

# Employee Performance Model: Analysis Of Information Technology Utilization, Knowledge Transfer And Knowledge Management

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**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 the promotion and information and services of Anjungan Lampung Taman Mini Indonesia Indah (TMII). Some factors 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. To solve the problem of improving performance caused by several factors, it is of particular concern to conduct research. All 50 employees of the Promotion and Information Subdivision are the population in this study. The sampling method used was a saturated sample approach. The data in this study were collected through a questionnaire using a Likert scale, and quantitative analysis was carried out using the SPSS analysis tool. The results showed a significant and positive correlation between Information Technology Utilization and Knowledge Transfer with employee performance. However, Knowledge Management has no impact on employee performance.*

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

## 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 the government builds, 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.

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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.

Previous research indicates a positive correlation between the use of information technology and organizational performance [2]. Furthermore, studies highlight the significant impact of IT capability on company performance [3]. Technology utilization plays a noteworthy role in influencing employee performance [4]. In contrast, a different study concluded that the application of managerial information technology does not affect performance [5]. The positive and significant effects of knowledge sharing on employee performance have been supported by research [6]. Additionally, knowledge transfer has been found to positively impact performance in various studies [7], [8]. Several other studies concur on the positive and significant influence of knowledge management on employee performance [9], [10]. The collective influence of information technology, web-based information systems, and knowledge management on employee performance is also acknowledged in the literature [11].

the above factors can or can 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**

### **2.1 Information Technology Utilization**

Information technology encompasses a range of tools designed to assist individuals in performing their tasks. It extends beyond computer technology, encompassing functions such as processing, storing, and transmitting information [12], [13]. Functioning as a technology aimed at processing, obtaining, organizing, storing, and manipulating data, information technology is instrumental in generating high-quality information [14]. Combining both computer and telecommunications technology elements, information technology serves as a comprehensive system [15]. Its application within an organization is viewed as a means of supporting the achievement of organizational objectives. The effective utilization of information technology hinges on the proficiency of organizational members in employing the technology accurately. This proficiency, in turn, contributes to enhanced performance through the optimal use of technology.

### **2.2 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 [19], [20]. 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.

Knowledge transfer indicators encompass several factors, including: (1) Difficulty, which signifies the challenges or hindrances faced in the process of transferring knowledge; (2) Extent, representing the diversity and breadth of the knowledge being transferred; (3) Intensity, reflecting the strength or degree of vigor in the knowledge transfer; and (4) Quality, denoting the excellence or overall quality of the transferred knowledge [21].

### **2.3 Knowledge Management**

Knowledge management involves the administration of organizational knowledge with the aim of creating value and attaining a competitive advantage or superior performance [22], [23]. 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]. Employee performance will achieve maximum results if supported by the knowledge they have [24]–[27]. Based on various definitions, it can be inferred that knowledge management is the practice of overseeing organizational knowledge with the objective of generating value and establishing a competitive advantage or achieving superior 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 [28].

## 2.4 Employee Performance

Performance, whether in profit-oriented or non-profit-oriented organizations, refers to the outcomes achieved during a specific period [29], [30]. It is indicative of the degree of accomplishment in implementing activities, programs, or policies aimed at realizing the goals, objectives, mission, and vision outlined in the strategic planning of an organization [31]–[36]. Performance is the tangible manifestation of the actual behavior exhibited by individuals within an organization as a reflection of their work [34], [37], [38]. In summary, performance is the result of the efforts of individuals or groups within an organization, aligned with their respective authorities and responsibilities, towards the lawful and ethical attainment of the organization's objectives.

Employee performance indicators include: (1) Quality of Work; (2) Quantity of Work; (3) Implementation of Tasks; and (4) Responsibility [34].

In alignment with the theoretical review, the conceptual framework for this can be formulated as follows.

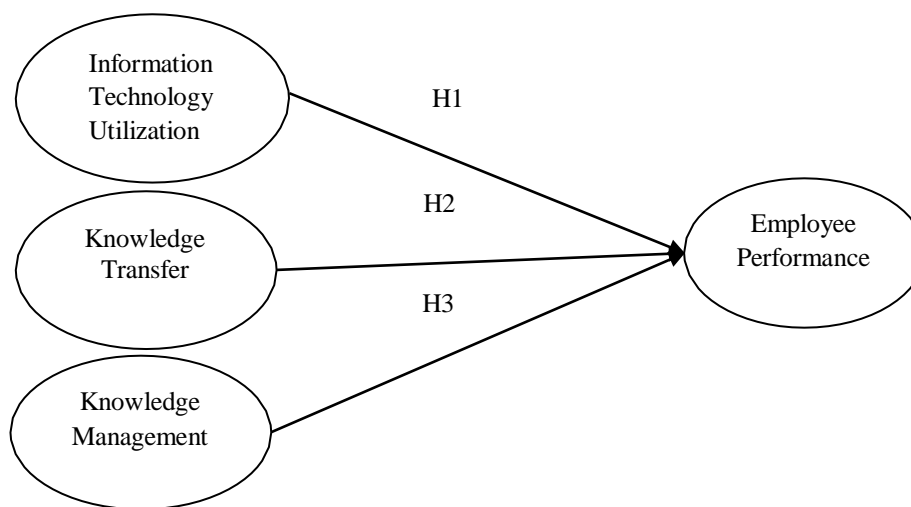


Figure 1. Framework

## 3. RESEARCH METHODS

This study adopts a quantitative research approach, wherein measurable variables are transformed into variable indicators through the application of a Likert scale. Data collection involves distributing questionnaires through Google Forms. The population under consideration comprises all employees within the Promotion and Information sub-field of the Lampung Province Liaison Agency, totaling 50 individuals. A saturated sampling technique is employed. Data analysis is conducted using SPSS (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 Correlation (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
Knowledge Management	Quality	.757	0,2404	Valid
	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 Performance	Employee commitment to their work	.804	0,2404	Valid
	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

The information from Table 1 indicates that in the validity test, the coefficient of correlation demonstrates that the obtained "r count" is greater than the "r table." Consequently, the validity test for the variables, namely information technology utilization, knowledge sharing, knowledge management, and employee performance, is deemed valid.

The reliability test aims to assess whether the data consistently functions and can be deemed trustworthy for further calculations. If the alpha value, as measured by Cronbach's Alpha, is greater than 0.6, it is considered reliable [39]. The outcomes of the reliability test are as follows:

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

Table 4. Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Result
	B	Std. Error	Beta			
(Constant)	3.893	1.325		2.937	.005	
Utilization of Information Technology	.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: Employee Performance

Source: data processed with SPSS Version 21

According to the Regression Test Table, the standard beta coefficient value for the information technology utilization variable is 0.560, with a significance value of 0.000, which is less than 0.05. This implies that the information technology utilization variable has a positive and significant impact on the employee performance variable. For the Knowledge Transfer variable, the standard beta coefficient is 0.302, and the significance value is 0.020, which is also less than 0.05. This indicates that the Knowledge Transfer variable has a positive and significant effect on the Employee Performance variable. However, the standard beta coefficient for the Knowledge Management variable is 0.069, with a significance value of 0.587, which is greater than 0.05. Therefore, it can be inferred that the Knowledge Management variable does not have a significant effect on the Employee Performance variable.

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

The utilization of Information Technology serves as a key indicator that has a positive impact on employee performance at Anjungan Lampung Taman Mini Indonesia Indah (TMII). This finding aligns with prior research supporting the notion that the utilization of information technology positively influences organizational performance, as indicated by references [2], [13], [33]. However, intriguingly, there is a discrepancy with another study stating that the utilization of information technology has no significant effect on performance [5]. Nevertheless, this study highlights that, in the context of Anjungan Lampung, the utilization of technology indeed yields tangible results. In conclusion, these findings can serve as a foundation for similar organizations to enhance their strategies in utilizing information technology, taking into consideration contextual factors that may influence its impact. Thus, the results of this analysis provide valuable insights for further development in the implementation of information technology to enhance efficiency and organizational performance.

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

In the context of the knowledge transfer variable, the findings indicate that the breadth of knowledge is the indicator with the highest influence. Therefore, it can be concluded that studying technology provides employees with extensive insights. This finding is consistent with the research conducted by Khaerana & Mangiwa, which states that knowledge transfer has a positive and significant impact on employee performance [6]. This study reinforces the argument that increasing insights through knowledge transfer,



particularly in understanding technology, can contribute positively to employee performance.

However, it is important to note the difference with other research conducted by Nellyanti and colleagues, which states that knowledge transfer has no effect on employee performance [30]. Despite the differences, these findings make a significant contribution by highlighting that, in this case, knowledge breadth from knowledge transfer has a positive impact on employee performance.

Thus, the conclusion from this analysis can serve as a basis for organizations to consider the importance of the breadth of knowledge in knowledge transfer strategies, especially concerning the implementation of technology. The implication is that organizations can focus efforts on ensuring that knowledge transfer not only occurs but also provides comprehensive understanding to employees to enhance their overall performance.

#### **4.3 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 study results assert that the knowledge management variable does not contribute to employee performance. This finding aligns with prior research, indicating that knowledge management lacks a positive and significant effect on performance, as seen in references [26], [40]. This contrasts with other studies suggesting that knowledge management does impact employee performance, as evidenced by references [11], [25], [27], [32], [37], [38].

### **5. CONCLUSIONS**

The findings of this study underscore the positive and significant impact of information technology utilization and knowledge transfer on employee performance variables. The proficient management of financial data using technology has been identified as a key factor contributing to enhanced employee performance. Knowledge transfer is also highlighted as a significant contributor to improved performance, as employees, through learning technology, gain broad insights that lead to greater work efficiency. Conversely, the study reveals that the knowledge management variable does not exhibit a positive and significant effect on employee performance. This is attributed to the observed deficiency in employee commitment when utilizing technology in their work. It is noteworthy that employees with sufficient technological knowledge experience increased work efficiency, emphasizing the facilitative role of extensive technological knowledge in task accomplishment. Consequently, it is recommended for future research to further investigate knowledge management's impact on employee performance, incorporating moderating variables to yield more accurate and comprehensive insights.

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