

The Effect of Work Behavior and Knowledge Management toward Organizational Performance through Employee Performance at PT Bank Aceh Syariah, Aceh-Indonesia

Muhammad Syafril Nasution¹, Sulaiman²

¹Faculty of Islamic Economics and Business, IAIN Lhokseumawe, Aceh, Indonesia

²Business Administration, Social and Political Sciences Faculty, Universitas Al Muslim, Aceh, Indonesia

Corresponding Author: Muhammad Syafril Nasution

ABSTRACT

This study examined the effect of work behavior and knowledge management on employee performance and organizational performance, the effect of employee performance on organizational performance, and the mediation effect of employee performance between work behavior and knowledge management on organizational performance at PT Bank Aceh Syariah. The sample used in this study was 120 respondents using the Census method. The analytical tool used was path analysis with the help of SEM Amos 21. The results showed that work behavior and knowledge management had a positive and significant effect on employee performance. Work behavior and knowledge management had a positive and significant effect on organizational performance. In addition, employee performance had a positive and significant influence on organizational performance. The result of the mediation effect analysis revealed that employee performance fully mediated the effect of work behavior on organizational performance, and employee performance fully mediated knowledge management on organizational performance.

Keywords: *Work Behavior, Knowledge Management, Employee Performance and Organizational Performance.*

INTRODUCTION

The ability of managers to manage resources in the organization is important. If human resources have high capabilities,

then the organization can develop as expected and vice versa, and if human resources in the organization are low-capable, than the organization is likely to fail (Widodo, 2010). Some people regard the new organization as one of the keys to the innovation of this century, and the success of the organization also depends on the effective and efficient use of resources (Alami et al., 2015). Bormann & Rowold (2016) stated that organizations that are always growing leave their marks. According to Aldamoe et al. (2012), organizations need to develop retention strategies to improve organizational performance by combining human resource management practices with organizational performance.

Organizational performance can be analyzed based on differences in results over a certain period, including financial performance, market performance, and shareholder value (Saeed et al., 2015). Today, many organizations have many employees, but there are problems in the organization, and research is needed on these problems, namely human resource practices, such as performance management. On the other hand, the problem for researchers in organizations is that sometimes there are no resources that dare to be open in providing adequate information for researchers to identify the

relationship between policies and practices between employees and organizations (Guest, 2011).

The influence of globalization highly affects the organization. Every organization must recruit selected employees, especially those who have professionals in their fields because these employees will contribute to the organization, and then the implementation of a human resource management system simultaneously with research needs to be carried out properly to produce effectiveness and efficiency (Jackson & Schuler, 2014). Human resources are needed for organizations because HR plays a role in carrying out organizational policies and operations, but in reality, many organizations do not provide employee welfare (Guest, 2017). The issues of human resource management were very hotly discussed by previous researchers, and they dissected these problems to reveal problems that occur in companies, such as insights into welfare management in companies (Cooke et al, 2020).

Employee performance also needs to be considered. Employee performance is the work result of the methods used in completing their work better and smoother (Khan, 2019). In addition, employee performance is influenced by certain factors. The factors that affect employee performance are abilities and expertise (Kasmir, 2016). The findings of previous research by Ihya et al. (2019) stated that employee performance significantly influenced organizational performance.

Every organization witnesses the work behavior of every HR related to the compatibility of an employee with other colleagues, individual work behavior depends on the type of profession, the type of work, and the type of behavior depends on the type of work (Saeed et al., 2015). However, harsh supervision of employees has a bad influence, such as the tendency of employees to engage in negative behavior. Bad employee work behavior is not done to harm the perpetrator but also to cause

damage to the organization (Chernyak-Hai & Tziner, 2014). In addition, stress at work is likely related to sabotage, interpersonal aggression, hostility, and grievances (Chen & Spector, 1992). Organizational leaders have a responsibility to maintain employee resilience because healthy employees are very important for increasing productivity, competitiveness, and employee welfare (Saeed et al., 2015). Dissatisfied employees are more likely to engage in theft behavior (Kulas et al., 2007). Previous research has shown various factors that can predict counterproductive work behavior. These include individual differences, such as employee personal traits and abilities, work experience, and job stressors, such as difficult working conditions, harsh supervision, role ambiguity, and interpersonal conflict (Chernyak-Hai & Tziner, 2014). Some believe that past good work behavior is a predictor of future work behavior, but it depends on experience factors. Thus, dynamic criteria concepts should be introduced because work behavior changes over time (Kovačević et al., 2014). The previous research by Hakim (2018) found that work behavior positively influenced employee performance. Also, Saeed & Hussain (2015) mentioned that work behavior positively influenced organizational performance.

In addition, work behavior and knowledge management also need to be considered. Knowledge management has emerged as an important aspect in achieving excellent organizational performance and has been recognized and used as an effective organizational management method in various companies (Khammarnia, 2015). Also, Zaied (2012) stated that knowledge management is a process that helps organizations find, select, disseminate and transfer important knowledge and skills needed by human resources for organizational activities. Besides, knowledge management is the formalization and access to experience, knowledge, and expertise that creates new capabilities that provide superior performance and

encourage innovation (Khan et al., 2012), and Jashapara (2011) also defined knowledge management as an effective process related to the exploration, exploitation, and sharing of human knowledge that uses appropriate technology and a cultural environment to improve intellectual capital and employee performance. The results of previous studies found several findings, such as the results of research by Adzima & Sjahrudin (2019), knowledge management has a positive and significant effect on employee performance. Monsow et al. (2018) found that knowledge management positively and significantly influenced employee performance. In addition, Puryantini et al. (2017) stated that knowledge management positively and significantly influenced organizational performance.

LITERATURE REVIEW

Organizational Performance

Organizational performance is the organization's ability to achieve its goals through efficient and effective resources use (Daft, 2002). Meanwhile, Mahsun (2009) mentioned that organizational performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization. Mahsun (2013), the six indicators used to measure organizational performance are inputs, processes, outputs, outcomes, benefits, and impacts.

Employee Performance

Akdon (2011) described employee performance as the extent to which a person has played a role in implementing organizational strategies in achieving certain goals with individual roles by demonstrating their competencies, which are declared relevant by the organization. Meanwhile, Bernardin and Russell (2013) stated that employee performance is work records/activities achieved over a certain

period. Furthermore, according to Robbins & Coulter (2012), employee performance is a good work record in terms of quality and quantity achieved by a person to carry out tasks based on the responsibilities given. There are six indicators to measure employee performance mentioned by Robbin (2006), namely: quality, quantity, timeliness, effectiveness, independence, and work commitment.

Work Behavior

Work behavior is an individual's behavior during work (Saeed et al., 2015). Meanwhile, according to Kovačević et al. (2014), work behavior is all behavior that is not directly related to concrete work tasks. This behavior includes things that contribute to, as well as things that harm, the professional achievement and goals of the organization. Work behavior refers to several indicators. According to Bryson (2003), there are 4 (four) main indicators, namely 1. Cooperatives social skills (ability to relate socially), 2. Work quality (quality of work), 3. Work habits (work habits), and 4. Personal presentation (self-control).

Knowledge Management

Knowledge management is a process that helps organizations to find, select, organize, disseminate, and transfer important information and expertise needed for activities (Zaied, 2012). Furthermore, according to Cummings (2015), knowledge management focuses on tools and techniques that support organizations to organize and translate information into meaningful knowledge. The indicators for measuring knowledge management refer to the opinion of Turner et al. (2012), where the knowledge management indicators are creation or acquisition, retention, transfer or dissemination, and implementation.

Hypothesis

Therefore, research hypotheses were as follows:

1. Work behavior had a positive and significant effect on the performance of

- operational head office employees at PT. Bank Aceh Syariah.
2. Knowledge management had a positive and significant effect on the performance of operational head office employees at PT. Bank Aceh Syariah.
 3. Work behavior had a positive and significant effect on the performance of the operational head office at PT. Bank Aceh Syariah.
 4. Knowledge management had a positive and significant effect on the performance of the operational head office at PT. Bank Aceh Syariah.
 5. Employee performance had a positive and significant effect on the performance of the operational head office at PT. Bank Aceh Syariah.
 6. Work behavior through employee performance as an intervening variable had a positive and significant effect on the performance of the operational head office at PT. Bank Aceh Syariah.
 7. Knowledge management through employee performance as an intervening variable had a positive and significant effect on the performance of the operational head office at PT. Bank Aceh Syariah.

MATERIAL & METHODS

This quantitative study research explained the causal relationship between variables through hypothesis testing. It was in line with the research objective to explain the causal relationship between exogenous and endogenous variables by testing hypotheses. The variable associated in this research is the variable work behavior (X1), knowledge management (X2) on organizational performance (Y), employee performance as an intervening variable (Z).

The population of this study was employees of the operational head office at PT Bank Aceh Syariah, totaling 120 employees, the sample used in this study was 120 respondents using the Census method. This study used a questionnaire to obtain data regarding the assessment of work behavior, knowledge management,

employee performance, and organizational performance. The questionnaire is a series or list of questions arranged systematically and then sent and filled out by the respondents (Bungin, 2006). This study used an optional questionnaire to make it easier for respondents to read the answers with alternative answers and limited time to answer. The questionnaires were related to the research variables. The data analysis tool used in this study was Structural Modeling (SEM) with the help of the Amos 21 program. SEM equations are a group of statistical techniques that allow testing a series of relatively complex relationships (Ferdinand, 2012). SEM can include latent variables in the analysis. Latent variables are unobserved concepts approached by observed or measured variables obtained by respondents through data collection methods (surveys, tests, observations) and are often called manifestation variables (Ghozali, 2014). The advantage of applying SEM in management research is that it can confirm the dimensions of a concept or factors that are very common in management and its ability to measure.

RESULTS AND DISCUSSION

SEM Analysis

This study described the Confirmatory Factor Analysis (CFA), and the validity test was carried out on exogenous and endogenous constructions. The results showed that the Amos SEM output all CFA values were valid, except for the CFA KM1 value with a value of 0.569, the CFA EP1 value with a value of 0.431, the CFA EP6 value with a value of 0.320, the CFA OP3 value with a value of 0.464, and the CFA OP6 value with a value of 0.448. Because the size of the CFA KM1, CFA EP1, CFA EP6, CFA OP3, and CFA OP6 values was invalid, namely the CFA value below 0.60, the invalid CFA indicator value must be discarded (Ghozali, 2013). The indicator is valid when the loading factor value for each item or the CFA indicator value is higher than 0.60 (Ghozali, 2013).

After the removal of invalid indicators, the data could be processed as shown in Figure 1 as follows:

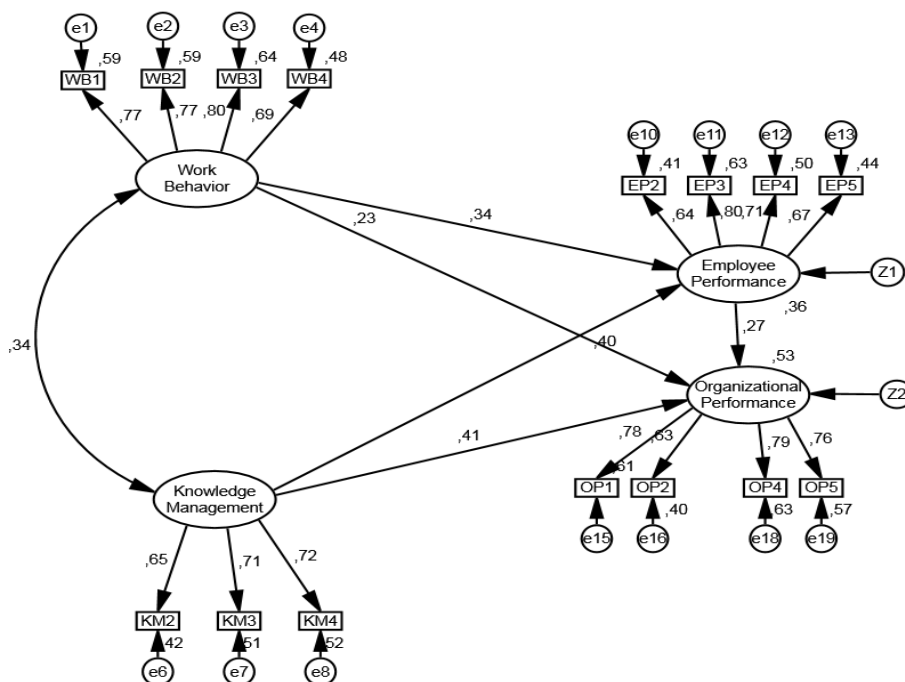


Figure 1. Full Model

Figure 1 explained the effect of work behavior and knowledge management on employee performance and also the indirect effect of organizational performance

through employee performance. The results of the Construct Reliability and Variance Extracted test could be seen in Table 1 as follows:

Table 1 Construct Reliability and Variance Extracted Test

No	Variables	Construct Reliability		Variance Extracted	
		Cut Off Value	Values	Cut Off Value	Values
1	Work Behavior	0,7	0,845	0,5	0,577
2	Organizational Performance	0,7	0,830	0,5	0,551
3	Employee Performance	0,7	0,796	0,5	0,518
4	Knowledge Management	0,7	0,737	0,5	0,502

Direct Effects

The results of SEM analysis could be seen in Table 2 below:

Table 2 Results of SEM analysis

			Estimate	S.E.	C.R.	P
Employee Performance	<---	Work Behavior	0,281	0,097	2,901	0,004
Employee Performance	<---	Knowledge Management	0,431	0,142	3,040	0,002
Organizational Performance	<---	Work Behavior	0,167	0,080	2,089	0,037
Organizational Performance	<---	Knowledge Management	0,395	0,130	3,037	0,002
Organizational Performance	<---	Employee Performance	0,241	0,115	2,095	0,036

Based on the results of the SEM analysis in Table 2 and the statistical equations (1) and (2), the following results could be formulated as follow:

$$\text{Employee Performance} = 0,281 \text{ Work behavior} + 0,431 \text{ Knowledge Management}$$

$$\text{Organizational Performance} = 0,167 \text{ Work behavior} + 0,395 \text{ Knowledge management} + 0,241 \text{ Employee Performance}$$

The effect of work behavior on employee performance obtained a CR value of 2,901 with a significance level of 5% of 0.004. Thus, it concluded that work behavior influenced improving employee performance. The effect of work behavior on employee performance was 0.281 or 28.1%. It showed that better work behavior

positively influenced improving employee performance.

The influence of knowledge management on employee performance obtained a CR value of 3.040 with a 5% significance level of 0.002. Thus, it concluded that knowledge management influenced improving employee performance. The effect of knowledge management on employee performance was 0.431 or 43.1%. It showed that the higher the level of knowledge management improved employee performance.

The effect of work behavior on organizational performance obtained a CR value of 2.089 with a significance level of 5% of 0.037. Thus, it concluded that work behavior influenced organizational performance. The effect of work behavior on organizational performance was 0.167 or 16.7%. It showed that the higher work behavior directly influenced the improvement of organizational performance.

The influence of knowledge management on the organizational performance obtained a CR value of 3.037 with a significance level of 5% of 0.002. Thus, it concluded that knowledge management influenced organizational performance. The effect of knowledge management on organizational performance was 0.395 or 39.5%. It showed that higher knowledge management directly influenced the improvement of organizational performance.

The influence of employee performance on the organizational performance obtained a CR value of 2.095 with a 5% significance level of 0.036. Thus, it concluded that employee performance influenced organizational performance. The effect of employee performance on organizational performance was 0.241 or 24.1%. It showed that the higher the employee's performance directly influenced the improvement of organizational performance.

Mediation Tests

The results of testing the effect of mediating (intervening) the relationship between work behavior and organizational performance mediated by employee performance can be seen in Figure 2:

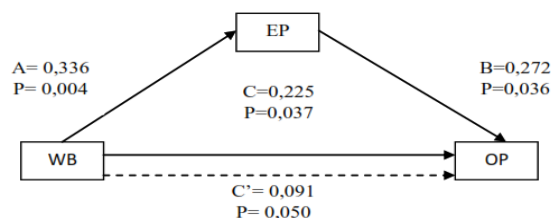


Figure 2. Mediation Effect Tests Results

Figure 2 showed that the coefficients of path A, path B, and path C were significant, while the significance value of path C' was not significant. The results of this study stated that the variable M was a full mediation variable. After entering the M variable, the significant effect of the X variable on Y (before entering the M variable) becomes insignificant after entering the M variable into the regression equation model.

The results of testing the effect of mediating (intervening) the relationship between knowledge management and organizational performance mediated by employee performance can be seen in Figure 3:

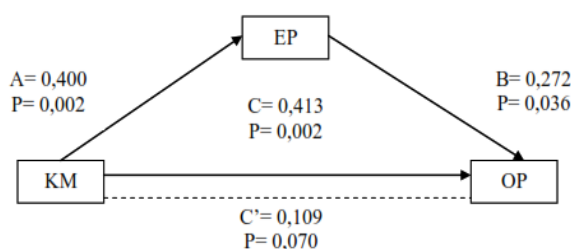


Figure 3. Mediation Effect Test Results

Figure 3 showed that the coefficients of path A, B, and C were significant, but the significance value of path C' was not significant. The results of this study stated that the variable M was a full mediation variable. After entering the M variable, the significant effect of the variable X on Y became insignificant. Furthermore, the results of testing each hypothesis above

were briefly explained in Table 3 regarding the hypothesis conclusion.

Table 3 Hypothesis Conclusions

	Hypothesis	CR Cut off> 1.96	P-Value Cut off <0.05	Information
1	Testing the influence of <i>work behavior</i> (X1) on employee performance (Z)	2,901	0,004 (Sig. <5%)	H ₁ Accepted
2	Testing the influence of <i>knowledge management</i> (X2) on employee performance (Z)	3,040	0,002 (Sig. <5%)	H ₂ Accepted
3	Testing the influence of <i>work behavior</i> (X1) on organizational performance (Y)	2,089	0,037 (Sig. <5%)	H ₃ Accepted
4	Testing the influence of <i>knowledge management</i> (X2) on organizational performance (Y)	3,037	0,002 (Sig. <5%)	H ₄ Accepted
5	Testing the influence of employee performance (Z) on organizational performance (Y)	2,095	0,036 (Sig. <5%)	H ₅ Accepted
6	Testing the influence of intervening variable employee performance (Z) on <i>work behavior</i> (X1) with organizational performance variabel (Y)	1,953	0,050 (full mediation)	H ₆ Accepted
7	Testing the Influence of intervening variabel employee performance (Z) on <i>knowledge management</i> (X2) with organizational performance variabel (Y)	1,811	0,070 (full mediation)	H ₇ Accepted

DISCUSSION

1. The influence of work behavior on employees performance of operational head office at PT. Bank Aceh Syariah

The results showed that work behavior had a significant effect on the performance of the operational head office employees at PT. Bank Aceh Syariah, as mentioned in table 3. This influence was evidenced by the standardized estimate coefficient value of 0.097 with a CR-critical ratio that was much higher than the C.R. the minimum required (2.901>1.96), and the probability was lower than the error rate (alpha) = 0.05 (0.004 < 0.05). The results accepted the first hypothesis, which stated that work behavior positively and significantly influenced employee performance. It means that if the work behavior at PT. Bank Aceh Syariah is good, employee performance will increase. The results of this study strengthened the results of previous research conducted by Hakim (2018), which stated that work behavior positively influenced employee performance.

2. The influence of Knowledge management on employees performance of operational head office at PT. Bank Aceh Syariah

The results indicated a significant influence between knowledge management and employee performance of operational

head office at PT. Bank Aceh Syariah, where the standardized estimate coefficient value of 0.142 with a CR-critical ratio value much higher than the minimum required CR of 1.96 (3.040 > 1.96) and a probability lower than the error rate (alpha) = 0.05 of (0.002<0.05). The results accepted the second hypothesis, which stated that knowledge management positively and significantly influenced employee performance. It showed that knowledge management at the operational head office of PT. Bank Aceh Syariah has been good and increase employee performance. The results strengthened previous studies conducted by Monsow et al. (2018), which stated that knowledge management had a positive and significant effect on employee performance.

3. The effect of work behavior on the performance of the operational head office at PT. Bank Aceh Syariah

The results showed that work behavior significantly influenced the performance of the operational head office at PT. Bank Aceh Syariah, as mentioned in table 3. The standardized estimate coefficient value was 0.080 with a CR-critical ratio much higher than the C.R. the minimum required by 1.96 (2.089>1.96), and the probability was lower than the error rate (alpha) = 0.05 is (0.037 < 0.05). The results accepted the third hypothesis, which

stated that work behavior positively and significantly influenced organizational performance. It means that if the work behavior at PT. Bank Aceh Syariah is good, then organizational performance will increase.

The results strengthened the previous research conducted by Saeed & Hussain (2015), which stated that work behavior positively influenced organizational performance.

4. The influence of knowledge management on the performance of operational head office at PT. Bank Aceh Syariah

The results indicated a significant influence between knowledge management and the performance of operational head office at PT. Bank Aceh Syariah, as shown in Table 3. It was evidenced by the standardized estimate coefficient value was 0.130 with a CR-critical ratio value much higher than the minimum required CR of 1.96 ($3.037 > 1.96$) and a probability was lower than the error rate ($\alpha = 0.05$) of ($0.002 < 0.05$). The results accepted the fourth hypothesis, which stated that knowledge management positively and significantly influenced organizational performance. It indicated that knowledge management at the operational head office of PT. Bank Aceh Syariah has been good, and the organizational performance increased. The results strengthened the previous study conducted by Puryantini et al. (2017), which stated that knowledge management positively and significantly influenced organizational performance.

5. The influence of employee performance on the performance of operational head office at PT. Bank Aceh Syariah

This effect was evidenced by the standardized estimate coefficient value of 0.115 with a CR-critical ratio that was much larger than the minimum required CR of 1.96 ($2.095 > 1.96$) and a probability that was lower than the error rate ($\alpha = 0.05$) of ($0.036 < 0.05$). The results accepted the

fifth hypothesis, which stated that employee performance positively and significantly influenced organizational performance. It means that if the employee performance of the operational head office at PT. Bank Aceh Syariah is good, then organizational performance will increase. The findings of this study supported previous research conducted by Ihya et al. (2019), which stated that employee performance significantly influenced organizational performance.

6. Employee performance mediated work behavior with the performance of operational head office at PT. Bank Aceh Syariah

The results revealed that organizational performance was not only directly influenced by work behavior but also by employee performance. Regarding employee performance acting as a mediating variable that influenced indirectly between work behavior variables and organizational performance, it can be seen from the test results regarding the theory by Baron & Kenny (1986) with the Sobel test tool developed by Preacher & Hayes (2004). Baron & Kenny (1986) explained the procedure for analyzing mediator variables simply through regression, where a variable can be said to be a mediator if the results are: (1) Path a: significant (2) Path b: significant (3) Path c: significant (4) Path c': not significant. To be declared as a mediator, the X to Y relationship in the fourth equation must be insignificant (p-value 0.05), or it is called a full mediation. But if equations 1 to 3 are met, but equation 4 is not (p-value < 0.05), then it is called partial mediation. According to the theory of Baron & Kenny (1986), the probability value criterion that should be on the path C' is not significant, and if this criterion value is exceeded, then a full mediation occurs, and if the probability value on the C' path is significant < 0.05 , there is a partial mediation or intervening variable that has a partial influence of exogenous variables on endogenous variables. The calculation using

the Sobel test is an interactive calculation tool for mediation tests. The mediation tests results showed that the probability value on path C' was insignificant (0.050). It means that the employee's performance fully mediated work behavior and the performance of the operational head office at PT. Bank Aceh Syariah.

7. Employee performance mediated knowledge management with the performance of operational head office at PT. Bank Aceh Syariah

The results showed that not only knowledge management affected organizational performance but also employee performance. The role of employee performance as a mediating variable that indirectly affected knowledge management with organizational performance can be seen from the test results regarding the theory of Baron & Kenny (1986) with the Sobel test tool developed by Preacher & Hayes (2004). Baron & Kenny (1986) explained the procedure for simply analyzing mediator variables through regression. According to Baron & Kenny (1986), the criteria as a mediator variable are if the results are: (1) Pathway a: significant (2) Pathway b: significant (3) Pathway c: significant (4) Pathway c': not significant. To be declared as a mediator, the X to Y relationship in the fourth equation must be insignificant (p-value 0.05), or it is called a full mediation. But if equations 1 to 3 are met, but equation 4 is not (p-value <0.05), then it is called partial mediation. According to the theory of Baron & Kenny (1986), the probability value criterion that should be on the path C' is not significant, and if this criterion value is exceeded, then a full mediation occurs, and if the probability value on the C' path is significant <0,05, there is a partial mediation or intervening variable that has a partial influence of exogenous variables on endogenous variables. The calculation using the Sobel test is an interactive calculation tool for mediation tests. The mediation tests results showed that the probability value on

the path C' was significant (0.070) and indicated that employee performance fully mediated between knowledge management and the performance of operational head office at PT. Bank Aceh Syariah.

CONCLUSION

Based on the previous description, the conclusions of this study are as follows:

1. Work behavior variables had a positive and significant effect on employee performance variables.
2. Knowledge management variable had a positive and significant effect on employee performance variables.
3. Work behavior variables had a positive and significant effect on organizational performance variables.
4. Knowledge management variable had a positive and significant effect on organizational performance variables.
5. Employee performance variable had a positive and significant effect on organizational performance variables
6. Employee performance variables fully mediated work behavior on organizational performance.
7. Employee performance variables fully mediated knowledge management on organizational performance.

Suggestions

The author provides several suggestions for further research, including:

1. Further study should add other variables that can affect employee performance and organizational performance to increase the scope of the study, such as transformational leadership and talent management.
2. For the company concerned, the results of the research must be taken into consideration in meeting the needs of employees in terms of work behavior and knowledge management so that later employee performance and organizational performance will be better.

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