

EMPLOYEE PERFORMANCE MODEL: ANALYSIS OF INFORMATION TECHNOLOGY UTILIZATION, KNOWLEDGE TRANSFER AND KNOWLEDGE MANAGEMENT

by Jumanto Jumanto

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EMPLOYEE PERFORMANCE MODEL: ANALYSIS OF INFORMATION TECHNOLOGY UTILIZATION, KNOWLEDGE TRANSFER AND KNOWLEDGE MANAGEMENT

Jumanto¹, Ari Apriani^{2*}

^{1,2} Universitas Dian Nusantara, Indonesia

¹11119056@mahasiswa.undira.ac.id, ^{2*}ari.apriani@undira.ac.id

Abstract— *The Promotion and Information Sub-Division has the task of carrying out part of the duties of the Lampung Provincial Liaison Agency in Jakarta related to promotion and information and services of Anjungan Lampung TMII. There are factors that cause a lack of improvement in performance due to ineffective use of technological facilities. This is indicated by the results of the 2020 performance report during the Covid-19 pandemic, where the government issued a work from home (WFH) policy. The performance report data for the Lampung Province Liaison Agency in 2020 did not meet the target. This is caused by several factors, one of which is the use of information technology. Performance report data for 2020 - 2021 shows the results of employee performance reports, where the performance indicators in the Promotion and Information Sub-Sector have decreased. In order to solve the problem of improving performance caused by several factors, it is of particular concern to conduct research. The population in this study were all 50 employees of the Promotion and Information Subdivision. The sampling technique used saturated samples. This study uses a questionnaire with a Likert scale for data collection and quantitative analysis using the SPSS version 21 analysis tool. The results of this study indicate that Information Technology Utilization, Knowledge Transfer has a positive and significant effect on employee performance, while Knowledge Management has no effect on employee performance.*

Keywords: Employee Performance; Information Technology Utilization; Knowledge Transfer; Knowledge Management

1. INTRODUCTION

Government apparatus plays an important role in government agencies, as mentioned in the "General System Theory", Human Resources (HR) is an element that directs the organization to function effectively and efficiently. No matter how good the institutions and systems built by the government are, they are still implemented by its human resources. The government has made many institutional and system improvements, but its performance, including service quality, is still not optimal [1].

The Promotion and Information Sub-Division has the task of carrying out some of the organizational tasks of the Lampung Provincial Liaison Agency in Jakarta related to promotion and information and services of Anjungan Lampung Taman Mini Indonesia Indah (TMII). Anjungan Lampung is traditional house building in Lampung Province, which is located in a tourist park called Taman Mini Indonesia Indah (TMII) in Jakarta. So that to support the implementation of its duties, it is very necessary for human resources to have special competencies which include knowledge (knowledge, science),

skills (skills, technology) and attitudes and the ability to receive knowledge transfer (knowledge sharing). On the other hand, knowledge management also needs to be improved, so that organizational goals can be achieved.

According to performance report data from the Administration section of the Liaison Agency in 2020, the performance target of 100% decreased to an average of 70% achieved due to several factors including budget redirection to the health sector. In addition to these factors, the factor that is the main problem is the utilization of information technology at the Lampung Provincial Liaison Agency in Jakarta. Thus, in carrying out tasks from home (work from home / WFH), the results are less than optimal.

Table 1. Performance realization report 2020 - 2021

No	Performance Indicators In Accordance With The Main Tasks And Functions Of Regional Devices	Target IKK	Target of Regional Apparatus Strategic Plan (Year)		Achievement Realization (Year)	
			2020	2021	2020	2021
1	Percentage increase in local revenue	100	100	100	30	90
2	Percentage of Improved Cultural Diversity Management	100	100	100	70	90
3	Percentage of displaced Lampung people who receive social services	100	100	100	85	92
4	Percentage increase of Lampung students and student groups outside the region that are fostered	100	100	100	69	98
5	Percentage increase in performance achievement of the Liaison Agency	100	100	100	70	98

Source: Administration Section of the Liaison Agency

Judging from the results of table 1 of the 2020-2021 performance report, the performance indicator in the Promotion and Information Sub-Sector (Improved management of cultural diversity) was 70% in 2020 from a target of 100%. Based on this data, the decrease in targets caused by the factors previously described, so in order to solve the problem of improving performance caused by factors of utilizing information technology, knowledge transfer and knowledge management is of particular concern for research.

Based on research conducted by previous researchers, the use of information technology has a positive effect on organizational performance [2]. Other research also shows that IT capability has a significant effect on company performance [3]. Technology utilization has a significant effect on employee performance at the Woha Sub-District Office, Bima Regency Rimawan et al. Another study with different results, namely the application of managerial information technology has no effect on performance [4]. Knowledge sharing has a positive and significant effect on employee performance at PT PLN (Persero) Palopo City Branch [5]. Knowledge transfer has a positive effect on the performance of permanent lecturers at Unika Musi Charitas during the Covid-19 pandemic [6]. Knowledge transfer affects lecturer performance at UTM (Medan Institute of Technology) [7]. Another study with the results that talent management and knowledge management have a positive and significant effect on the performance of employees of PT Perkebunan Nusantara II Tanjung Morawa [8]. Information technology, web-based information systems and knowledge management affect employee performance [9]. Research with the same results, that knowledge management has a positive and significant effect on employee performance [10].

Based on the data obtained and referring to previous research, to show whether the above factors can or are able to answer the phenomena that exist in the Promotion and Information sub-field of the Lampung Provincial Liaison Agency in Jakarta, researchers will conduct further research using similar variables (employee performance, technology utilization, knowledge transfer and knowledge management).

2. THEORETICAL REVIEW

Information Technology Utilization

Information technology is a set of tools that can help individuals in carrying out their tasks, information technology is not only limited to computer technology that works to process and store, but also includes sending information [11],[12]. Information technology is a technology used to process, process, obtain, compile, store, manipulate data in various ways to produce quality information [13]. Information technology is a combination of computer technology and telecommunications technology [14]. The use of information technology can be interpreted as a means of supporting the organization to achieve organizational goals. The use of information technology can be done effectively if members of the organization know how to use the technology correctly, so that effective use of technology can improve performance.

Knowledge Transfer

Knowledge sharing is an effort to share knowledge and information with coworkers to improve the quality of thoughts, ideas or suggestions directed by individual experience [15],[16]. Knowledge transfer is the stage of disseminating and providing knowledge at the right time for employees who need it [17],[18]. Knowledge transfer is considered a very important knowledge management process because of its ability to help organizational managers benefit from personal knowledge [4],[19]. Based on the above theories, it can be concluded that knowledge transfer is the phase where information is distributed and provided to employees who need it at the right time.

Indicators of knowledge transfer are: (1) Difficulty, which is the difficulty or obstacles encountered in the knowledge transfer process; (2) Extent, is the breadth of the variety of knowledge transferred; (3) Intensity, is the level of strength of knowledge transfer; and (4) Quality, is the quality or excellence of the knowledge transferred Batubara, (2018).

Knowledge Management

Knowledge management is the management of organizational knowledge to create value and generate competitive advantage or superior performance [10],[16]. Knowledge management can provide learning to companies ranging from leaders, managers, to all employees in order to obtain and maximize the abilities they have as a collection of people in one company [9],[18]. Employee performance will achieve maximum results if supported by the knowledge they have [22]–[25]. From some of these definitions, it can be concluded that knowledge management is the management of organizational knowledge to create value and create a competitive advantage or better performance. Knowledge management can improve work skills and motivation in ways that promote individual and organizational effectiveness.

Indicators of knowledge management: (1) Quantity of employee performance; (2) Quality of employee performance; (3) Level of employee knowledge of work; (4) Level of employee performance efficiency; (5) The level of employee work independence; and (6) Employee commitment to their work [26].

Employee Performance

Performance is the result obtained by the organization, both profit oriented and non-profit oriented produced during one period [24],[25]. Performance is about the level of achievement of the implementation of an activity or program or policy in realizing the goals, objectives, mission and vision stated in the strategic planning of an organization [29]–[31]. Performance is the real behavior that everyone in the organization displays as a form of their work [32]–[34]. It can be concluded that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization concerned legally, not against the law and in accordance with morals and ethics.

Employee performance indicators include: (1) Quality of Work; (2) Quantity of Work; (3) Implementation of Tasks; and (4) Responsibility [32].

Of congruity with the hypothetical review, the conceptual system of this can be constructed as takes after.

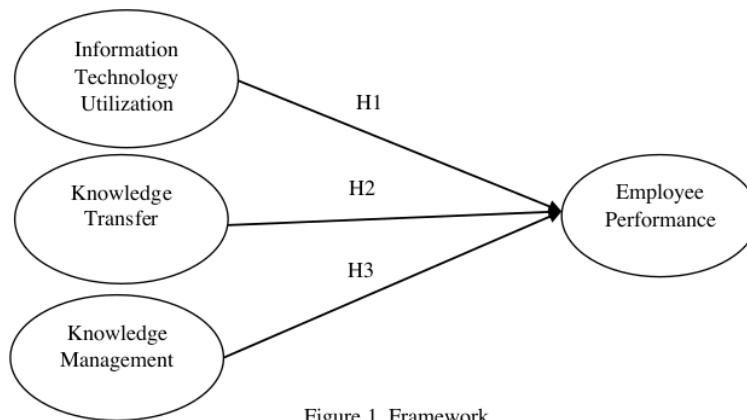


Figure 1. Framework

3. RESEARCH METHODS

This study uses a quantitative research approach. Quantitative research approach. Measurable variables in this study were converted into variable indicators using a Likert scale. The data collection method in this study was by distributing questionnaires using google form. The population used was all employees of the Promotion and Information sub-field of the Lampung Province Liaison Agency, totaling 50 people. So that the sampling technique uses saturated samples. The data analysis method used in this study uses the help of SPSS version 21 (Statistical Package for Social Science) software.

4. RESULTS AND DISCUSSION

The results of the validity test based on the analysis of Information Technology Utilization, Knowledge Transfer, Knowledge Management and Employee Performance, as follows:

Table 2. Validity Test

Item-Total Statistics				
Variable	Indicator	Pearson Corelation (R count)	r table	Result
Information Technology Utilization	Devices	.809	0,2404	Valid
	Financial data management	.648	0,2404	Valid
	Maintenance	.650	0,2404	Valid
	Usability	.737	0,2404	Valid
	Effectiveness	.650	0,2404	Valid
Knowledge Transfer	Difficulty	.842	0,2404	Valid
	Breadth	.751	0,2404	Valid
	Intensity	.821	0,2404	Valid
	Quality	.757	0,2404	Valid
Knowledge Management	Quantity of employee performance	.729	0,2404	Valid
	Quality of employee performance	.586	0,2404	Valid
	Employee's level of job knowledge	.836	0,2404	Valid
	Level of efficiency of employee Performance	.848	0,2404	Valid
	Employee's level of work independence	.908	0,2404	Valid
	Employee commitment to their work	.804	0,2404	Valid
Employee Performance	Quality of Work	.818	0,2404	Valid
	Quantity of Performance	.830	0,2404	Valid
	Quality of Duty	.785	0,2404	Valid
	Quality of Responsibility	.870	0,2404	Valid

Source: data processed with SPSS Version 25

Based on the data in table 1, it is explained that the coefficient of choreography in the validity test, namely the variabel obtained states $r_{count} > r_{table}$, so that the validity test on the information technology utilization variable, knowledge sharing variable, knowledge management variable and employee performance variable is declared valid.

The reliability test is intended to see whether the data works consistently or can be trusted to be able to proceed to the next calculation. If the alpha value with Cronbach's Alpha value > 0.6 , it can be declared reliable [35]. The results of the reliability test:

Tabel 3. Reliability Test

Reliability Statistics		
Variable	Cronbach's Alpha	Result
Information Technology Utilization	.725	Reliable
Knowledge Transfer	.801	Reliable
Knowledge Management	.874	Reliable
Employee Performance	.843	Reliable

Source: data processed with SPSS Version 21

The table above shows that all variables have a Cronbach's Alpha value > 0.06 so it can be said that all variables are reliable.

Table 4. Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Result
	B	Std. Error	Beta			
(Constant)	3.893	1.325		2.937	.005	
Pemanfaatan Teknologi Informasi	.401	.077	.560	5.215	.000	Supported
Transfer Knowledge	.272	.113	.302	2.407	.020	Supported
Knowledge Manajement	.036	.066	.069	.546	.587	Not Supported

a. Dependent Variable: Kinerja Pegawai

Source: data processed with SPSS Version 21

Based on the Coefficients table, the standard value of the beta coefficient on the information technology utilization variable is 0.560 and the significance value is 0.000 <0.05, which means that the information technology utilization variable has a positive and significant effect on the employee performance variable. The standard value of the beta coefficient on the Knowledge Transfer variable is 0.302 and the significance value is 0.020 <0.05, which means that the Knowledge Transfer variable has a positive and significant effect on the employee Performance variable. While the standard value of the beta coefficient on the Knowledge Management variable is 0.069 and the significance value is 0.587 > 0.05 so it can be interpreted that the Knowledge Management variable has no effect on the Employee Performance variable.

Information Technology Utilization has a positive and significant effect on Employee Performance.

The Information Technology Utilization variable shows that the financial data management indicators used at Anjungan Lampung Taman Mini Indonesia Indah (TMII) have been carried out properly, so that employees at Anjungan Lampung feel that technology utilization has an impact on employee performance. This is in line with previous research which states that the use of information technology has a positive effect on organizational performance [2], [12], [31]. Meanwhile, other studies say that the use of information technology on performance does not have a significant effect, which is different from this study [4].

Knowledge Transfer has a positive and significant effect on the Employee Performance variable.

In the knowledge transfer variable, the indicator that shows the highest influence is the breadth of knowledge indicator. So it can be said that by studying technology employees will have broad insights. This is in line with the research of Khaerana & Mangiwa which states that knowledge transfer has a positive and significant effect on employee performance [5]. Meanwhile, research by Nellyanti et al., knowledge transfer has no effect on employee performance, the results of which are different from this study [28].

Knowledge Management does not have a positive and significant effect on the Employee Performance variable.

The Knowledge Management variable shows that the indicator of the efficiency level of employee performance is the most influential factor. This means that employees who have sufficient technological knowledge, their work becomes more efficient, because with extensive technological knowledge, it will make it easier to get the job done. Meanwhile, the indicator of employee commitment to their work is an influential, but low

factor in the Knowledge Management variable. It is said that employee commitment in working with the help of technology is still lacking.

The results of this study state that the knowledge management variable has no effect on employee performance. [24]s study is consistent with research conducted by previous researchers which explains that knowledge management has no positive and significant effect on performance [24], [36]. In contrast to other studies which explain that knowledge management affects employee performance [9], [23], [25], [30], [33], [34].

5. CONCLUSIONS

Information technology utilization variables and knowledge transfer have a positive and significant effect on employee performance variables. This states that the utilization of technology and information in the management of financial data used has been carried out properly and has an impact on employee performance. Knowledge transfer is also stated to have an effect on employee performance, because by learning technology, employees will have broad insights and work becomes more efficient. Meanwhile, the results of this study state that the knowledge management variable does not have a positive and significant effect on the employee performance variable, because employee commitment to working with technological assistance is still lacking. Employees who have sufficient technological knowledge, work becomes more efficient. So it can be concluded that with extensive technological knowledge, it will make it easier to get the job done. It is recommended for further research to review knowledge management on employee performance and add moderating variables, to get more accurate results (answers).

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