

Knowledge Management Performance Evaluation in Government Organization

Wahyu Sardjono, Mohammad Savin

Abstract— *The purpose of this paper is how to see the factors of knowledge management, customer relationship management, and employment programs that affect the realization of the Organization's performance against. The methods used in the writing of this thesis is the analysis of the path and also by using the study library for searching for reference materials. The results of the analysis conducted States that there are influences from factors of knowledge management, customer relationship management, and an influential work program towards the realization of the Organization's performance. The existence of this research, then obtained a model of organizational performance.*

Keyword: *knowledge management, government evaluation, performance, factor analysis*

I. INTRODUCTION

The current era of globalization have been viewed as an important part of the information in it, developing information exchange faster, this is a concern because of the growing number of media that can be set as a means to obtain information. The information itself is currently an important part of an organization. Information is data that has been changed or manipulated into a context that has a value that is meaningful and useful to the wearer Satzinger (2004). Information is data that is processed so that it can be relied upon to take a right decision, George (2000). Along with the development of technology, where all aspects of life-based technology and is becoming a challenge for human resources (HR) to be able to compete globally.

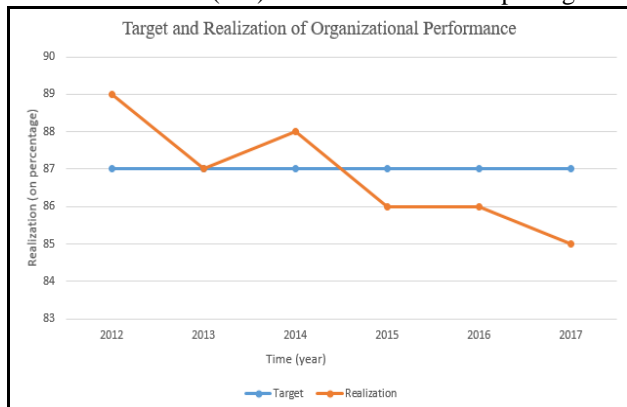


Figure 1. Target and Realization of The Performance
Source: Statistical Data Governance (2017)

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Based on figure 1., can be seen the presence of realization of an organization's performance has not met the Government target that has been set. Therefore, it must be doing knowledge management of each layer in the Organization so that the sharing of knowledge within the organisation in well managed. Knowledge Management System is a science-based information systems can support a copyright, the setting and the dissemination of knowledge to the business on workers and company managers O'Brien (2010). In addition, the customer relationship management in the context of governance means G2C (Government to Citizen) must increase to the improvement of the quality of public services, Customer Relationship Management is a customer service approach to build and maintain a business in the long term by building customer relationships and corporate Chaffey (2009). it is done so that the work programme be resolved so that the realization of the the performance of the Government organizations can achieve the targets that have been set to the maximum.

II. LITERATURE REVIEW

According to Nonaka and Takeuchi (1995), Knowledge Management is a management tool that justifies the belief that knowledge is an asset to improve the capacity of the Organization in order to be able to work more effectively. While according to Dalkir (2011) Knowledge Management is a systematic coordination within an organization that governs human resource, technology, process and organizational structure in order to improve value through re-use and innovation. This coordination can be achieved through create, share and apply knowledge by using the experiences and actions that have been taken of the company for the sake of the continuity of the learning organization. Knowledge Management (KM) System is an integration of technology and mechanisms developed to support four KM process Sabherwal (2010).

According to Kotler and Armstrong (2010), Customer Relationship Management is an activity to build and maintain the relationship with customers involve structuring the information about customers for providing services of value and satisfy customers, covering all aspects of getting, keeping and maintaining customers. While according to Greenberg (2010). is a business strategy and philosophy which is supported by a systems and technology designed to improve human interactions in a business environment. States that the program is one component in a policy (Jones, 2000). The program is an attempt to reach the authorized destination. According to the Hair (2013) Partial Least Square method based on SEM is variance (linear combination of the variables) for the estimation of Structural Equation Models. The purpose of the PLS-SEM is to maximize the variance explanation of Endogenous Latent

Variable. PLS SEM using existing data for the mengestimasi Path in the model and the Relationship with his objective to minimize the error terms of Endogeneous Constructs.

2.1. Thinking Framework

After doing some analysis of the existing literature, then obtained a frame of thought that the work programme is influenced by the knowledge management and customer relationship management and work programs affect the organization performance. It can be seen that the analysis will be done to see the influence of knowledge management towards customer relationship management, programme of work, and organizational performance.

2.3. Framework Concept

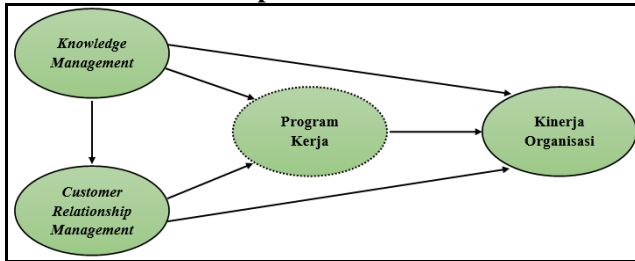


Figure 2 The Framework Research Concept
Source: Author's analysis results (2018)

III.METHODOLOGY

This research is quantitative research i.e. research stages in which saw the identification of the problem, the problem will be analyzed so that get temporary conclusions or hypotheses. To develop this hypothesis refers to the concept of and existing models. The use of literature were also helping in the preparation of the questions used to answer the hypotheses that have been made.

IV.RESULT AND DISCUSSION

4.1. Test Validity

The existence of a convergent validity testing of the model of measurement with indicator correlation between assessed based on reflexive item score with the calculated score construct with the help of software SmartPLS. The size of the individual is said to be reflexive if it has a valid correlation (loading) and konstrak (the latent variables) who want measured ≥ 0.5 .

Table 1. Test Validity

Variable	Cross Loading	Decision
S1	0.890	Valid
S2	-0.167	Not Valid
S3	0.879	Valid
E1	0.862	Valid
E2	-0.266	Not Valid
E3	0.889	Valid
C1	0.870	Valid
C2	0.883	Valid
C3	0.863	Valid
I1	0.796	Valid
I2	0.876	Valid
I3	0.849	Valid
CRM1	0.888	Valid

CRM2	0.922	Valid
CRM3	0.919	Valid
CRM4	0.826	Valid
CRM5	0.885	Valid
PK1	0.909	Valid
PK2	0.886	Valid
PK3	0.770	Valid
KO1	0.889	Valid
KO2	0.857	Valid
KO3	0.884	Valid
KO4	0.885	Valid

Source: Author's analysis results (2018)

Based on the data of table 4.1, then it can be inferred, there are two cross loading indicator S2 E2 and unauthorized, so a second later the indicators will be issued because under the value 0.5.

4.2. Test Reliability

Reliability test method using i.e., composite reliability. To be able to say in an invalid constructs the value composite reliability reliability > 0.7 .

Table 2. Construct Reliability

	Composite Reliability
Customer Relationship Management	0.949
Organizational performance	0.931
Knowledge Management	0.968
Work Program	0.892

Source: Author's analysis results (2018)

Obtained output testing reliability all variable have a value above 0.7 so that the instrument used in this study considered reliability to questions in each of the variables used in this study.

4.3. Evaluation Of R-Square

Evaluation of the use of R-square for the dependent invalid constructs are intended to reflect the value of strength prediction of the overall model. The limitations of R-square this is > 0.10 or greater than 10% or goodness-fit of the model.

Table 3. R-Square

	R-Square	Minimum Value
Customer Relationship Management	0.931	0.1
Organizational performance	0.970	0.1
Work Program	0.828	0.1

Source: Author's analysis results (2018)

Based on table 3, then the results obtained that knowledge management affects 93% against customer relationship management while 7% are influenced by variables other than this research. Knowledge management and customer relationship management affect 83% to 17% while the work was influenced by variables other than this research. Knowledge management, customer relationship management and work programs affect 97% against 3% while the Organization's performance is influenced by variables other than this research.

4.4. Analysis Of The Results

The minimum coefficient value required according to 1.65 is so that each of the above results exceeds the number so that



it rejects H_0 and with a positive value indicating that the higher the value of the independent variable, the higher the value of the dependent variable.

Table 4. Analysis Of The Results

Variable	T Statistics	Minimum Value	Conclusion
X_1	7.813	1.65	Accepted
X_2	4.534	1.65	Accepted
X_3	139.511	1.65	Accepted
X_4	1.961	1.65	Accepted
X_5	6.123	1.65	Accepted
X_6	2.334	1.65	Accepted

Source: Author's analysis results (2018)

4.5. The Model Realization Of Organizational Performance

By using SPSS data processing, obtained a value of factor score minimal and maximal.

Table 5. The maximum and Minimum values of the Regression Factor

	Minimum	Maximum
X_1 (Knowledge Management)	-2.18	1.65
X_2 (Customer Relationship Management)	-2.36	1.66
X_3 (Work Program)	-2.36	1.75

Source: Author's analysis results (2018)

Futhermore, from the results of the regression analysis is done, then find the equation that can be used as a formula that describes the similarities.

$$Y = 8.49 + 0.48 X_1 + 0.61 X_2 - 0.11 X_3$$

From the above equation can explain that the regression equation is Y for the factors that affect the performance of the organization. Based on the results of questionnaires, the processing of obtained results on the average value of the level of knowledge about knowledge management is of 8.49 concludes that the position of an already good enough in level of knowledge. Through the use of factor score and formulas, can be known to the evaluation of the factors that affect the performance of the organization.

It can be concluded that there are two positive factors and 1 (one) negative factors that affect the performance of the Organization, then to get a great value for each independent variable can take the values most highly to positive factors and values most low to negative factors. After all values entered, the obtained results amounted to **10.54**.

Vice versa the Y value, to see the least or to predict the downturn that may occur, then the smallest value can be entered for a positive factor and the greatest value for negative factors for each variable independent. After all values entered, the obtained results amounted to **5.83**.

V. CONCLUSION

Futhermore, for the result analysis can be describe the results above, and it can be concluded that:

1. From the results of the data processing has been done, at the got results form factors that affect organizational performance is the knowledge management, customer relationship management and the programme of work.
2. Indicators that affect the realization of organizational performance are interactions and sharing of experiences

that add to their knowledge in organizational performance, the realization of knowledge sharing widely can improve performance in the realization of organizational performance, sharing knowledge and maintaining knowledge can increase knowledge. In the realization of organizational performance, seeking information and continuing to innovate can improve performance in the realization of organizational performance, using existing knowledge documentation can overcome the problems faced in the realization of organizational performance, ease of seeking knowledge can help innovate in the realization of organizational performance, saving knowledge can improve performance, use documentation to share knowledge, document every knowledge possessed by improving productivity performance in the realization of organizational performance, study of knowledge based on the experience of others can help solve problems in the organization, innovation in services helps the realization of the program.

3. Realization of organizational performance Model of the factors of knowledge management, customer relationship management and work programme are as follows:

$$Y = 8.49 + 0.48 X_1 + 0.61 X_2 - 0.11 X_3$$

Where in the value of knowledge management and customer relationship management major, whereas the value of the work program is small, then it will be even greater as well the value of organizational performance, and likewise vice-versa.

VI. RECOMMENDATIONS

In this study, further research is expected to generate future study better. As for the suggestion toward further research are as follows:

1. Expand the population of respondents by taking samples from some of the research that has been conducted against the application of knowledge management in other Government instansi that has a work programme towards public service.
2. The collection of data which is not only berpaku to kuesioiner only, perform data collection of the facts that occurred in the internal processes. So the data that will earn much more varied and has higher data accuracy.

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Knowledge Management Performance Evaluation in Government Organization

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