the development of the guide. With higher education, it could be wise to make their tour guide in the decision making and that will be done.The results show that knowledge management (X1) have positive and significant impacts on the performance of the tour guides (Y) and organizational culture (X2) has positive influence on the performance of the tour guides (Y). It means that knowledge management and organizational culture can improve the performance of guides.
Keywords: Knowledge Management, Organizational Culture and Performance Guides, Tour Guide, Guide, Guides

1. INTRODUCTION
Tourism is one sector that becomes the foundation for the government to improve the country's economy. The main role of the tourism sector in the Indonesian economy is to supplement foreign exchange. Foreign exchange results from the amount of expenditures foreign tourists visiting Indonesia. Tourism can be defined as a journey made for recreation or vacation. Many countries rely on the tourism industry as a source of profit for the country's progress. According to recent note issued by "The Travel and Tourism Competition Report 2010", Indonesia ranks 79th world. Focus assessment is based on the quality of human resources in understanding the tourism, hospitality, transport facilities, attractive places tourist destination and become a world cultural heritage, as well as the policies of the government in support of world tourism.

Daerah Istimewa Yogyakarta is a tourist destination mostly visited by tourists, both domestic and foreign ones. Tourism potential in the possession of Yogyakarta formed the owned geography, history and culture, thus attracting many foreign and local tourists to visit Yogyakarta.

Table 1. Growth in tourist arrivals in the province in 2007-2014

Year	Foreign Tourists	Growth (%)	Local Tourists	Growth (%)	Foreign and Local Tourist	Growth (%)
2007	103.224	32.09	1.146.197	36.99	1.249.421	36.57
2008	128.660	24.64	1.156.097	0.86	1.284.757	2.83
2009	139.492	8.42	1.286.097	11.29	1.426.057	11
2010	162.843	9.57	1.304.137	1.37	1.456.980	2.17
2011	169.565	10.94	1.438.129	10.27	1.607.694	10.34
2012	197.751	16.62	2.162.422	50.36	2.360.173	46.80
2013	235.893	19.29	2.602.074	20.33	2.837.967	20.24
2014	254.213	7.77	3.091.967	18.83	3.346.180	17.91

Source: Provincial Tourism Office of DIY. Books of tourism statistics 2014

Based on the above table. we can see the amount of growth in visit tourists in the province of Yogyakarta both domestic and foreign reaching the maximum point. The growth in travelers in 2007 both foreign and domestic is 1,249,421 travelers with a growth of 36.57%. In 2008 the number of tourists has increased with the growth of 2.83% 1.284.757. In 2009 the number of tourists who come to experience increase 1,426.057 with growth reaching 11%. In 2010 the number of tourists reached 1.45698 million but the amount of growth has decreased from previous years, only 2.17%. Whereas in 2011 its growth has increased 10.34% to 2,360,173 the number of tourists. In 2012. tourist growth increased significantly reaching 46.80% of the number of tourist arrivals reached 46.80% of the number of tourist arrivals reached 2,360,173 tourists. In 2013 there was

an increase in the number of foreign tourists and the archipelago as much as 2,837,967 with a decrease in growth of 20.24% compared to the year 2012. In 2014 there was an increase in tourist visits reaching 2.24618 million. With growth reaching 17.91% decrease from 2013, it will grow in subsequent years (Statistics Dispar DIY: 2014).

Supporting tourism improvement DIY is not only seen from the wealth of nature, history and culture held and the number of tourist arrivals, but also in the influence of the many components that work in the tourism sector ranging from hotels, restaurants, guide / tour guides, travel agencies, transportation, art shop (Bhekti Suryani: 2012).

Guides are tourism officials obligated to give instructions and necessary tourist information. Guides are also known as a tour guide or a guide in English. Big Indonesian Dictionary (KBBI).

Tour guide is the person employed either by the traveler. A travel agency or any other tourist organization is to inform, direct and advise the tourist organization. To inform, direct and advise the tourist before and during his short visit, "the tour guide / tour guide is a person who works for the tourists. Travel agencies or other tourism agencies are to provide lighting, led the way or give advice to travelers before or during a brief visit ", according to E. Amato, an expert from the UNDP / ILO.

Table 2. Description of Respondents

Appraisal	Description of Respondents			
	Total	Average	Result	Remark
Language	147	4.2	4	*Good*
Knowledge	154	4.4	4	*Good*
Efficiency	159	4.542857	5	*Excellent*
Availability	166	4.742857	5	*Excellent*
Friendliness	166	4.742857	5	*Excellent*

Source: Travel Agent Yogyakarta

Description Results: *1. Terrible. 2. Poor 3. Acceptable. 4. Good. 5. Excellent*

Performance guides / guide are influenced by many factors, internal factors and external factors. Internal factors are associated with limited knowledge and mastery of one's properties. Performance is quite good as a guide having high capability, hard-working type. While a guide who has a bad performance because the person does not own efforts to improve its capabilities. External factors derived from the environment, such as behavior, attitude and actions of co-workers, subordinates or leaders, working facilities and organizational climate. It, therefore, requires a solution that can be implemented simply to meet these challenges. One way is to create competitiveness through implementation of knowledge management and organizational culture. These internal and external factors are the kinds of attributions that affect performance guides. Performance guides / guide are influenced by many factors, internal factors and external factors. Internal factors are associated with limited knowledge and mastery of one's properties. Performance is quite good as a guide having high capability, hard-working type. While a guide has a bad performance because the person does not own efforts to improve its capabilities. External factors derived from the environment, such as behavior, attitude and actions of co-workers, subordinates or leaders, working facilities and organizational climate. It, therefore, requires a solution that can be implemented simply to meet these challenges. One way is to create competitiveness through implementation of knowledge management and organizational culture. These internal and external factors are the kinds of attributions that affect performance guides.

Factors affecting the performance of the tour guides among other things are: 1) the ability of the individual (guide) to perform the work that is talent, enthusiasm and personality factors; 2) The level of effort giving the ability of knowledge, language and ethics in the work, the level of discipline and design tasks; 3) support of the organization that is training and development, facilities and technology. standardized work, benefits granted and management system; 4) the existence of the work performed by a guide; and 5) the relationship guides (guide) the organization and between colleagues (King Mangkunegaran: 2010).

Knowledge management is relatively new; having evolved from the development of information technology, though, in fact, it has long been known and done by many companies. Knowledge management consists of a number of practices used by organizations to identify, create, represent, and distribute knowledge to be used again, creating awareness, and learning. Most large companies have resources dedicated to knowledge management which is often a part of the department of information technology or human resources management, and in many structures report directly to the head of the company.

2. LITERATURE REVIEW
In etymology, tourism comes from two words, namely "Stingray" which means a lot / touring. Whereas the definition of "travel" means go. In the Great Dictionary of Indonesian. tourism is an activity associated with leisure travel. They can be interpreted tourism or tourism activity is a journey made for recreation or vacation and also the preparations made for this activity. A tourist is a person who traveled at least 80 km (50 miles) from

his home with the purpose of recreation.

Guides is a profession in the field of tourism. Guides also known as a tour guide or tour guide in English. In Indonesia. The national umbrella organization has this profession, namely Indonesia Guides Association or HPI

Indonesia Guides Association (HPI) is a non-political and independent private organization which constitutes the sole individuals who have a profession as guides. Indonesia Guides Association (HPI) was enacted on October 4, 1988 in Palembang (South Sumatra) in the event of the first National Congress of Tour Guide throughout Indonesia.

Knowledge Management is a series of activities used by an organization or company to identify. Create, describe and distribute knowledge for reuse, known and studied in the organization. This activity is typically associated with an objective of organization and aims to achieve a specific outcome such as knowledge together, increase employment, a competitive advantage or a higher level of innovation.

Rodin. Rhoni (2013) examines the application of knowledge management in libraries by using the method of approach and analysis that produces results that an institution is required to compete for in accordance with the development of era like today to implement knowledge management that can be done in several ways such as assessment, review of books, sharing and digitizing.

Supriyanta (2014) examines the knowledge management for the improvement of academic services at universities and research methods development research or development that is oriented research on solving practical problems, which subsequently submitted proposals or input. The result is the achievement of satisfaction of all parties concerned and the achievement of the vision and mission agencies with effective and efficient manner.

Anwar. M. (2013) examines the application of knowledge management at Al-Hamidiyah SDIT Depok using observation and going to the field. For example. sharing your knowledge with others. The result can change management SDIT Al-Hidayah to develop into a better and achieve prominence in a short time by empowering its resources effectively and efficiently.

Wulantika. Lita.. SE.. M.Sc. (2013) studied the knowledge management in enhancing the creative and innovative companies using the identification, acquisition, development, sharing, utilization, and retention. Produced results that knowledge-based economy is no longer simply rely on natural resources, but the resources of knowledge, ideas and creativity. In connection with the external factors of a company. the management of knowledge in a company is becoming increasingly important in the era of knowledge-based economy (knowledge-based-economy).

3. RESEARCH OF METHOD

The process of knowledge management can be classified into several types, namely: first, collecting and reusing structured knowledge. Knowledge is often stored in some parts of the output produced by the organization / company, such as product design, proposals and project reports, procedures that have been implemented and documented and code software all of which can be used again to reduce the time and resources needed to make it back. Second, collecting and sharing lessons that have been learned (lessons learned) of the practices. Type of project is to collect the knowledge deriving from experience that must be interpreted and adopted by the user in the new context. These projects typically involve sharing of knowledge or learning through the database. Third, identify resources and network expertise. This project intends to make it easier and accessible for every employee. To make the facility a connection between people who know people who need knowledge and knowledge.

This study used a survey with quantitative descriptive. This study describes the research variables and describes knowledge management, organizational culture and performance guides to conduct direct surveys to respondents related to the study.

This study population is members of the HPI totaling 345 people, 259 are men, while women are 86. For a population of 345 people, sampling in this research were 181 respondents. Krejcie and Morgan (1970: 30, 607-610) suggests that the general formula in making the sample size is as follows :

$$n = \{\lambda^2.N.P.Q\}/\{d^2(N-1)+ \lambda^2.P.Q\} \tag{1}$$

Where :

n = sample size

λ^2 = Lambda (multiplier) with df = 1, standard error can be 1%, 5%, 10%

N = Population size

P (normal spread population / population proportion) = Q = 0.5

D (error estimation) = 0:05

Based on the above formula, it can be seen for information about Table Krejcie-Morgan as follows: 1) Table Krejcie and Morgan could be used to determine the sample size, only if the research aims to suspect that the proportion of the population, 2) Assumption reliability level of 95%, because use value λ2 = 3.841, which

means taking α = 0.05 in degrees of freedom 1, 3) assumptions diversity of the population is included in the calculation of P (1-P), where P = 0.5 and 4) assumptions prediction error value 5% (d = 0.05).

The samples in this study are carried out by simple random sampling. Random sampling is a sampling technique in which all individuals in population either individually or jointly give an equal opportunity to be selected as members of the sample.

Variable research is an attribute or characteristic of a person or object that has certain variations defined by research to be learned and conclusions drawn. The variable in this study is to involve three variables operationally: 1) Knowledge Management, 2) Organizational Culture, and 3) Performance Guides.

Data collection techniques in this study was conducted using questionnaires, which is a data collection through a number of statements which are prepared in a way that is easy to understand and answer. A questionnaire was used to measure the level of knowledge management, organizational culture and performance guides. The scale used by Likert scale models have been modified with alternative answers: (1) Strongly Agree (STS), (2) Disagree (TS), (3) Less Agree (KS), (4) Agree (S), and (5) Very Agree (SS). Scoring on a Likert type scale was given a score of 1 to 5. Scores are given based on each item answer having been filled by the respondents as the sample in the study. Scale in this study is scored as follows: STS = 1, TS = 2, KS = 3, S = 4, SS = 5.

Analysis of the data used in this research is the analysis descriptive and testing instruments. Where descriptive analysis is presented in the form of frequency tables by creating a group or value of the total score of respondents, while testing the instrument as valid it is necessary to test the validity and reliability which indicates the extent to which the accuracy of organization and attention. To test the validity of statistical tests can be performed by Cronbach alpha (α). A construct or variable said to be reliable if the value Cronbach Alpha> 0.7. Measurements can be performed with reliability coefficient Alpha Cronbach using SPSS for Windows with the criterion: If the value of alpha> 0.7 then the instrument is appropriate, when the alpha value <0.7, then the instrument is not appropriate.

4. RESULT AND DISCUSS
4.1   Result

Descriptive data are presented so that the research can be seen the profile of the research data and the relationships that exist between the variables used in the study. Descriptive data that describes the state or condition of respondents need to be considered as an additional information to understand research results. Respondents in this study is a member of the Regional Executive Board DIY Guides Association Indonesia (DPD DIY HIP) number of 181 respondents from 345 members. Of the 181 who participated in this study can be further broken down by age, gender, education, past and future work as guides. The fourth aspect of the demographic has important role in assessing the performance of the tour guides at the DPD HPI DIY.

Table 3. Respondents by Gender Identity

Gender	Amount	Percentage (%)
Male	124	69
Female	57	31
	181	100

Source: Primary Data processed in 2015

Based on table 4.1 above, it appears that the respondents more males than females with a ratio of 69%:31%.

Table 4. Identity of Respondents by Age

Age	Amount	Percentage (%)
<30	15	8
31-40	63	35
41-50	57	32
>51	46	25
Total	181	100

Source: Primary Data processed in 2015

From Table 4.2 it can be concluded that most respondents aged 31-40 years with 63 and 35 percent.

Table 5. Identity of Respondents according to length of employment

Length of working	Amount	Percentage (%)
<5	16	9
6-15	69	38
16-25	77	43
26-35	19	10
Total	181	100

Source: Primary Data processed in 2015

From table 4.3 it is known that most of the respondents with a long period of 16-25 years of work by 43 percent and the lowest is a long period of working respondents with 5 years 9 percent

Table 6. The identity of the respondents according to education status

Education	Amount	Percentage (%)
SLTA	13	7
D3	65	36
S1	102	56
S2	1	1
Total	181	100

Source: Primary Data processed in 2015

From table 4.4 we concluded that the most respondents with a graduate education Tier 1 status with a number of 102 people. And the second largest is education graduate Diploma 3 as many as 65 people.

The research data collected from the questionnaires prepared by first responders until the last of respondents who gave statements in the questionnaire. Furthermore, data tabulation created and gave a score or weighting four scale with a Likert scale in which to answer strongly agree given a score of 5, agreed by a score of 4, hesitant given a score of 3, disagreed given a score of 2 and so disagree given a score of 1. Before the data score of respondents is analyzed further, firstly the validity and reliability of data are tested.

Validity test is used to determine how big the measuring instruments used in accordance with the data that is measured and used to determine questionnaire as a measuring tool or instrument of research. To use one of the data processing we used software SPSS statistical data processing.

Reliability test was conducted to determine how much actually has a consistency point statement. The result of the calculation reliability test is reliable when alpha coefficients greater than r table and above the critical 0.6, meaning that it can be trusted and can be used for research.

It can be concluded that the statement item / items any statement which declared valid variable can then be used for research and distributed to the respondents / number of samples in this study. The number of variable statement knowledge management instruments (X1) is 18 statements while the number of instrument variables statement organizational culture (X2) is 15 statements and the number of grains of performance statement (Y) is 16 statements.

The method used to analyze the effect of variable knowledge management and organizational culture on performance variables used multiple linear regression analysis. In testing the hypothesis using regression analysis, the data were analyzed at least an interval data.

To test the hypothesis of the study used t test and F, where the t test to prove the effect of partially or individually and the F test to prove the effect simultaneously or together.

The result of the calculation of the variable knowledge management has t count equal to 2,791 with significance level or p value 0006 with $\alpha = 0.05$, then the value significant p value smaller than α means of knowledge management on the performance of the Regional Executive Board guides in Indonesia DIY Guides Association.

Results matter of organizational culture variables (X2) has t count equal to 3,923 with significance level or p value smaller than α means the organizational culture affect the performance of the Regional Executive Board guides in Indonesia DIY Guides Association.

The coefficient of determination is used to find the percentage contribution of independent variables knowledge management, organizational culture on performance tour guides at the Regional Executive Board of Indonesia DIY Guides Association.

4.2   Discussion

Based on data analysis, the data on age of respondents was 75% belong to age more productive with a range of age> 30 s.d. 50 years compared with respondents who are in the age range of more than 51 years (25%). The low percentage of guides over the age of 51 years is closely related to activities that require a lot of physical ability. Thus the guides in the productive age category have sufficient physical ability will have a higher level of productivity.

Not only physical ability, guides also must have a broad knowledge, good communication and adequate, along with the ability to master to understand the psychology of the tourists / visitors. Usually the longer the profession as tour guides, formed mentally mature and growing knowledge.

The level of formal education will be very influential in the profession as a guide and influence policy in taking a decision on his work. Because this time the development progress of time so fast it needs to be supported with relevant education leading to a positive impact on productivity, results will be achieved, and ultimately affect the well-being. The results showed that the average of the last educational guides are the Tier 1 as many as 102 people (56%), Diploma 3 as many as 65 people (36%), high school as many as 13 people (7%) and Tier 2 only 1 (1%) , it affects innovativeness, speed of the process of innovation adoption and behavior.

Non-formal education is also important to add points to a guide. With training, a guide is able to develop themselves in order to achieve organizational goals and emphasized to always keep learning.

The duration of work is also influential in the development of personality for a guide, the longer the period of operation that has been practiced, the more experience gained thus likely that more knowledge he acquired as well.

From the results of research conducted, it was found that most of the guides in the DPD HPI DIY own professional capabilities such as the ability to improve the knowledge, skills and attitude to perform its obligations in accordance with National Competence Indonesia or commonly referred to SKKNI guides, having high integrity and capable of providing a service to the local travelers and abroad. It also means that knowledge management can have a positive impact in assessing the competent and the incompetent a guide and even for the survival of the organization.

Organizational culture is defined as an effective control tool for organizations to monitor the implementation of the work as well as providing motivation to employees and create an atmosphere of quality work environment. The results of this study explain that most guides have innovative guide technique based on the SOP of the organization. In this case can be interpreted that to cultivate a good organizational culture needed role model especially tourist guides and commitment of all members of the organization that have a positive impact on the improvement and innovative initiatives in the work, the results achieved, and maintain employment stability.

Based on the analysis of variables, variable knowledge management (X1) generates significant test data validity. The author tested the validity of the instrument against the 26 respondents not all of the items declared invalid. 18 items has a value greater than the count r r table value (0.361) that declared invalid. 8 other items have a value smaller than the count r r table value (0.361) that declared invalid.

In the study of organizational culture, variable (X2) was done in 22 point statement item. 15 items has a value greater than the count r r table value (0.361) that declared invalid. 7 items other items have a value of r count is smaller than the calculated value of r table (0.361) thus declared invalid.

Research variable (Y) was performed on a 24 point statement item. 16 items declared valid because the calculated value of r greater than the value of r table. While the other 8 items point statement has a value lower than the count r r value table so declared invalid.

The result of the calculation reliability test may be declared to be believed when coefficient alpha greater than r table and above the critical value of 0.6. Terms reliable if the instrument is said to have an alpha value of more than 0.7 and vice versa. Alpha value for the variable knowledge management (X1) of 0.866 (0.866> 0.7) means acceptable or reliable. While Cronbach's alpha values for the variables of organizational culture (X2) of 0.858 means that the reliability is acceptable. While Croanbach's alpha of 0.829 means that the performance is acceptable or reliable. The conclusion is that all variables are acceptable and reliable.

Multiple linear regression analysis equation Y = 43 884 + 0.206 (X1) +0.209 (X2). The result of the calculation of the variable knowledge management has t count equal to 2,791 with significant level or p value 0006 with α = 0.05, significant value is smaller than α p value means of knowledge management on the performance of local tour guides in the governing board set DIY guides Indonesia.

The result of the calculation of the variable of organizational culture (X2) has t count equal to 3,923 with significance level or p value 0000 with α = 0.05, significantly p value smaller than α means the organizational culture influence performance in DPD HPI DIY guides.

The results of this study prove that knowledge management and organizational cultures together have positive and significant impact on the performance of the guide with the F count of 24 729 at 0,000 significant was α = 0.05 for p value smaller than α = 0.05.

5. CONCLUSION

From these results, it can be concluded that knowledge management and organizational culture significantly influence the performance of guides. Tests conducted deliver results support the hypothesis that the results of knowledge management and organizational culture significantly to the performance of guides based on the results of multiple regression analysis result of F = 24.729 with a probability value 0.000 <0.05 and p value <0.05. In accordance with the testing, then Ha Ho is accepted and rejected, it means that simultaneous knowledge management (X1) and organizational culture (X2) significantly affects the performance of guides.

Guides for the performance increase, the tour guides have to develop themselves, including increasing the level of skills, knowledge work, their competence, motivation in self-discipline, commitment of members, while also applying leadership and education, so as to compete in the world of tourism.

This case requires further research on the factors affecting the performance of the guide, in addition to knowledge management and organizational culture, it is necessary due to the development of not only based on those guides on knowledge management and organizational culture only, but there are other variables again. This case requires further research on the factors affecting the performance of the guide, in addition to knowledge

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