

## **The Influence of Knowledge Management and Human Resource Practices on Employee Performance at PT Bank Rakyat Indonesia, Bandar Lampung**

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### **Abstrak**

Kemunculan persaingan pada sektor perbankan Indonesia mengharuskan perusahaan memiliki kinerja karyawan yang baik. Terdapat faktor yang memengaruhi kinerja karyawan yaitu manajemen pengetahuan dan praktik sumber daya manusia. Penelitian ini bertujuan untuk mengetahui pengaruh manajemen pengetahuan dan praktik sumber daya manusia terhadap kinerja karyawan PT. Bank Rakyat Indonesia di Wilayah Bandar Lampung. Penelitian ini menggunakan metodologi kuantitatif dengan pengumpulan data melalui kuesioner yang disebarkan kepada 200 karyawan BRI Bandar Lampung dengan menggunakan skala likert. Pengambilan sampel menggunakan metode probability sampling dengan teknik stratified sampling. Alat analisis data yang digunakan adalah analisis linear berganda. Hasil penelitian ini mendukung hipotesis yang telah diajukan yaitu manajemen pengetahuan memiliki pengaruh positif signifikan terhadap kinerja karyawan. Serta praktik sumber daya manusia memiliki pengaruh positif signifikan terhadap kinerja karyawan. Saran dari penelitian ini adalah BRI Wilayah Bandar Lampung dapat memperhatikan aspek pengembangan manajemen pengetahuan yang berorientasi pada individu, dengan meningkatkan waktu yang dialokasikan untuk bimbingan individu atasan dengan karyawannya. Selain itu perusahaan juga perlu meningkatkan indikator partisipasi pada praktik sumber daya manusia, dengan cara memberikan setiap karyawan kesempatan untuk berpendapat saat rapat. Perusahaan juga perlu memperhatikan aspek kinerja karyawan dengan mendorong karyawan agar lebih termotivasi mengambil tugas yang menantang.

**Kata Kunci:** *Manajemen Pengetahuan; Praktik Sumber Daya Manusia; Kinerja Karyawan*

### **Abstract**

The emergence of competition in the Indonesian banking sector requires companies to have good employee performance. Factors influencing employee performance include knowledge management and human resource practices. This study aims to determine the influence of knowledge management and human resource practices on the performance of employees at PT. Bank Rakyat Indonesia in the Bandar Lampung Region. This research uses a quantitative methodology with data collection through questionnaires distributed to 200 BRI Bandar Lampung employees using a Likert scale. Sampling was conducted using probability sampling with a stratified sampling technique. The data analysis tool used is multiple linear regression analysis. The results of this study support the proposed hypotheses, namely that knowledge management has a significant positive effect on employee performance. And human resource practices have a significant positive effect on employee performance. The suggestions from this research are that BRI Bandar Lampung Region can pay attention to aspects of individual-oriented knowledge management development, by increasing the time

allocated for individual guidance between superiors and their employees. In addition, companies also need to improve participation indicators in human resource practices, by giving each employee the opportunity to express opinions during meetings. Companies also need to pay attention to aspects of employee performance by encouraging employees to be more motivated to take on challenging tasks.

**Keywords:** *Knowledge Management; Human Resource Practices; Employee Performance*

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## INTRODUCTION

Human resources (HR) represent a critical component responsible for regulating all organizational activities. Every organization, regardless of size, requires human capital to operate effectively. HR encompasses the collective capabilities, knowledge, and skills possessed by employees (Durai, 2012). Effective HR management significantly influences organizational effectiveness; conversely, poor HR management impedes an organization from achieving its goals (Ningsih et al., 2021). Employee performance reflects the outcomes achieved by human resources based on specific organizational criteria (Budiyanto & Mochklas, 2020). Thus, the success or failure of an organization is largely determined by the performance of its employees.

In light of the rapid technological advancements, corporate human resources are increasingly required to adapt to continuous change. To succeed in a dynamic and highly competitive environment characterized by constant pressure, organizations must invest in human resources, which serve as an irreplaceable source of competitive advantage (Pahuja et al., 2024). As organizations strive for greater innovation, corresponding transformations in employee behavior are essential (Maier et al., 2014). Consequently, HR plays a pivotal role in driving change necessary to secure competitive advantage and organizational success. Human resource practices are defined as systems designed to attract, develop, motivate, and retain employees, thereby ensuring the effective operation and sustainability of the organization and its members (Afacan Findıklı et al., 2015). According to Sánchez et al. (2015), HR practices encompass staffing, training, compensation, performance appraisal, employee placement, and participation.

HR practices contribute to enhancing organizational competitiveness by fostering an environment conducive to employee development and maximizing their potential. Through effective recruitment processes, organizations can ensure that they acquire individuals whose skills and competencies align with organizational goals. Comprehensive training initiatives enhance employees' skills and knowledge, equipping them to adapt swiftly to industry changes and innovations. Furthermore, performance-based and equitable compensation systems incentivize employees to

achieve optimal results, while thorough performance appraisals offer constructive feedback for continuous development. Employee involvement in decision-making processes also fosters a sense of ownership and commitment, positively impacting overall productivity and performance. When integrated with broader organizational strategies, these HR practices can create a sustainable competitive advantage (Sánchez et al., 2015).

Knowledge is increasingly recognized as a valuable organizational asset, particularly when leveraged within HR practices to enhance corporate competencies (Sánchez et al., 2015). In today's uncertain environment, knowledge is deemed a strategic resource crucial for securing competitive advantage (Ha et al., 2016). Knowledge is generally categorized into two forms: tacit and explicit. Tacit knowledge refers to personal, experience-based knowledge acquired through interaction with others (Sharma, 2015), whereas explicit knowledge is codified and stored in documents, databases, or other media (Ermine, 2010). The integration of tacit and explicit knowledge enables the transformation of individual expertise into valuable organizational knowledge (Ermine, 2010).

Knowledge management (KM) is defined as the systematic process of creating, capturing, enhancing, and utilizing knowledge within an organizational context to achieve strategic objectives (Ermine, 2010). Beyond merely storing information, KM involves analyzing, organizing, and distributing knowledge to improve organizational performance and success. A major challenge in KM is fostering and harnessing the collective knowledge within an organization to create value and drive competitive advantage (Torabi et al., 2016). Consequently, the application of knowledge management by human resources is essential for achieving organizational goals. Several studies indicate that KM and HR practices are interrelated and jointly influence organizational performance (Sánchez et al., 2015). The implementation of KM practices by HR departments has been shown to significantly affect organizational outcomes.

Knowledge management and HR practices are thus two fundamental elements that substantially impact organizational success. Optimizing both elements can significantly enhance a company's competitiveness. Research by Sami et al. (2024) and Ha et al. (2016) demonstrates that the implementation of effective HR practices and KM strategies can improve employee performance, thereby enhancing the quality of the company's outputs and strengthening its market competitiveness. Employee performance is defined as the extent to which an individual meets or exceeds the expectations and standards established for their job role (Torabi et al., 2016).

Previous research conducted by Torabi et al. (2016) indicated that KM has a significant impact on HR performance, particularly in the management of Keshavarzi Bank branches. Similarly, Sánchez et al. (2015) found that KM and HR practices interactively enhance organizational performance. However, divergent findings have

also been reported. For instance, Laoh et al. (2016) concluded that KM does not significantly influence employee performance, and Saifudin and Kusumawati (2020) found that HR practices related to training did not significantly impact employee performance. These discrepancies highlight the need for further investigation.

Accordingly, this study aims to examine the influence of knowledge management and human resource practices on employee performance at PT Bank Rakyat Indonesia Tbk, Bandar Lampung Regional Office. In facing competitive pressures and external uncertainties, it is critical for organizations to effectively manage their knowledge and human capital to sustain optimal employee performance. The findings of this study are expected to benefit researchers by applying acquired theoretical knowledge and serve as a reference for future studies on similar topics. For companies, this research offers insights into developing more effective HR strategies to enhance both organizational performance and competitiveness.

## **METHODOLOGY**

### **Research Data Sources**

The data utilized in this study comprises both primary and secondary sources. Primary data were collected through the distribution of questionnaires, interviews, and direct observations of employees at PT Bank Rakyat Indonesia Tbk, Regional Office Bandar Lampung, serving as the principal data for this research. According to Sekaran and Bougie (2016), primary data involve information gathered directly from respondents. Conversely, secondary data were obtained through literature reviews, encompassing previously collected and analyzed information, such as journals and books, which serve to enrich and substantiate the findings derived from the primary data.

### **Population and Sample**

The population in this study includes all employees of PT Bank Rakyat Indonesia located in Bandar Lampung, totaling 572 individuals. This aligns with Sekaran and Bougie's (2016) definition of population, which refers to a group of elements or individuals relevant to a particular study. The sampling technique employed is probability sampling using a stratified sampling approach, wherein the strata were determined based on employees' job positions or job grades. Based on statistical calculations, the minimum required sample size was determined to be 200 respondents, with a maximum target of 400 respondents. The distribution of employees across different job grades at the regional and branch offices in Bandar Lampung was calculated to ensure proportional representation of respondents in this study.

### **Operational Definition and Variable Measurement**

The operationalization of variables in this study was based on dimensions and indicators designed to measure the targeted concepts. The independent variables include knowledge management and human resource management (HRM) practices,

while the dependent variable is employee performance. Knowledge management was assessed using two primary indicators: human-oriented strategy and system-oriented strategy. HRM practices were evaluated through indicators such as staffing, training, participation, performance appraisal, and compensation. Employee performance was measured across three dimensions: task performance, contextual performance, and counterproductive work behavior. Responses were measured using a five-point Likert scale, where 1 indicates strong disagreement and 5 indicates strong agreement (Sekaran & Bougie, 2016; Choi & Lee, 2003; Chen & Huang, 2009; Koopmans et al., 2014).

### **Data Testing**

The instrument testing in this study involved assessments of both validity and reliability. Validity testing was conducted to ensure the extent to which the instrument accurately measures the intended concepts. Confirmatory Factor Analysis (CFA) was employed using SPSS version 25. Validity was confirmed through the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA), with a threshold of greater than 0.5, and factor loadings exceeding 0.5. Items displaying factor loadings below 0.5 or showing cross-loadings were removed from the analysis (Ghozali, 2016). Reliability testing was performed to assess the consistency of the measurement instruments, with instruments considered reliable if the Cronbach's Alpha coefficient exceeded 0.6 (Siregar, 2017).

Additionally, a normality test was conducted to verify whether the data followed a normal distribution pattern, using the Kolmogorov-Smirnov test. The decision rule was based on the significance value: data were considered normally distributed if the significance value exceeded 0.05 (Sekaran & Bougie, 2016). Data analysis was performed using SPSS software, employing multiple regression analysis to test the relationship between the independent and dependent variables. Hypotheses were tested using the t-test to determine the statistical significance of the influence exerted by independent variables on the dependent variable, based on comparisons between the calculated t-value and the critical t-value (Sekaran & Bougie, 2016).

## **RESULT AND DISCUSSION**

### **Respondent Characteristics**

The characteristics of the respondents in this study encompass various aspects, including age, education level, job position, length of service, office location, and job grade. In terms of age, the majority of respondents were under 25 years old (45.5%), followed by those aged 26–30 years (24.5%), 31–35 years (20%), and over 36 years (10%). Regarding educational attainment, most respondents held a bachelor's degree (88%), followed by master's degree holders (7.5%) and high school graduates (4.5%). Concerning job positions, the majority served as frontliners (34%) and loan officers (mantri) (26%), while positions such as regional CEOs, assistant vice presidents, and

branch managers recorded the lowest representation (0.5%). In terms of length of service, most respondents had been employed for less than three years (66%), followed by those with three to five years of service (24.5%) and more than five years (9.5%). The largest proportion of respondents was located at the Teluk Betung Branch Office (43.5%), followed by Tanjung Karang Branch Office (30.5%) and the Regional Office in Bandar Lampung (26.5%). Finally, based on job grade, the majority of respondents were concentrated in JG03 to JG04 (59.5%), followed by JG05 to JG09 (33.5%), with the smallest proportion in JG10 to JG17 (7%).

### **Descriptive Analysis of Research Data**

The descriptive analysis of the research data illustrates the distribution of respondents' answers to each questionnaire item related to the variables of knowledge management, human resource practices, and employee performance at PT Bank Rakyat Indonesia in Bandar Lampung. For the knowledge management variable (X1), the system-oriented indicator recorded the highest average score of 4.3, indicating that the organization effectively manages knowledge through structured systems. Meanwhile, the human-oriented indicator obtained an average score of 4.25, suggesting that interpersonal knowledge sharing among employees was also functioning well, albeit slightly lower.

Regarding human resource practices (X2), the staffing and training indicators demonstrated the highest average score of 4.41, reflecting excellent employee selection and training processes. Conversely, the participation indicator achieved the lowest average score of 4.17, particularly concerning items assessing the recognition of employee opinions. In the context of the employee performance variable (Y), the counterproductive work behavior indicator achieved the highest average score of 4.53, implying a low prevalence of negative behaviors in the workplace. The contextual performance indicator recorded the lowest average score of 4.31, notably on items related to undertaking challenging tasks. Nonetheless, all indicators across variables fell within a range indicative of very good performance.

### **Results of Multiple Regression Analysis**

The results of the multiple regression analysis revealed that the constant value ( $\alpha$ ) was zero. The regression coefficients were 0.347 for knowledge management (X1) and 0.438 for human resource practices (X2). Based on the regression test results, the following multiple linear regression equation was obtained:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 0 + 0.347X_1 + 0.438X_2 + e$$

The t-values for both independent variables (X1 and X2) were statistically significant at the 0.000 level, indicating that both variables exert a significant influence on employee performance (Y).

### **Results of Partial Test (t-test)**

The t-test was conducted to compare the calculated t-values with the critical t-value to determine whether the null hypothesis ( $H_0$ ) should be accepted or rejected. If the calculated t-value exceeds the critical t-value, the independent variable is

deemed to have a significant effect on the dependent variable. For knowledge management (X1), the calculated t-value was 4.483, which was greater than the critical t-value of 1.65263, determined based on the degrees of freedom ( $df = n - k - 1$ ) where  $n = 200$  and  $k = 2$ , with a 5% significance level ( $\alpha = 0.05$ ). Consequently, the null hypothesis ( $H_0$ ) was rejected, and it was concluded that knowledge management (X1) significantly influences employee performance (Y). Similarly, for human resource practices (X2), the calculated t-value was 5.672, which was also greater than the critical t-value of 1.65263. Therefore, the null hypothesis ( $H_0$ ) was rejected, indicating that human resource practices (X2) significantly affect employee performance (Y).

#### **The Influence of Knowledge Management on BRI Employee Performance**

This study demonstrates that knowledge management has a significant effect on the performance of employees at BRI's Bandar Lampung regional office. These findings are consistent with previous studies, such as Diah and Nugraheni (2021), who reported that knowledge management enhances the evaluation of human resource performance. Similarly, Kuzu and Özilhan (2014) found that knowledge sharing among employees positively influences performance. Knowledge management is regarded as a strategic investment capable of substantially contributing to performance improvement (Sujatha & Krishnaveni, 2018).

Effective knowledge management facilitates higher efficiency, fosters innovation, enhances quality, and ultimately generates competitive advantage. Both systematically documented knowledge (system-oriented) and knowledge obtained through interpersonal interactions (human-oriented) have proven effective in improving employee performance (Choi & Lee, 2003). This study's results indicate that BRI employees can easily access formal knowledge resources, enabling them to complete tasks more efficiently, meet deadlines, and adhere to organizational standards.

#### **The Influence of Human Resource Practices on BRI Employee Performance**

Based on the findings of this research, it can be concluded that human resource practices significantly affect employee performance at BRI's Bandar Lampung regional office. These results align with the study conducted by Tafese Keltu (2024), which established a positive correlation between human resource development and employee performance enhancement.

Human resource practices are recognized as pivotal in improving individual performance and sustaining organizational competitive advantage (Pahuja et al., 2024). Key dimensions of HR practices—such as staffing, training, participation, performance appraisal, and compensation—were found to mutually reinforce employee performance improvements (Chen & Huang, 2009). Staffing relates to the appropriate selection and management of employees; training equips employees with new skills; participation encourages employee involvement in decision-making processes; performance appraisal evaluates employee achievements; and

compensation rewards employee contributions (Sami et al., 2024). Hidayat (2018) also emphasized that the implementation of effective HR management practices has a positive impact on employee performance. This study highlights that the selectivity in recruitment and the provision of performance-based incentives have motivated BRI employees to continuously enhance their competencies, thereby improving work outputs and contributing to the organization's overall performance.

## CONCLUSION

This study aims to examine the influence of knowledge management and human resource practices on employee performance. Based on an analysis conducted on 200 employees of Bank Rakyat Indonesia (BRI) in Bandar Lampung, the findings of this research support the proposed hypotheses. Firstly, knowledge management was found to have a positive and significant effect on employee performance, indicating that improvements in knowledge management practices lead to enhancements in employee performance. Secondly, human resource practices also exhibited a positive and significant impact on employee performance, suggesting that advancements in HR practices contribute to better employee outcomes.

In light of these findings, several recommendations are proposed for PT Bank Rakyat Indonesia. First, the organization is encouraged to further strengthen its knowledge management efforts, particularly in the area of individual mentoring and guidance. Second, greater emphasis should be placed on fostering employee participation by providing more opportunities for involvement in decision-making processes. Third, the company should actively encourage employees to engage in challenging tasks by recognizing and rewarding their initiatives and proactive efforts. Nevertheless, this study is not without limitations. The research focused exclusively on a single organization, namely PT Bank Rakyat Indonesia, and the sample was restricted to employees located in the Bandar Lampung region. Consequently, the generalizability of the findings may be limited, and caution should be exercised when applying these results to other regions or sectors with differing organizational characteristics.

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