

## Faktor-faktor yang berpengaruh terhadap best practices sharing : studi kasus di CNA Bank Indonesia = The factors that influence best practices sharing : case study at CNA Bank Indonesia

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### Abstrak

Kinerja perusahaan sangat dipengaruhi oleh kinerja karyawan di perusahaan, salah satu metode yang digunakan dalam rangka peningkatan kinerja karyawan adalah melalui pendekatan manajemen pengetahuan, best practice sharing dikenal sebagai inti dari manajemen pengetahuan, dalam studi yang telah dilakukan sebelumnya terbukti efektif dalam peningkatan kinerja karyawan yang pada akhirnya berdampak pada peningkatan kinerja perusahaan. Penelitian ini berfokus pada peran best practice sharing dengan faktor antesenden dari penerapan manajemen pengetahuan: tacit knowledge, explicit knowledge, teknologi informasi, replikasi dan reward and punishment, yang diduga kuat berpengaruh dalam pelaksanaan sharing best practice di CNA Bank. Penelitian ini juga meneliti pengaruh dari best practice sharing di CNA Bank terhadap peningkatan kinerja karyawan. Hipotesa yang diajukan adalah tacit knowledge, explicit knowledge, teknologi informasi, replikasi serta reward and punishment memiliki pengaruh terhadap best practices sharing di CNA Bank, dan best practices sharing memiliki pengaruh terhadap peningkatan kinerja karyawan di CNA Bank. Model penelitian yang menggambarkan hubungan antara faktor antesenden, best practice sharing dan peningkatan kinerja karyawan melalui pendekatan manajemen pengetahuan diuji melalui penyebaran kuesioner kepada 178 karyawan yang bekerja di divisi sales and distribution di seluruh kantor cabang CNA Bank di Indonesia, dengan response rate 74,16%. Analisa data menggunakan Confirming Factor Analysis (CFA), pengujian hipotesis menggunakan SEM. Hasil penelitian menunjukkan bahwa tacit knowledge, explicit knowledge, replikasi serta reward and punishment memiliki pengaruh signifikan terhadap best practices sharing di CNA Bank, sedangkan teknologi informasi tidak memiliki pengaruh signifikan terhadap best practices sharing di CNA Bank. Dari hasil pengujian juga ditemukan bahwa best practices sharing memiliki pengaruh signifikan terhadap peningkatan kinerja karyawan di CNA Bank. .... Company performance is strongly influenced by the performance of employees in the company, one of the methods used in order to improve the performance of employees is through a knowledge management approach, sharing best practices known as the core of knowledge management, the studies that have been done previously shown effective in improving the performance of employees and company performance at the end. This study focuses on the role of sharing best practices with antesenden factors of knowledge management implementation: tacit knowledge, explicit knowledge, information technology, replication, and reward and punishment, which allegedly influential in the implementation of best practices sharing in CNA Bank. This study also examined the effects of sharing best practices in CNA Bank towards improving employee performance. Hypothesis is tacit knowledge, explicit knowledge, information technology, replication as well as reward and punishment has an influence on sharing best practices in CNA Bank, and sharing best practices have an influence on employee performance improvement in CNA Bank. A research model that describes the relationship between antesenden factors, sharing best practices and employee performance improvement through knowledge management approach is tested through questionnaires to the 178 employees who work in the sales and distribution division in all branches CNA Bank in Indonesia, with

response rate of 74,16 %. Analysis of the data using Confirming Factor Analysis ( CFA ), testing the hypothesis using SEM. The results showed that tacit knowledge, explicit knowledge, replication as well as reward and punishment has a significant influence on sharing best practices in CNA Bank, while information technology has no significant effect on the sharing of best practices in CNA Bank. From the test results also found that the sharing of best practices has a significant influence on employee performance improvement in CNA Bank.