

ANALYSIS OF DETERMINANT FACTORS IN IMPLEMENTING KNOWLEDGE MANAGEMENT AT PT PELINDO MULTI TERMINAL

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Abstract

The development of the logistics world, especially in ports, requires companies to continue to innovate for easier coordination nationally. Pelindo merged and divided the companies into subholdings. PT Pelindo Multi Terminal is one of the subholdings of Pelindo that carries out loading and unloading of non-container cargo. Post-merger, the fusion of culture and technology systems used for company operations and company knowledge management has undergone many changes. This study aims to determine the effect of Organizational Culture, Personal Knowledge, Job Procedure, and Technology on Knowledge Management at PT Pelindo Multi Terminal. This type of research is associative. The population in this study were all active workers of PT Pelindo Multi Terminal with samples obtained from the purposive sampling method totaling 247 workers. The data analysis used was multiple linear regression analysis. The results of this study indicate that simultaneously organizational culture, Personal Knowledge, Job Procedure, and Technology have a positive and significant effect on the implementation of Knowledge Management at PT Pelindo Multi Terminal. Partially, organizational culture, Personal Knowledge, Job Procedure, and Technology have a positive and significant effect on the implementation of Knowledge Management at PT Pelindo Multi Terminal.

Keywords: *Organizational Culture, Personal Knowledge, Job Procedure, Technology, Knowledge Management*

INTRODUCTION

PT Pelindo Multi Terminal (SPMT) is one of the 4 (four) Subholdings of PT Pelabuhan Indonesia (Persero) which was formed on September 29, 2021. This formation is in line with the integration process of PT Pelabuhan Indonesia I, II, III and IV (Persero) into one, namely PT Pelabuhan Indonesia (Persero) whose shares are fully owned by the Republic of Indonesia. SPMT manages 16 (sixteen) Branches and 3 (three) subsidiaries, namely PT Pelabuhan Tanjung Priok (PT PTP), PT Indonesia Kendaraan Terminal Tbk (PT IKT) and PT Terminal Curah Utama, (PT TCU). PT PTP is headquartered in Jakarta and manages 12 (twelve) port branches on the islands of Sumatra and Java, PT IKT manages vehicle terminals in Jakarta and several other areas in Indonesia while PT TCU operates at the Mekar Putih Terminal located in South Kalimantan.

In managing HR for operational processes, competency-based HR Management is needed so that the employee development cycle can be more organized and systematic. With better competency-based HR Management, employees can have expertise in their technical fields, thereby improving the company's business performance. Therefore, HR is needed who have good competence and knowledge to produce good performance for the company. Knowledge management is the focus for developing competence and disseminating knowledge across workers. Knowledge management is a company's knowledge management for workers with methods that can develop that knowledge for the benefit of the company in improving and obtaining best practices for business, but it has not taken root if the behavior of sharing knowledge and knowledge transfer is influenced mainly by incentives.

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Nonaka in Dalkir (2011) stated that the process of creating knowledge (knowledge) of a company occurs because of the conversion between tacit knowledge and explicit knowledge, through the process of socialization, externalization, combination, and internalization. In humans, we are actually a collection of past experiences, we can even shape them to be more valuable experiences for the next life, various inputs in life (working, studying, socializing and various other activities) are recorded in us, this is called tacit knowledge. If in many tacit it can be documented in the next process, through writing, recording, etc. then it can be enjoyed by other humans, this will become explicit knowledge.

Table 1.1 Data on the number of participants in the 2023 COP activities

No	Cluster	COP Name	Average Number of Participants	Average Organic Worker	Average TAD
1	Operational	HSSE	42	36	6
2		MELET (Non-Container Operations)	45	38	7
Average Number of Participants			44	37	7
1	Non - Operational	MASAKO (Risk Management)	32	29	3
2		Archives	30	20	10
3		Commercial	16	14	2
Average number of participants			26	24	2

Source: PT Pelindo Multi Terminal (2024)

Based on Table 1.1 with a total of 2,029 SPMT workers, the average number of COP participants was very minimal. For Operational COP, an average of 41 people or 4.6% of 882 operational workers attended, while for Non-Operational COP, an average of 26 people or 2.3% of 1,147 non-operational workers attended. This shows a lack of awareness of the implementation and dissemination of knowledge within the company on various topics related to HSSE (Health Safety Security Environment), non-container operations, risk management, commercial and archiving in the company environment. The company failed to implement knowledge management because they focused too much on the technical aspects of knowledge management and did not pay attention to the cultural and work climate aspects. Bernardus et al (2014) stated that knowledge management must exist within a company or organization to help individuals in the organization exchange information and this knowledge management can be developed so that the information that has been exchanged can help the company or organization in making important decisions for its organization and correct operational performance.

LITERATURE REVIEW

A. Knowledge Management

Knowledge is how organizations manage their employees, identify employee knowledge, store and share it in teams, improve and innovate (Sulaiman, 2015). Another meaning of Knowledge is information that changes something or someone, this happens when the information becomes the basis for action, or when the information enables someone or an institution to take action earlier (Akbar, 2018).

According to Nonaka and Takeuchi (1995) the knowledge management approach is to manage knowledge from people and processes of the organization, each organization generally captures, codifies, or renders tangible and intangible knowledge called explicit knowledge. Tacit knowledge is knowledge that is verbal and only owned by individuals who have that knowledge and for the dissemination of that knowledge requires more effort. According to Stephen P. Robbins & Timothy A. Judge (2015) that knowledge management is the ability to work by understanding and motivating others both individually and in groups. And Andreas Budihardjo (2017) stated that knowledge management is a discipline that is very important for transferring knowledge, skills and



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effective work behavior. Knowledge management is an effort to increase useful knowledge in the organization, including getting used to the culture of communication between personnel, providing opportunities to learn, and encouraging knowledge sharing. Where this effort will create and maintain increased value from the core business competencies by utilizing existing information technology. This is extracted from McInerney's opinion as follows: "Knowledge Management (KM) is an effort to increase useful knowledge within the organization. Ways to do this include encouraging communication, offering opportunities to learn, and promoting the sharing of appropriate knowledge artifacts. (Sari & Tania; 2014)

B. Organizational culture

Understanding Organizational Culture, especially the concept of culture does not only refer to the customs and traditions of a region in Indonesia, but also refers to the unique characteristics of an organization, in this case organizational culture is a set of beliefs and attitudes that develop and are believed by members of the organization. The system of beliefs and attitudes is what distinguishes the organization from other organizations.

According to Fahmi (2017) Organizational culture is the result of the process of merging the cultural style and behavior of each individual that was previously brought into new norms and philosophies, which have energy and group pride in facing something and certain goals". According to Torang (2014) organizational culture can also be said to be a habit that is repeated over and over again and becomes a value and lifestyle by a group of individuals in an organization that is followed by the next individual.

C. Personal Knowledge

Personal knowledge is a treatise on the nature and justification of scientific knowledge. According to Rambe and Mambo (2014) personal knowledge is based on one's own and other people's experiences. The ways in which a person knows the type and quality of his/her knowledge depend on each individual. The role of personal knowledge is able to create a classification system, images, and descriptions which can later be processed into a work. In this case, the role of personal knowledge is to determine the right direction for the art of strategic understanding of new knowledge through the surrounding environment, which will later be recorded through memory so that the experience will form a work.

D. Job Procedure

According to Rifka (2017) a procedure is a planned sequence of work or activities to handle repetitive work in a uniform or integrated manner. Meanwhile, according to Rasto (2015) a procedure is a set of established actions or events that must apply or take place to achieve certain results. Work procedures are important tools to ensure work is done safely, efficiently, and consistently. With good work procedures, organizations can improve safety, quality, productivity, and regulatory compliance.

METHOD

A. Types of research

The form of research used in this study is quantitative research. According to Sugiyono (2017) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a certain population or sample, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis. The quantitative method is carried out by formulating a hypothesis and answered using a survey method in the form of distributing questionnaires and analyzed then formulated in functional relationships.

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B. Operationalization of Variables

To explain the variables intended in this study, it is necessary to have an operational definition of each variable as an effort to understand the research. An operational definition is a definition given to a variable by giving meaning to justifying an activity or an operation needed to measure the variable.

The dependent variable is a variable that is influenced by other variables, namely Knowledge Management, namely employee knowledge management at PT Pelindo Multi Terminal.

Table 3.1 Operationalization of variables

Variables	Definition	Dimensions	Indicator	Measuring Scale
<i>Organizational Culture</i> (X ₁)	Organizational culture is all the beliefs and values believed in by all PT Pelindo Multi Terminal employees.	1. Trust	1. Commitment 2. Responsible 3. Morals and Ethics	Interval
		2. Competent	4. Enhance capabilities 5. Helping others 6. Quality assignments	
		3. Harmonious	7. Respect workers' backgrounds 8. Helpful 9. Conducive	
		4. Loyal	10. Maintaining the good name of the institution 11. Willing to sacrifice 12. Obedient	
		5. Adaptive	13. Quick to adapt 14. Keeping up with technological developments 15. Proactive	
		6. Collaborative	16. Giving the opportunity to contribute 17. Open to collaboration 18. Want to achieve common goals	
<i>Personal Knowledge</i> (X ₂)	<i>Personal Knowledge</i> is the knowledge possessed by PT Pelindo Multi	1. <i>Experience</i>	1. Experience 2. Knowledge	Interval
		2. Work experience from others	3. Skill	



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Variables	Definition	Dimensions	Indicator	Measuring Scale
	Terminal workers through experience and learning	3. <i>Problem solving</i>	4. <i>Beliefs</i>	
<i>Job Procedure</i> (X ₂)	Work procedures at PT Pelindo Multi Terminal which are owned and carried out by the responsible owner	1. Understanding SOP	1. Maintaining work quality	Interval
		2. Application of SOP	2. Maintaining work results	
<i>Technology</i> (X ₄)	The technology used by PT Pelindo Multi Terminal in the company's daily operations	1. Use of technological means	1. IT applications for collaboration 2. Application for communication	Interval
		2. Use of technological devices	3. Application for searching and accessing knowledge	
<i>Knowledge Management</i> (Y)	The process of identifying the knowledge possessed by workers, storing, managing, sharing, as well as improving and encouraging innovation. at PT Pelindo Multi Terminal	1. <i>People</i>	1. Worker capabilities	Interval
		2. <i>Process</i>	2. Knowledge management integration process	
		3. <i>Technology</i>	3. Use of technology in companies	

C. Population and Research Sample

a) Population

Population is the total number of units or individuals whose characteristics are to be studied. According to Sugiyono (2017), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population of this study is employees of PT Pelindo Multi Terminal (SPMT) who are workers of PT Pelabuhan Indonesia (Persero) assigned to SPMT with placement at the Head Office and Branch as many as 641 Organic workers of PT Pelindo Multi Terminal.

b) Sample

According to Sugiyono (2017) a sample is an element of the whole and characteristics in a population. Samples selected from the population must truly represent (represent), because the samples studied will be used as conclusions that apply to the population. In this study, the method used as sampling is the probability sampling method, which is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a sample member.

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Table 3.2 Distribution of research samples

WORK UNIT	AMOUNT
HEADQUARTERS	70
DUMAI BRANCH	17
BELAWAN BRANCH	17
BRANCH TG INTAN	11
BRANCH OF BUMIHARJO BAGENDANG	7
BRANCH TG WANGI	4
MAKASSAR BRANCH	15
BALIKPAPAN BRANCH	6
BRANCH EMERALD PATCHOULI MIRAH	40
TRISAKTI BRANCH	8
PARE-PARE BRANCH	6
TANJUNG EMAS BRACKET	17
BRANCH LEMBAR BADAS	10
GRESIK BRANCH	11
BRANCH OF MALAHAYATI	3
LHOKSEUMAWE BRANCH	3
BRANCH BENOA	1
TOTAL	247

c) Data Analysis Techniques

Data analysis is an activity carried out after data from all respondents has been collected. In this study, the tool used to assist data analysis is the Statistical Package for Social Sciences (SPSS), a computer program used to analyze data with statistical analysis.

d) Multiple Linear Regression Method

According to Ghozali (2018) regression analysis is used to measure the strength of the relationship between two or more variables, also shows the direction of the relationship between the dependent and independent variables. Multiple linear regression analysis is a linear relationship between two or more independent variables (X1, X2, X3, ... Xn) with the dependent variable (Y). This analysis is to determine the direction of the relationship between the independent variables and the dependent variable whether each independent variable is positively or negatively related and to predict the value of the dependent variable if the value of the independent variable increases or decreases. The data used is usually interval or ratio scale.

RESULTS AND DISCUSSION

A. Company Description

PT Pelindo Multi Terminal (SPMT) was formed as part of the restructuring of PT Pelabuhan Indonesia (Persero) / Pelindo in 2021, which involved the merger of four state-owned port entities, namely: Pelindo I, II, III, and IV. This restructuring was carried out to improve efficiency, competitiveness, and quality of port services throughout Indonesia. The formation of SPMT aims to centralize the management of non-container terminals which include multipurpose terminals, dry bulk and liquid bulk terminals, and general cargo. In addition to SPMT, Pelindo formed 3 (three) other subholdings in accordance with the business run by Pelindo, namely PT Pelindo Terminal Petikemas (SPTP) which manages the container terminal business, PT Pelindo Jasa Maritim (SPJM) as a provider of maritime services, related services such as pilotage, ship towing, tugboat management, and other marine-related services. And finally, PT Pelindo Solusi Logistik (SPSL) is an end-to-end logistics service provider company that includes land transportation, warehousing, distribution, and supply chain services.



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a) Company General Profile

PT Pelindo Multi Terminal is a Subholding of PT Pelabuhan Indonesia (Persero), a BUMN that manages port business entities in the field of multipurpose terminal operations in Indonesia, such as liquid bulk, dry bulk, general cargo, and so on. Carrying the tagline Indonesia's connectivity champion, SPMT is committed to becoming the main solution for multipurpose and cargo terminal services in Indonesia, to support the success of government programs in accelerating national development and supporting government policies to strengthen national connectivity and create efficient and effective national logistics costs and increase national competitiveness.

b) Company Operational Area

PT Pelindo Multi Terminal is headquartered in Medan, a major metropolitan city on Sumatra Island located right in front of the Malacca Strait, managing 16 (sixteen) branches and has 3 (three) subsidiaries, namely PT Pelabuhan Tanjung Priok (PT PTP), PT Indonesia Kendaraan Terminal Tbk. (PT IKT) and PT Terminal Curah Utama (PT TCU).

PT PTP has 11 (eleven) branches spread across the islands of Sumatra, Java and Kalimantan, PT IKT has several satellite terminals in Jakarta and Belawan, while PT TCU operates at Mekar Putih Port in South Kalimantan. The operational areas of PT Pelindo Multi Terminal Group are as follows:



Source: Pelindomultiterminal.co.id (Data accessed 2024)

Figure 4.1 Operational area of PT Pelindo Multi Terminal

B. Research result

a) Location Description

The location of this research is at PT Pelindo Multi Terminal located at Jl. Jalan Lingkar Pelabuhan No.1, Belawan II, Medan Kota Belawan, Medan City, North Sumatra 20411. The researcher used a sample of employees of PT Pelindo Multi Terminal (SPMT) who are workers of PT Pelabuhan Indonesia (Persero) assigned to SPMT Head Office and Branch as many as 247 people. This study uses a non-probability sampling technique.

Table 4.1 Questionnaire Return Rate

Information	Amount
Questionnaires sent for distribution	247
Unreturned questionnaires	0
Returned questionnaire	247

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Questionnaires that can be used in research	247
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Source: Questionnaire Distribution Results, processed 2024

b) Respondent Characteristics

Table 4.2 Respondent characteristics based on age

Age	Frequency	Percent
< 40 Years	35	14.2%
41 to 45 years old	95	38.5%
46 to 50 years old	87	35.3%
> 50 years	30	12%
Total	247	100%

Source: Questionnaire Distribution Results, processed 2024

Based on Table 4.2, it shows that employees under 40 years old are 35 people (14.2%) and employees aged 41 to 45 years old are 95 people (38.5%). Employees aged 46 to 50 years old are 87 people (35.3%) and employees over 50 years old are 30 people (12%).

Table 4.3 Respondent characteristics based on gender

Gender	Frequency	Percent
Man	142	57.5%
Woman	105	42.5%
Total	247	100%

Source: Questionnaire Distribution Results, processed 2024

Based on Table 4.3, it shows that male employees are more dominant in number than female employees, where there are 142 male employees (57.5%) and 105 female employees (42.5%).

Table 4.4 Respondent characteristics based on work experience

Education	Frequency	Percent
< 5 Years	36	14.5%
6 – 10 Years	64	26%
11 – 15 Years	104	42%
16 – 20 Years	23	9.3%
>20 Years	20	8.2%
Total	247	100%

Source: Results of questionnaire distribution, processed 2024

Based on Table 4.4, the work experience of employees consists of 11-15 years of work experience, the most of which is 104 people (42%), then 6-10 years of work experience amounting to 64 people (26%), then the number of employees with work experience <5 years amounting to 36 people (14.5%), with 16-20 years of work experience amounting to 23 people (9.3%) and the fewest employees with work experience of more than 20 years amounting to only 20 people (8.2%).

C. Description of Research Variables

a. Description of Organizational Culture Variable (X1)

Table 4.5 Respondents' responses regarding organizational culture

Statement Items	STS		TS		KS		S		SS		Mean	Caption
	F	%	F	%	F	%	F	%	F	%		
OC1	2	0.8	4	1.6	38	15.4	119	48.2	84	34.0	4.13	S



OC2	0	0.0	2	0.8	40	16.2	129	52.2	76	30.8	4.13	S
OC3	0	0.0	10	4.0	36	14.6	122	49.4	79	32.0	4.09	S
OC4	2	0.8	11	4.5	64	25.9	111	44.9	59	23.9	3.87	S
OC5	3	1.2	9	3.6	63	25.5	119	48.2	53	21.5	3.85	S
OC6	4	1.6	9	3.6	53	21.5	116	47.0	65	26.3	3.93	S
OC7	1	0.4	8	3.2	59	23.9	121	49.0	58	23.5	3.92	S
OC8	6	2.4	14	5.7	62	25.1	113	45.7	52	21.1	3.77	S
OC9	3	1.2	12	4.9	69	27.9	102	41.3	61	24.7	3.83	S
OC10	0	0.0	10	4.0	58	23.5	117	47.4	62	25.1	3.94	S
OC11	2	0.8	9	3.6	41	16.6	125	50.6	70	28.3	4.02	S
OC12	3	1.2	3	1.2	32	13.0	126	51.0	83	33.6	4.15	S
OC13	2	0.8	2	0.8	43	17.4	118	47.8	82	33.2	4.12	S
OC14	2	0.8	5	2.0	28	11.3	124	50.2	88	35.6	4.18	S
OC15	4	1.6	4	1.6	39	15.8	118	47.8	82	33.2	4.09	S
OC16	5	2.0	2	0.8	41	16.6	116	47.0	83	33.6	4.09	S
OC17	1	0.4	4	1.6	43	17.4	115	46.6	84	34.0	4.12	S
OC18	0	0.0	9	3.6	42	17.0	114	46.2	82	33.2	4.09	S
Average of Organizational Culture Variables											4.02	S

Source: Questionnaire Distribution Results, processed 2024

Based on Table 4.5 the calculation results presented, it is known that the average score obtained by the organizational culture variable is 4.02 or agree, So it can be concluded that organizational culture or corporate culture has been implemented and implemented well in the company especially towards the BUMN AKHLAK culture with the highest score in the adaptive dimension on the indicator "following technological developments" in workers in the PT Pelindo Multi Terminal environment with a score of 4.18. The lowest score is in the harmonious dimension on the indicator: like to help "with a score of 3.77 indicating that the culture of helping fellow workers is considered good but has the lowest score among the 18 indicators assessed for organizational culture.

b. Description of Personal Knowledge Variable (X2)

Table 4.6 Respondents' responses regarding personal knowledge

Statement Items	STS		TS		KS		S		SS		Mean	Caption
	F	%	F	%	F	%	F	%	F	%		
PK1	2	0.8	6	2.4	45	18.2	115	46.6	79	32.0	4.06	S
PK2	2	0.8	6	2.4	61	24.7	112	45.3	66	26.7	3.95	S
PK3	0	0.0	11	4.5	69	27.9	96	38.9	71	28.7	3.92	S
PK4	8	3.2	17	6.9	73	29.6	98	39.7	51	20.6	3.68	S
Average Personal Knowledge Variable											3.90	S

Source: Questionnaire Distribution Results, processed 2024

Based on Table 4.6 the calculation results presented, it is known that the average score of all items is 3.90 or agree. So it can be concluded that the personal knowledge possessed by workers is good. From the 4 indicator items above, it can be seen that the "Experience" indicator gets the highest score of 4.06, which means that the experience gained by workers is important for workers. And the "Beliefs" indicator gets the lowest score of 3.68 among other personal knowledge indicators but is still in the agree category.

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c. Job Procedure Variable Description (X3)

Table 4.7 Respondents' responses regarding job procedures

Statement Items	STS		TS		KS		S		SS		Mean	Caption
	F	%	F	%	F	%	F	%	F	%		
JP1	5	2.0	19	7.7	72	29.1	98	39.7	53	21.5	3.71	S
JP2	6	2.4	13	5.3	74	30.0	97	39.3	57	23.1	3.75	S
Average Skill Variable											3.73	S

Source: Questionnaire Distribution Results, processed 2024

Based on Table 4.7 the calculation results presented, it is known that the average score obtained is 3.73 or agree. So it can be concluded that the job procedure carried out by the workers is considered to have been carried out well and helps develop knowledge in the company. With the highest score of 3.75 on the indicator "maintaining work results" then workers have been able to maintain a consistent level of work results due to the application of good SOPs in the company, but on the indicator "maintaining quality" getting a score of 3.71 is still in the category of agree or good but lower than the indicator maintaining work results.

d. Description of Technology Variable (X4)

Table 4.8 Respondents' responses regarding technology

Statement Items	STS		TS		KS		S		SS		Mean	Caption
	F	%	F	%	F	%	F	%	F	%		
T1	4	1.6	23	9.3	64	25.9	107	43.3	49	19.8	3.70	S
T2	4	1.6	12	4.9	60	24.3	124	50.2	47	19.0	3.80	S
T3	2	0.8	7	2.8	35	14.2	143	57.9	60	24.3	4.02	S
Average Technology Variable											3.84	S

Source: Questionnaire Distribution Results, processed 2024

Based on Table 4.8 the calculation results presented, it is known that the average score obtained is 3.84 or agree. So it can be concluded that the technology used by workers is good for the implementation of workers' daily work. From the 3 indicator items above, it can be seen that the indicator "Applications used for knowledge" gets the highest score of 4.02, which means that the applications provided by the company have been considered good by workers. And the lowest score is in the indicator "IT applications for collaboration" with a score of 3.70, meaning that the application provided by PT Pelindo Multi Terminal is considered the lowest indicator to support the implementation of knowledge management.

e. Description of Knowledge Management Variable (Y)

Table 4.9 Respondents' responses regarding knowledge management

Statement Items	STS		TS		KS		S		SS		Mean	Caption
	F	%	F	%	F	%	F	%	F	%		
KM1	0	0.0	5	2.0	77	31.2	105	42.5	60	24.3	3.89	S
KM2	4	1.6	18	7.3	54	21.9	106	42.9	65	26.3	3.85	S
KM3	5	2.0	21	8.5	56	22.7	92	37.2	73	29.6	3.84	S
Average Knowledge Management Variable											3.86	S

Source: Questionnaire Distribution Results, processed 2024



Based on Table 4.9 the calculation results presented, it is known that the average score obtained by the knowledge management variable is 3.86 or agree. So it can be concluded that the knowledge management carried out by PT. Pelindo Multi Terminal has been carried out well from all processes in knowledge management in the company both in the operational and non-operational fields (back office). The highest score on the knowledge management variable, namely on "worker capability" with a score of 3.89, is considered good to support the application of good knowledge management, but the lowest score is with a score of 3.84 on the indicator "use of technology in the company" then the results state that the technology in the company has not been able to accommodate more effective and efficient knowledge management for workers.

D. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine how much influence the independent variables (X) consisting of Organizational Culture (X1), Personal Knowledge (X2), Job Procedure (X3), and Technology (X4) have on the dependent variable (Y), namely Knowledge Management. The multiple linear regression coefficient values can be seen in Table 4.10 below:

Table 4.10 Results of multiple linear regression analysis test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,444	,556		,800	,425
Organizational Culture	,040	,020	,121	2,019	,045
Personal Knowledge	,326	,049	,397	6,714	,000
Job Procedure	,252	,088	,179	2,868	,004
Technology	,270	,069	,247	3,906	,000

A. Dependent Variable: Knowledge Management

Based on Table 4.10, the multiple linear regression equation model can be formulated as follows:

$$Y = 0.444 + 0.040X_1 + 0.326X_2 + 0.252X_3 + 0.270X_4$$

Based on the equation above, it can be explained as follows:

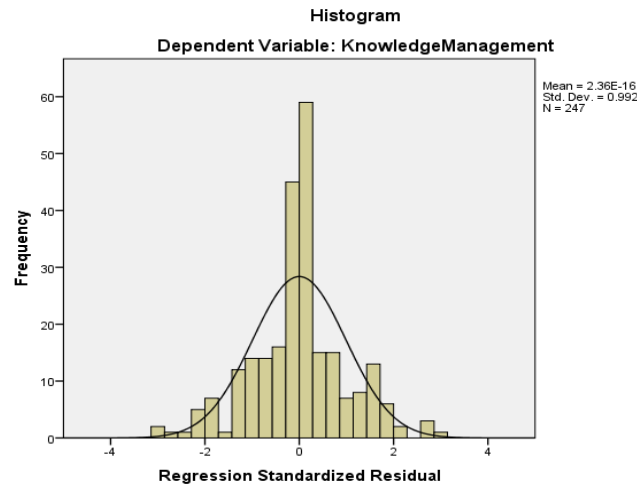
1. Constant (β_0) = 0.444. This shows the constant level, where if Organizational Culture (X1), Personal Knowledge (X2), Job Procedure (X3) and Technology (X4) = 0, then Knowledge Management (Y) is 0.444 assuming other variables remain constant.
2. The Organizational Culture variable (β_1) has a positive effect on Knowledge Management (Y), meaning that if the Organizational Culture variable (X1), namely commitment, responsibility, morals and ethics, increasing capabilities, helping others, quality tasks, respecting worker backgrounds, being helpful, being conducive, maintaining the good name of the institution, being willing to make sacrifices, being obedient, adapting quickly, following technological developments, being proactive, providing opportunities to contribute, being open to cooperation, and wanting to achieve common goals is increased, then the Knowledge Management variable (Y) will increase, and vice versa.
3. The Personal Knowledge variable (β_2) has a positive effect on Knowledge Management (Y), meaning that if the Personal Knowledge variable (X2), namely experience, knowledge, skills and beliefs, is increased, the Knowledge Management variable (Y) will increase, and vice versa.
4. The Job Procedure variable (β_3) has a positive effect on Knowledge Management (Y), meaning that if the Job Procedure variable (X3), namely maintaining work quality and improving work results, then the Knowledge Management variable (Y) will increase, and vice versa.
5. The Technology variable (β_4) has a positive effect on Knowledge Management (Y), meaning that if the Technology variable (X4), namely IT applications for collaboration, communication, and for searching and accessing knowledge, is improved, the Knowledge Management variable

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(Y) will increase, and vice versa.

**E. Classical Assumption Test
Normality Test**



Source: Attachment
Figure 4.2 Histogram of normality test

The data normality test using the histogram approach above shows that the regression model used has a normal distribution, this can be seen from the histogram line not deviating to the left or right, so that the data distribution has been distributed normally.

F. Hypothesis Testing

Simultaneous Significance Test (F Test)

In this study, the number of samples (n) is 247 and the total number of variables (k) is 5. So we get:

$$df1 = k - 1 = 5 - 1 = 4$$

$$df2 = n - k = 247 - 4 = 243$$

The Fcount value will be obtained using SPSS assistance, then it will be compared with Ftable at the $\alpha = 5\%$ level. The test results can be seen in Table 4.13 below:

Table 4.13 Simultaneous test (F-test)

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1091,822	4	272,955	158,638	.000b
	Residual	416,389	243	1,721		
	Total	1508,211	247			

a. Dependent Variable: Knowledge Management

b. Predictors: (Constant), Technology, PersonalKnowledge, OrganizationalCulture, JobProcedure

Source: Attachment

Based on Table 4.13, it can be seen that Fcount is 158.638 with a significance level of 0.000. Meanwhile, Ftable at a confidence level of 95% ($\alpha = 0.05$) is 2.41. Therefore, Fcount (158.638) > Ftable (2.41) and the significance level of 0.000 < 0.05 indicates that the independent variables consisting of organizational culture, personal knowledge, job procedure and technology simultaneously have a positive and significant effect on knowledge management of PT. Pelindo Multi Terminal.

DISCUSSION

a. The Influence of Organizational Culture on Knowledge Management

The results of the study show that Organizational Culture has a positive and significant effect on Knowledge Management with t count values (2.019) > t table (1.652). Organizational Culture is an important aspect in the formation and preservation of knowledge management, with a growing culture, workers' awareness of knowledge is formed by the preservation of the culture desired by the company. The influence of Organizational Culture such as how the culture can shape the paradigm of thinking and habits of employees in disseminating knowledge as an effort to achieve company goals, research by Farooq (2018) states that organizational culture is an important aspect in the development of knowledge management in companies

b. The Influence of Personal Knowledge on Knowledge Management

Personal knowledge is a driving factor for individuals to support the preservation of knowledge in the company, with the increasing knowledge of a worker in the company, it can help the storage and preservation of knowledge in the company. Personal Knowledge is related to knowledge management where personal knowledge shows the ability of workers to improve and disseminate knowledge for the company. Research by Adhitya (2015) found that personal knowledge greatly influences the management of company knowledge. The results of the study showed that the t count value (6.714) > t table (1.652) (significant) which means that Personal knowledge has a significant positive effect on knowledge management.

c. The Influence of Job Procedures on Knowledge Management

Job Procedure is an aspect that facilitates the formation and preservation of knowledge management, with increasingly structured and rigid procedures in the company to achieve the desired results, it is easier to store and disseminate knowledge in the company. Work procedures or standard operational procedures help to standardize work and also certain knowledge related to certain jobs. Research by Iskandar (2018) found that job SOPs have a significant effect on knowledge management in companies because they can provide a framework for knowledge management. The results of the study showed that the t count (2.868) > t table (1.652) (significant) which means that Job Procedure has a significant positive effect on knowledge management.

d. Managerial Implications

a) Internalization Program of Culture (Organizational Culture)

The internalization program for the AKHLAK culture to remain consistently implemented periodically includes improving ethics in knowledge management, establishing an organizational culture based on trust, developing balanced workers, and increasing innovation through ethical collaboration.

b) Increased Employee Knowledge

To improve employee knowledge, companies should encourage employees to optimize the Community of Practice (CoP) that is currently running as a forum for sharing knowledge, tips, suggestions and the best experiences and encourage employees to become SME (Subject Matter Expert) according to their respective expertise. Company Management can provide rewards to employees who become SME so that the culture of sharing becomes the company culture.

c) Updated Job Procedures

The company must ensure that every procedure and work instruction is documented and updated in accordance with the development of the company's business and its socialization to all workers. With a written guide that explains the steps and procedures that must be followed in carrying out tasks, work can be carried out efficiently, consistently, and safely.

d) Utilization of Technology in Company Activities

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The use of technology in company activities, especially in knowledge management, has brought changes in operational efficiency, innovation, and competitiveness. By strategically implementing technology, managers can create an environment that supports learning, collaboration, and continuous knowledge development throughout the company. In its implementation, PT Pelindo Multi Terminal has had a Knowledge Management System (KMS) application in an application called PORTAVERSE. The company can direct workers to increase their activeness in using KMS so that every knowledge management activity can be well documented.

CONCLUSION

Based on the results of the discussion in the previous chapters, the conclusions that can be made by the researcher to answer the research questions in this study are as follows:

- a. Organizational Culture has a positive and significant influence on the implementation of knowledge management.
- b. Personal knowledge has a positive and significant influence on the implementation of knowledge management.
- c. Job procedures have a positive and significant influence on the implementation of knowledge management.
- d. Technology has a positive and significant influence on the implementation of knowledge management.
- e. Organizational culture, personal knowledge, job procedures, and technology have a positive and significant influence on the implementation of knowledge management.

Suggestion

Based on the research results, discussions and limitations found, the researcher can provide the following suggestions:

- a. For further research, the research can be developed by adding other variables that influence Knowledge Management outside the variables in this study, namely organizational culture, personal knowledge, job procedures, and technology or by studying the influence of the variables in question on Knowledge Management in this study.
- b. Employees are expected to increase their attention to knowledge to achieve the company's goals as expected.
- c. For companies, it is expected to provide more explicit attention to each employee regarding the AKHLAK culture and corporate culture in order to improve company performance and maintain corporate integrity in accordance with the core values of BUMN.

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