

The Effect Of Personal Knowledge, Job Procedure, Technology, And Learning Organization On Improving The Performance Of Assistant Manager Level Employees At Bank Indonesia In Sulawesi

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Abstrak

Kinerja pegawai merupakan cara untuk menilai karyawan atau pegawai terhadap efektivitas mereka di suatu entitas atau organisasi laba maupun *non-profit*. Tujuan penelitian ini adalah untuk menganalisis pengaruh *personal knowledge, job procedure, technology, learning organization* terhadap kinerja pegawai level asisten manajer pada Kantor Perwakilan Bank Indonesia se Sulawesi. Terkait penelitian yang dilakukan untuk melihat hubungan antara variabel bebas dan terikat, maka data yang relevan digunakan adalah jenis kuantitatif. Jenis data kuantitatif diperoleh dalam bentuk angka-angka yang dapat dihitung dan berkaitan dengan masalah yang diteliti. Hasil penelitian menunjukkan bahwa *personal knowledge, job procedure, technology* dan *learning organization* berpengaruh signifikan terhadap kinerja pegawai level asisten manajer pada Kantor Perwakilan Bank Indonesia se Sulawesi.

Kata Kunci: *knowledge, job procedure, technology, learning organization, kinerja.*

Abstract

Employee performance is a way to assess employees or employees on their effectiveness in a profit or non-profit entity or organization. The purpose of this study was to analyze the effect of personal knowledge, job procedure, technology, learning organization on the performance of assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi. Regarding the research conducted to see the relationship between the independent and dependent variables, the relevant data used is quantitative. This type of quantitative data is obtained in the form of numbers that can be counted and related to the problem under study. The results showed that personal knowledge, job procedures, technology and learning organization had a significant effect on the performance of employees at the assistant manager level at Bank Indonesia Representative Offices in Sulawesi.

Keywords: *knowledge, job procedures, technology, learning organization, performance.*

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INTRODUCTION

Employee performance is a way to assess employees or employees against their effectiveness in a profit or non-profit entity or organization. Competitive organizations are those that align their organization's behavior with the realities of today's work environment. Whether we realize it or not, the country has undergone such rapid changes that institutions of all shapes and types must adapt to external and internal changes for their own survival (Fatma et al., 2020). In other words, to survive and succeed in the global economy, the concept of employee performance is very important for all existing organizations and institutions.

Employee performance is generally seen in terms of output. In addition, it can also be seen in terms of behavior. Every organization has seen the need to invest in employee performance to improve their skills in generating greater returns. Employee performance can be realized in increased production, ease of using new technology, and highly motivated workers (Herison et al., 2022).

Then how an entity measures a performance. There are at least a few measures that can be considered when measuring performance such as productivity, efficiency, effectiveness, quality, and profitability measurements (Ilyas et al., 2023). Employees are the most valuable asset of any company, but on the other hand it can also make or break the company's reputation so that it has an impact on the results achieved. Here, employees are part of being responsible for most of the work done and providing customer satisfaction and product quality so that organizational performance can be achieved (Maharani et al., 2020).

Employee performance is said to be the greatest contribution that can be made to the organization in achieving its strategic goals. There are several studies that show that high-performing employees can produce between two and ten times the *output* of low-performing employees (Putri et al., 2022).

Here it can be said that an organization that provides the value of knowledge as a source to gain competitive advantage must build a system that ensures continuous learning and effective ways to do it. Knowledge management as a process of accurate knowledge transfer to staff at the right time to assist staff in taking appropriate actions in improving the continuity of performance of an organization (Hardiyono et al., 2021).

The creation and subsequent management of an environment that encourages knowledge to be created, shared, learned, improved, organized, and utilized for the benefit of the organization and its customers. The importance of knowledge in almost all areas of daily and commercial life, so that there are two very important aspects to be put forward, namely knowledge and relationships for survival and success in an entity or organization (Musa et al., 2020).

Knowledge management is an approach to achieving organizational goals by making the best use of knowledge or doing what is necessary to get the most out of knowledge resources. Meanwhile, knowledge management considered vital is an explicit and systematic process related to creation, organization, diffusion, use and exploitation. In the modern economy, knowledge management plays a key role and has been used extensively by many entities or organizations as one of the most effective ways of achieving success in the information age itself (Rachman & Hardiyono, 2021).

The problem is that the problems faced today cannot be separated from the impact of rapid technological and information advances that have a significant

influence on changes in all aspects of life. Whether we realize it or not, this is a manifestation of the globalization bias that has been running in recent decades. This situation awakens the organization or entity to the need for new tactics, ways, or methods in responding to revolutionary changes that occur in order to survive (Firmansyah et al., 2020).

Based on these facts and problems, the positive benefit of these changes is the emergence of awareness in understanding the importance of the quality of human resources (HR). This requires efforts to improve and develop human resources in accordance with the demands of changing times (Latiep et al., 2022).

In connection with this, the role of science becomes more prominent, because only with knowledge can all changes that occur be addressed appropriately. This means that education plays an important role in preparing quality and competitive human resources. The intense competition globally, especially in the economic sector, has made business organizations rethink their business management strategies, and quality human resources with mastery of knowledge are important choices that must be made in this context (Lasmaya, 2016).

Similarly, the Bank Indonesia Representative Office in Sulawesi has a single objective, namely to achieve and maintain rupiah stability (<https://www.bi.go.id>). The success or failure of Bank Indonesia in carrying out its duties is also inseparable from the availability and quality of human resources (*personal knowledge*), work procedures, technology, and learning in the organization. A central bank certainly has challenges to have the ability to make quality human resource development plans. In this development effort, the management has made improvements in the form of training, education, division of work tasks, and mastery of technology. This is all done to improve performance for Bank Indonesia Representative Office employees.

METHODOLOGY

This research will be carried out at Bank Indonesia in Sulawesi with the consideration that the institution has implemented *knowledge management* as one of the strategies to improve employee performance. The duration required to conduct research is two months from January to February 2023.

In quantitative research, population and sample are two things that need attention and are interconnected. According to Sugiyono (2017) that the population is the whole (universum) of the object of study in the form of humans, animals, plants, air, symptoms, values, events, life attitudes, and so on so that this object can be a source of research data. In another sense that population is the sum total of the units of analysis whose characteristics would be expected. Meanwhile, the sample is partially or representative of the population to be studied (Arikunto, 2010).

In this study, the population was determined at all assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi totaling 50 people spread across six provinces including Bank Indonesia Representative Office South Sulawesi Province, Bank Indonesia Representative Office North Sulawesi Province, Bank Indonesia Representative Office Central Sulawesi Province, Bank Indonesia Representative Office Southeast Sulawesi Province, Bank Indonesia Representative Office Gorontalo Province, and Bank Indonesia Representative Office West Sulawesi Province. Based on the number of observations, there are not too many so that the sample in this study is the same as the population, which is 50 people. Thus the results

obtained to see the effect of independent variables on bound show a comprehensive respondent perception.

RESULTS AND DISCUSSION

The Influence of Personal Knowledge on Employee Performance

Based on the results of the study, it shows that *personal knowledge* has a significant effect on the performance of assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi. The results of this study accept and prove the hypothesis that has been proposed previously that there is a significant influence between personal knowledge on the performance of assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi. The results of this study also support the research conducted by Lestari and Whidartanto (2017) that *personal knowledge* partially affects the performance of employees at PT. Nasmoco Karangjati Motor.

The results that show a significant influence between personal knowledge on employee performance show that assistant managers at Bank Indonesia Representative Offices in Sulawesi perceive that the experience they have while serving as assistant managers is very helpful in working professionally. Professional in this case refers to both formal and informal work which is not only obtained from oneself but also from others who ultimately enrich knowledge, seek to learn experience from other divisions, communicate work experience with colleagues, and take part in *best practices sharing* forums.

Enriching one's own knowledge at work is a series of experiences gained by employees during their duties. This includes strengthening memory, *story-telling*, personal relationships, enriching reference reading or writing, notes, documents, photos, intuition, experiences, and everything learned or passed during work. *Commercial knowledge* is a combination of experiences, values, contextual information and broad insights that provide a knowledge framework for evaluating and incorporating new experiences. Thus a series of work activities carried out by employees is knowledge obtained either in the form of experience, daily events or from other sources.

Research conducted by Lestari and Widharto (2017) shows that there is a significant influence between *personal knowledge* on employee performance. Personal knowledge in this context is part of the work experience carried out by assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi which includes daily work experience in the office, interaction with colleagues, experience from interaction with other divisions, communicating with colleagues, and being active in forums in order to exchange experiences in best work practices.

The Effect of Job Procedure on Employee Performance

Based on the results of the study, it shows that *job procedures* have a significant effect on the performance of assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi. The results of this study accept and prove the hypothesis that has been proposed previously that there is a significant influence of *job procedures* on the performance of assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi. The results of this study also support research conducted by Lestari and Whidartanto (2017) that *job procedures* partially affect employee performance at PT. Nasmoco Karangjati Motor.

The results that show a significant influence between *job procedures* on employee performance show that assistant managers at Bank Indonesia Representative Offices in Sulawesi perceive that *standard operational procedures* (SOPs) have contributed to improving performance. This is because the SOPs they guide can guarantee the creation of standardized, directed, coordinated products, means of communication in achieving organizational goals and objectives, showing work responsibilities, increasing productivity, streamlining time, as a reference for work, and turning experience into good SOPs.

Standard operational procedure (SOP) is a concrete form of *explicit knowledge*. Explicit knowledge in this case is knowledge that can be easily articulated, codified, stored and accessed. It can be expressed in formal and systematic language and shared in the form of data, scientific formulas, specifications, manuals and the like. The implementation of SOPs by assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi is part of *explicit knowledge* or *job procedures*. According to Sailendra (2015) that a *job procedure* is a document that describes operational activities carried out daily. Of course, in this case, it refers to a goal so that assistant managers carry out work correctly, precisely, and consistently to provide services in accordance with previously set standards. We can say that the activities of the canyons in working by implementing SOPs are a form of carrying out responsibilities or tasks based on the existing *Operation Procedure* and are formal in nature.

Research conducted by Lestari and Widharto (2017) regarding the influence of *job procedures* on employee performance has been tested in this study proven to be true. *Job procedure* is a document that describes operational activities carried out daily or in other words is an SOP used in institutions or organizations. The aim is that the work is carried out as determined by an institution, which in this case is the Bank Indonesia Representative Office in Sulawesi (Sailendra, 2015: 37).

The Influence of Technology on Employee Performance

Based on the results of the study, it shows that *technology* has a significant effect on the performance of assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi. The results of this study accept and prove the hypothesis that has been proposed previously that there is a significant influence between *technology* on the performance of assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi. The results of this study also support research conducted by Lestari and Whidartanto (2017) that *technology* partially affects employee performance at PT. Nasmoco Karangjati Motor.

The results that show a significant influence between *technology* on employee performance show that assistant managers at Bank Indonesia Representative Offices in Sulawesi assume that they are familiar with using technology, especially intranets well and used during working hours. They also consider the intranet as a means of obtaining and disseminating information so it must be known because it helps in the work process and increases the efficiency of time, cost as well as data storage and transmission.

Aisten-level employees, managers of Bank Indonesia Representative Offices in Sulawesi are familiar and familiar with technology, especially intranets which are part of the technology itself. Intranet is a private network that uses the Internet to share confidential information or operations within an institution with employees.

According to Miarso (2007) that technology is a process that increases added value, the process of using or producing a product, the resulting product is not separated from other existing products and therefore becomes an integral part of a system. So it can be said that *technology* as a medium for disseminating information through intranet facilities is used to support every work activity carried out in the institution.

The Effect of *Learning Organization* on Employee Performance

Based on the results of the study, it shows that *learning organization* has a significant effect on the performance of assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi. The results of this study accept and prove the hypothesis that has been proposed previously that there is a significant influence between *learning organizations* on the performance of assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi. The results of this study also support research conducted by Angriawan and Rusilowati (2014) that *learning organization* partially affects the performance of employees or employees at PT Bank Central Asia Tbk.

The results that show a significant influence between *learning organizations* on employee performance support the research conducted shows that assistant managers at Bank Indonesia Representative Offices in Sulawesi think that they have been given opportunities to develop themselves where they work. This is because the Bank Indonesia Representative Office in Sulawesi always provides training to increase insight. In addition, institutional leaders give recognition and appreciation to the work of assistant managers so that they feel cared for and valued.

In working, assistant managers always refer to the vision set by the institution and are able to carry out every role given. In order to achieve the vision, assistant managers conduct a team learning process and create group or entity decisions. They think systems in achieving change.

The implementation of these activities is part of *organizational learning* that emphasizes learning and innovation. This is the essence of learning organizations that emphasize the expectations of a group of people who have deliberately coordinated goals and are experts in organizational learning. According to Budihardjo (2017) that *learning organizations* as a group of humans who continuously encourage their capacity to create what they want to create. So basically, *learning organization* includes change and development to improve employee performance,

CONCLUSION

Based on the results of research and discussion of linear regression analysis data, it can be concluded that *personal knowledge, job procedure, technology and Learning organization* have a significant effect on the performance of assistant manager level employees at Bank Indonesia Representative Offices in Sulawesi.

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