

**THE EFFECT OF EMPLOYEES KNOWLEDGE MANAGEMENT, TIME MANAGEMENT
AND WORK MOTIVATION ON ORGANIZATIONAL EFFECTIVENESS AT PT BANK
SULUTGO KAWANGKOAN BRANCH**

*PENGARUH MANAJEMEN PENGETAHUAN KARYAWAN, MANAJEMEN WAKTU, DAN
MOTIVASI KERJA TERHADAP EFEKTIVITAS ORGANISASI PADA PT BANK SULUTGO CABANG
KAWANGKOAN*

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Abstract: The primary objectives of this research are fourfold: firstly, to know the Effect of Employees Knowledge Management on Organizational Effectiveness at PT Bank SulutGo Kawangkoan Branch; secondly, to know the Effect of Time Management on Organizational Effectiveness at PT Bank SulutGo Kawangkoan Branch; thirdly to know the Effect of Work Motivation on Organizational Effectiveness at PT Bank SulutGo Kawangkoan Branch; and fourthly, to know the Effect of Employees Knowledge Management, Time Management, and Work Motivation on Organizational Effectiveness at PT Bank SulutGo Kawangkoan Branch. The research adopts a quantitative approach, involving whole population or saturation sample of 33 respondents consisting all of employees. Multiple linear regression analysis, utilizing IBM SPSS Version 27 as the analytical tool, demonstrates that Knowledge Management, Time Management, and work motivation significantly effect Organizational Effectiveness.

Keyword: Knowledge Management, Time Management, Work Motivation, Organizational Effectiveness.

Abstrak: Tujuan utama penelitian ini terdiri dari empat hal: pertama, mengetahui Pengaruh Manajemen Pengetahuan Karyawan terhadap Efektivitas Organisasi pada PT Bank SulutGo Cabang Kawangkoan; kedua, mengetahui Pengaruh Manajemen Waktu terhadap Efektivitas Organisasi pada PT Bank SulutGo Cabang Kawangkoan; ketiga, mengetahui Pengaruh Mootivasi Kerja terhadap Efektivitas Organisasi pada PT Bank SulutGo Cabang Kawangkoan; keempat, mengetahui Pengaruh Manajemen Pengetahuan Karyawan, Manajemen Waktu, dan Motivasi Kerja terhadap Efektivitas Organisasi pada PT Bank SulutGo Cabang Kawangkoan. Penelitian ini menggunakan pendekatan kuantitatif dan melibatkan seluruh populasi atau sampel jenuh dari 33 responden yang terdiri dari seluruh karyawan. Analisis Linear Berganda dengan menggunakan IBM SPSS Versi 27 sebagai alat analisis, menunjukkan bahwa baik Manajemen Pengetahuan, Manajemen Waktu, maupun Motivasi Kerja berpengaruh signifikan terhadap Efektivitas Organisasi secara simultan.

Kata Kunci: Manajemen Pengetahuan, Manajemen Waktu, Motivasi Kerja, Efektivitas Organisasi

INTRODUCTION

Research Background

An organization is a unit consisting of people who coordinated with a relatively clear boundary, which functions to achieve a goal. Achievement of organizational goals can run smoothly through the effective

implementation of business activities. Gibson, Ivancevich, and Donnelly (2013) states effectiveness is the achievement of targets from joint efforts. Organizational effectiveness can expressed as the level of success of the organization in its efforts to achieve its goals and objectives. There are several approaches most often used in measurement one way of organizational effectiveness is through a goal approach. What is meant by an organization's goal is a state or condition what an organization wants to achieve. Goals can be interpreted as goals organization, both long-term and short-term goals, also include goals of the whole or a particular part of an organization. The goal approach suggests that organizational effectiveness is measured or assessed based on achievements or final results (Daft, 2012).

Organizational effectiveness will be realized if performance has been achieved organization. Organizational performance is defined as the results obtained by a company organization, whether the organization is profit oriented or non-profit oriented generated over a period of time. Daft (2012) states that effectiveness is the ability to achievement of organizational tasks by using resources effectively and efficient. Meanwhile, Sembiring (2012) states the performance is defined as description of the level of achievement of implementation of activities, programs and policies with using a number of resources to achieve predetermined goals.

One important aspect in achieving organizational performance is existence availability of quality and talented human resources (Prawirosentono, 2012). Human resources and science or technology needed by companies today require organizations or companies to manage both in the form of knowledge management. Knowledge management is a series of organizational activities that must be carried out continuously with the aim of increasing knowledge and its application related to organizational knowledge and the performance of the organization in achieving organizational goals so that it can be effective, in this case what is meant is organizational effectiveness.

The use of good work time management will also be beneficial in achieving company targets and certainly plays a role in the effectiveness of an organization, organization or individual. Conversely, the implementation of work time management that is not good can have a negative impact on achieving company or organizational or individual targets and goals. Time management is planning, organizing, actuating, and controlling time productivity. Time is one of the performance resources. Resources that must be managed effectively and efficiently. Effectiveness can be seen from the achievement of goals using a predetermined time. And efficient means nothing but two meanings, namely: the meaning of reducing the specified time, and the meaning of investing time using existing time.

In addition, the factors that play a role in the effectiveness of an organization are work motivation, where work motivation is a basic human need and as an incentive that is expected to meet the desired basic needs, so that if that need exists it will result in the success of an activity. Employees who have high work motivation will try to get their work done as well as possible which will greatly affect employee performance and also affect the effectiveness of an organization.

Research Objectives

1. To know the effect of knowledge management on organizational effectiveness of Bank SulutGo Kawangkoan Branch.
2. To know the effect of time management on organizational effectiveness of Bank SulutGo Kawangkoan Branch.
3. To know the effect of work motivation on organizational effectiveness of Bank SulutGo Kawangkoan Branch.
4. To know the effect of knowledge management, time management, work motivation on organizational effectiveness of the Bank SulutGo Kawangkoan Branch.

THEORETICAL FRAMEWORK

Human Resources Management

Human resource management is a series of strategies, processes and activities designed to support company goals in a way integrating the needs of the company and its individual Human Resources (Zainal, 2008). Mondy and Noe in Marwansyah (2010) define resource management human resources (human resources management) as empowerment human resources in achieving organizational goals. So from the definition in above, human resource management which is carried out through functions human resource planning, recruitment and selection, empowerment human resources, career planning and development, welfare, and providing compensation for work safety and welfare and relationships industrial. Planning and implementation

of these functions must be supported by careful job analysis and objective job assessment.

Knowledge Management

Pritania (2017:1) stated that "Knowledge Management is a process that focuses on how to know can be managed and used to improve organizational performance". In this case Companies need to provide capable knowledge to employees so that they can carry out the tasks and work assigned. Cummings and Worley (2015:788) also state that "Knowledge Management is the knowledge possessed by Employees remain and become company assets they have physically left the company and are through Company knowledge management can learn quickly so that it is adaptive to changes that occur".

Time Management

Forsyth (2009:25) defines time management is a way to make time under control so as to ensure the creation of effectiveness and efficiency as well as productivity. Time Management is about planning your day or time in order to make the best use of the time you have. The concept or term time management comes from the industrial revolution, which was when there was a change in managing time effectively and efficiently to be able to control someone's time.

Work Motivation

Suparyadi (2015:417) defines work motivation is encouragement caused by a need that drives and directs individual behavior in order to achieve certain goals or incentives. Sutrisno (2009:109) defines motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a driving factor for a person's behavior. Feriyanto and Triana (2015:72) defines motivation is a hidden power within us that encourages us to behave and act in a unique way. Bismala, Arianty, and Farida (2015:120) states that motivation is a condition in a person to encourage the person's desire to carry out certain activities in order to achieve a goal.

Organizational Effectiveness

Handyaningrat (1983) defines that organizational effectiveness is the ability of the organization to optimize its resources effectively and efficiently in achieving the goals of the organization. He also states that effectiveness is a measurement in the sense of detailed targets or objectives that have been determined previously. Muhidin (2009) also explains that the effectiveness too relates to the problem of how to achieve goals or results obtained, the use or benefits of the results obtained, the level of functional power elements or components, as well as problems with the level of user or client satisfaction.

Empirical Studies

Kingungu, Olang'o and Mamuli (2021) aimed at determining the effect of knowledge management on organizational performance of the County Government of Kakamega. The theories adopted were: Human Capital Theory and Resource Based View Theory. The study also adopted descriptive survey research design. The data was collected through questionnaires. Questionnaires were distributed to various respondents of the County Government of Kakamega, with a population of 1031 employees and a sample size of 288 staff. Reliability of the research instrument a Coefficient Alpha of = 0.952 was obtained. Collected data was coded, tabulated then analyzed descriptively and by use of Inferential Statistics aided by Statistical Package for Social Sciences to determine the means, frequencies, standard deviations as well as the Regression Coefficients. The findings indicated that there was a statistically significant effect of knowledge management on organizational performance of the County Government of Kakamega" ($\hat{I}^2=0.428$; $p<0.001$).

Ziekye (2016) determined and identified the factors that affect time management in Ghana and examining the relationship between organizational effectiveness and time management. A model was designed based on the literature, linking factors of time management with time management and organizational effectiveness. Four hypotheses were built based on the literature and the model were tested in perspective of the previous studies and literature. The literature and various studies concluded that factors such as strategic planning, organizing/prioritizing and personal responsibility / accountability as principal indices of time management cumulatively have positive impact on organizational effective performance. Also there exists a positive relationship between time management and organizational effectiveness.

Wowiling, Lapijan and Tielung (2017) aimed to find out the influence of Knowledge Management and Talent Management on Organizational Effectiveness partially or simultaneously. The data in this study consisted of primary data that is questionnaires that were distributed to several radio stations in Manado. This research uses

Quantitative Method and analyzes the research data using Multiple Linear Regression analysis. The research sample was 39 employees who worked in several Radio Stations in Manado. The results of this study prove that Knowledge Management and Talent Management significantly influence partially and simultaneously on the Organizational Effectiveness of several Radio Stations in Manado.

Conceptual Framework

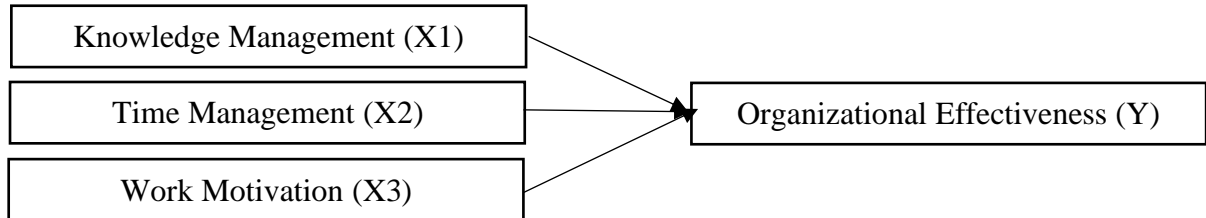


Figure 1. Conceptual Framework

Source: Literature Review

Research Hypothesis

- H₁: Knowledge Management has an effect Organizational Effectiveness.
- H₂: Time Management has an effect Organizational Effectiveness.
- H₃: Work Motivation has an effect Organizational Effectiveness.
- H₄: Knowledge management, time management and work motivation have an effect on organizational effectiveness.

RESEARCH METHOD

Research Approach

In this study, a quantitative approach is employed using a descriptive quantitative research design. This approach involves aspects of measurement, calculation, formula, and numerical data certainty throughout the research proposal, processes, hypothesis testing, fieldwork, data analysis, and conclusions. A questionnaire is used as the data collection technique in this research.

Population and Sample Size

In this case the researcher took the entire population, namely all employees working at PT Bank Sulutgo Kawangkoan Branch, of which there were 33 people as saturated sample because the less of total respondent so researcher took the entire population.

Data Collection Method

In this study, data were collected through the distribution of questionnaires to all employees of PT Bank Sulutgo Kawangkoan Branch. Researcher use indicators for each variable in making questionnaire questions, then researcher will provide a list of questions and will distribute the questionnaire physically straight to the employees of PT Bank SulutGo Kawangkoan Branch, and wait until they finish to fill the questionnaire.

Operational Definition and Measurement of Research Variable

The variables in this research are divided into variables, as follows:

Table 1. Operational Definition and Indicators of Research Variables

Variables	Definition	Indicators
Knowledge Management (X ₁)	Knowledge management such as individual skills that consists of technical skills, creativity and ability.	1. Personal Knowledge 2. Job Procedure 3. Technology
Time Management (X ₂)	Time management as the ability to prioritize, schedule and carry out individual responsibilities for the satisfaction of the	1. Setting Priorities 2. Arrange Schedule 3. Avoiding Procastination

	individual. Time Management is about planning your day or time in order to make the best use of the time you have.	
Work Motivation (X_3)	Work motivation is encouragement caused by a need that drives and directs individual behaviour in order to achieve certain goals or incentives.	<ol style="list-style-type: none"> 1. The Need for Security 2. Self-esteem Needs 3. Self-development Needs
Organizational Effectiveness (Y)	Organizational Effectiveness is the ability of the organization to optimize its resources effectively and efficiently in achieving the goals of the organization.	<ol style="list-style-type: none"> 1. Goal Achievement 2. Integration 3. Adaptation

The measurement scale that used in this research to understand the respondents' attitudes toward statements or questions in the questionnaire, the researcher used the Likert scale. It is a 6-point scale that is considered to measure the degree of agreement.

Table 2. 6-Point Likert Scale

Very Agree (6)	Agree (5)	Slightly Agree (4)	Slightly Disagree (3)	Disagree (2)	Very Disagree (1)
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Testing of Research Instruments

A validity test is used to measure whether the questionnaire is valid or not. A questionnaire is considered valid if the questions can reveal something that will be measured by the questionnaire. The validity test is done by comparing the value of r count and r table for degree of freedom (df) = $n - 2$; n is the number of samples. If r -count \geq r -table and has a positive value, the indicator is valid. Conversely, if r -count $<$ r -table, it means the indicator is invalid.

Reliability refers to the accuracy and precision of a measurement procedure, indicating its consistency in producing reliable results. Cronbach's Alpha value is used to assess this consistency. The following are the criteria for interpreting the correlation values obtained from Cronbach's Alpha in the reliability statistics; if a value greater than 0.60 is considered reliable, while if a value less than 0.60 is considered less reliable.

Data Analysis

Data analysis is the process of transforming data into a simpler and readable. Data analysis involves transforming data into a simpler, more readable, and interpretable format. The collected data will undergo analysis, employing classical assumption tests such as normality, multicollinearity, and heteroscedasticity tests. Following these tests, the data will be subjected to multiple linear regression analysis.

Classical Assumption Test

Normality Test

The normality test aims to test whether there is a confounding variable or residual variable that has a normal distribution in the regression model. To continue the research, the result of the normality test must be at an alpha level of 5% or 0.05. If the significance level is $>$ 0.05, the data can be considered to follow a normal distribution.

Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation among the independent variables. To determine the presence of multicollinearity symptoms in a regression model, the evaluation is typically carried out through measures such as tolerance value and variance inflation factor (VIF). If the tolerance value is $>$ 0.1 and the VIF value is $<$ 10, then multicollinearity does not occur.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is inequality in the variance of residuals from one observation to another. A good regression model exhibits homoscedasticity, meaning the variance of residuals is the same across observations. In this research, the presence or absence of heteroscedasticity can be detected with a significance level of 5% or 0.05. If the significance value is $>$ 0.05, it means there is no indication of

heteroscedasticity. If the significance value is < 0.05 , it indicates the presence of heteroscedasticity.

Multiple Linear Regression Regression Equation

Multiple linear regression analysis examines the linear relationship between two or more independent variables and the dependent variable (Y). The analysis aims to determine the direction of the relationship between the independent variables and the dependent variable, indicating whether each independent variable has a positive or negative effect. It also predicts the value of the dependent variable when an independent variable increases or decreases. In this research, multiple regression analysis is used because the study includes four independent variables. The regression equation in this study is as follows:

$$y = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + e$$

Where:

y	: Organizational Effectiveness
α	: Constant when all independent variable = 0
β_1	: 1 st regression coefficient (Knowledge Management)
β_2	: 2 nd regression coefficient (Time Management)
β_3	: 3 rd regression coefficient (Work Motivation)
X_1	: Knowledge Management
X_2	: Time Management
X_3	: Work Motivation
e	: Error term

Hypothesis Testing

T-Test (Partial Test)

The t-test is utilized to determine the extent of influence that independent variables have on the dependent variable in a regression analysis, with a significant level of 0.05. The hypothesis acceptance criteria are as follows:

- H_0 : Probability $>$ significance level of 0.05, indicating that the independent variables do not have an impact on the dependent variable.
- H_a : Probability $<$ significance level of 0.05, indicating that the independent variables have an impact on the dependent variable.

F-Test (Simultaneously Test)

The F-test is used to test the significance of the overall equation that determines the combined influence of the independent variables on the dependent variable in a regression analysis with a significant level of 0.05. The result of the test is as follows:

- H_0 : Probability $>$ significance level of 0.05, indicating that the independent variables do not have an impact on the dependent variable.
- H_a : Probability $<$ significance level of 0.05, indicating that the independent variables have an impact on the dependent variable.

RESULT AND DISCUSSION

Result

Validity and Reliability Test

Tabel 3. Validity Test Result

Variable	Question	r-count	r-table	Annotation
Knowledge Management (x_1)	$x_{1.1}$	0,802	0,344	Valid
	$x_{1.2}$	0,684	0,344	Valid
	$x_{1.3}$	0,819	0,344	Valid
	$x_{1.4}$	0,811	0,344	Valid
Time Management (x_2)	$x_{2.1}$	0,759	0,344	Valid
	$x_{2.2}$	0,752	0,344	Valid
	$x_{2.3}$	0,727	0,344	Valid
	$x_{1.4}$	0,731	0,344	Valid
Work Motivation (x_3)	$x_{3.1}$	0,838	0,344	Valid
	$x_{3.2}$	0,685	0,344	Valid
	$x_{3.3}$	0,803	0,344	Valid
	$x_{1.4}$	0,709	0,344	Valid
Organizational Effectiveness (y)	y1	0,756	0,344	Valid
	y2	0,668	0,344	Valid
	y3	0,736	0,344	Valid
	y4	0,684	0,344	Valid

Source: Data Processed from SPSS, 2024

In this study, the questionnaire data consists of 100 samples. The formula $df = n - 2$ is used to find the data point, resulting in $df = 33 - 2 = 31$. Based on this degree of freedom calculation, the r-table value for this study is 0.344. Using a significance level (α) of 5% or 0.05, the validity testing results show that the r-value is $>$ the tabled r-value. Therefore, it can be said that each item of the Knowledge Management (X1), Time Management (X2), Work Motivation (X3), and Organizational Effectiveness (Y) variables are valid for use as measurement instruments in this study.

Table 4. Reliability Test Result

Variable	Cronbach's Alpha	Critical Value	Annotation
Knowledge Management (x_1)	0,784	0,60	Reliable
Time Management (x_2)	0,719	0,60	Reliable
Work Motivation (x_3)	0,756	0,60	Reliable
Organizational Effectiveness (y)	0,658	0,60	Reliable

Source: Data Processed from SPSS, 2024

By using Cronbach's alpha coefficient value (> 0.60), the results obtained from the reliability testing for the Knowledge Management (X1), Time Management (X2), and Work Motivation (X3) variables all show values > 0.60 . Therefore, all variable indicators in the questionnaire are considered reliable.

Classical Assumption Test

Normality Test

Table 5. One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual	
N	33	
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.40606779
Most Extreme Differences	Absolute	.115
	Positive	.113
	Negative	-.115
Test Statistic	.115	
Asymp. Sig. (2-tailed)	.131 ^c	

Source: Data Processed from SPSS, 2024

In this research, the One-Sample Kolmogorov-Smirnov Test results show a value of 0.115 with a significance level of 0.200. Based on these results, it can be concluded that the data in this study is normally distributed.

Multicollinearity Test**Table 6. Multicollinearity Test Result**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Knowledge Management (x_1)	.492	2.034
Time Management (x_2)	.454	2.204
Work Motivation (x_3)	.592	1.688

Source: Data Processed from SPSS, 2024

If the tolerance value is $> 0,1$ and the VIF < 10 , then there is no multicollinearity issue with the independent variables in this research. The tolerance value for Product (x_1) is 0,775, Price (x_2) is 0,650, Place (x_3) is 0,758, and Promotion (x_4) is 0,688. Meanwhile, the VIF value for each variable is 1,290 (x_1), 1,540 (x_2), 1,320 (x_3), and 1,453 (x_4). With the tolerance values of each independent variable $> 0,1$ and VIF < 10 , it can be concluded that there is no multicollinearity issue in this study.

Heteroscedasticity Test**Table 7. Heteroscedasticity Glejser Test Result**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1 (Constant)	-.190	.501		
Knowledge Management (x_1)	-.020	.027	-.194	.754	.457
Time Management (x_2)	.028	.035	.210	.783	.440
Work Motivation (x_3)	.019	.027	-.162	-.690	.496

Source: Data Processed from SPSS, 2024

The Glejser test is applied in this research to evaluate the significance coefficient between independent variables, if the correlation significance is $> 0,05$, then there is no heteroskedasticity problem. As seen in Table 7, it can be observed that the correlation for Knowledge Management (x_1) is 0.457 sig., for Time Management (x_2) is 0.440 sig., and for Work Motivation (x_3) is 0.496 sig. Therefore, it can be concluded that there is no heteroscedasticity issue for any of the independent variables.

Multiple Linear Regression

Multiple linear regression analysis aims to evaluate the extent of the impact of independent variables on the dependent variable. In Table 8, the results of the multiple linear regression analysis are presented, which can be interpreted as follows:

Table 8. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	5.498	.861	
Knowledge Management (x_1)	.269	.046	.336
Time Management (x_2)	.999	.060	.989
Work Motivation (x_3)	.560	.046	-0.631

Source: Data Processed from SPSS, 2024

The structural equation model draws several conclusions:

$$y = 5,498 + 0,269x_1 + 0,999x_2 + 0,560x_3 + 0,664x_4 + e$$

1. The constant value (α) before the influence of independent variables is 5,498.
2. The regression coefficient value (β_1) for Knowledge Management (x_1) variable is 0.269, meaning that if x_1 increases, y will increase by 0,269.
3. The regression coefficient value (β_2) for Time Management (x_2) variable is 0,999, indicating that if x_2 increases, y will increase by 0,999.
4. The regression coefficient value (β_3) for Work Motivation (x_3) variable is -0.560, suggesting that if x_3 increases, y will increase by -0,560.

Hypothesis Testing

T-test (Partial Hypothesis Testing)

To evaluate the significance of the relationships between these variables, we use the t-table with a confidence level of 95% or 0,05, calculated as follows:

$$\begin{aligned}
 t &= [\alpha/2; (df = n - k - 1)] \\
 &= [0,05/2; df = (33 - 2 - 1)] \\
 &= 0,025; (df = 30) \\
 &= 2,04227
 \end{aligned}$$

Table 9. t-test (Partial Hypothesis Testing)

Model	Coefficients ^a		Beta	t	Sig.	
	Unstandardized Coefficients					Standardized Coefficients
	B	Std. Error				
1 (Constant)	5.498	.861		6.383	.000	
Knowledge Management (x_1)	.269	.046	.336	5.853	.000	
Time Management (x_2)	.999	.060	.989	16.533	.000	
Work Motivation (x_3)	-.560	.046	-.631	-12.051	.000	

Source: Data Processed from SPSS, 2024

The calculation results indicate that the t-table value is 2.04227. As seen in Table 9, the partial hypothesis test results show a significance value for the knowledge management (x_1) of $0.000 < 0.05$ and a t-value of $5.853 > t\text{-table } 2.04227$. It can be concluded that the knowledge management has an effect on organizational effectiveness (y). The hypothesis test for time management on organizational effectiveness shows a significance value of $0.000 < 0.05$ and a t-value of $16.533 > t\text{-table } 2.04227$, indicating that the time management has an effect on organizational effectiveness (y). The hypothesis test for work motivation on organizational effectiveness shows a significance value of $0.000 < 0.05$ and a t-value of $-12.051 < t\text{-table } 2.04227$, indicating that the place has not effect on organizational effectiveness (y).

F-test (Simultaneously Hypothesis Testing)

Table 10. F-test (Simultaneously Hypothesis Testing)

ANOVA ^a					
Model	Sum Of Squares	df	Mean Square	F	Sig.
1 Regression	106.723	3	35.574	195.519	.000 ^b
Residual	5.277	29	.182		
Total	112.000	32			

Source: Data Processed from SPSS, 2024

Using a significance level of 5% or 0,05, with the F-table value is calculated as follows:

$$\begin{aligned}
 F\text{-table} &= F(k; n - k) \\
 &= F(3; 33 - 3) \\
 &= F(3; 30) = 2,922
 \end{aligned}$$

The calculation results show that the critical value is 2.922. As seen in Table 10, the simultaneous hypothesis testing results show a significance value of 0,000, which is $<$ the significance level of 0,05, and f-value of 195,519, which is $>$ the critical f-value of 2,922. This indicates that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. It indicates that collectively, the variables Knowledge Management (x_1), Time

Discussion

The Effect of Knowledge Management on Organizational Effectiveness

Based on the test results, it is evident that X1, which represents the knowledge management variable, has an effect the organizational effectiveness. The hypothesis (Ha1) stating that knowledge management (X1) affects organizational (Y) is accepted. Knowledge management as a managerial discipline has a more operational application, it focuses on the processes involved in the creation, acquisition, distribution and usage of knowledge of the each personal of employees of PT Bank SulutGo Kawangkoan Branch. There are lot of empirical studies confirming an impact of Knowledge management on organizational effectiveness through organizational effectiveness. In particular, the processes of knowledge management have a positive impact on the performance of the company, which is estimated as the sum of adaptive skills (usage of the new features, the recognition of potential markets and competition, creation of new products, innovating the old product or make an adjustment, the prediction of unexpected crisis and incidents, modification of goals, the response to new information, the response to the new needs of the market). Innovations and dynamic capabilities play roles of the mediators of this influence. Based on the hypothesis result by using t-test about knowledge management it can be seen that knowledge management variable has a significant positive influence on organizational effectiveness partially. This finding is consistent with Wowiling, Lapian, and Tielung (2017) that knowledge management has a positive effect and significantly on organizational effectiveness. This is because knowledge management is one of the foundational factors to achieve company's goals. This means that the better the organization or company manages their company's knowledge management and employees' knowledge management, then it will increase organizational effectiveness.

The Effect of Time Management on Organizational Effectiveness

Based on the test results, it is evident that X2, which represents the time management variable, has an effect the organizational effectiveness. The hypothesis (Ha2) stating that time management (X1) affects organizational (Y) is accepted. Based on the findings of this study, the following empirical conclusions can therefore as time management is very important to organizational performance and effectiveness. Therefore, paying more attention to planning, prioritization, delegation of authority, scheduling and ensuring responsibility or accountability while reducing procrastination would improve managerial effectiveness and by extension the realization of organizational goals and also the organizational effectiveness. This finding is related with Ziekyie (2016) that time management has a positive effect and significantly on organizational effectiveness. This is because time management is one of the important things to achieve company's goals because to achieve the company's goal needs a well time management of its employees so the organizational goal can be arranged, structured and accomplished. This means that the better the organization or company manages their company's time management and employees' time management, then it will increase organizational effectiveness.

The Effect of Work Motivation on Organizational Effectiveness

Based on the test results, it is evident that X3, which represents the work motivation variable, has not affect the organizational effectiveness. The hypothesis (Ha3) stating that work motivation (X1) affects organizational (Y) is rejected. The results of multiple regression analysis calculations show that work motivation does not have a positive and significant effect on organizational effectiveness PT Bank SulutGo Kawangkoan Branch. Therefore, at PT Bank SulutGo Kawangkoan Branch, work motivation through research This is considered weak by research respondents so that management needs to make efforts to increasing work motivation, especially those related to organizational effectiveness. Based on the research results described in chapter 4 previously it was found that the variable work motivation in this study has no significant influence on PT Bank SulutGo Kawangkoan Branch on organizational effectiveness. From the research results, it can be seen that the research hypothesis states "Work Motivation has a significant influence on organizational effectiveness" is rejected. So, conclusions can be drawn that work motivation has no significant effect on organizational effectiveness. Previous research in carried out by previous researchers. The research results show that training and motivation simultaneously have a significant effect on work motivation, but partially motivation has no effect on organizational effectiveness. This finding is consistent with studies conducted by Purba, Lengkong, and Loindong (2019) that work motivation partially has no positive effect on organizational effectiveness.

The Effect of Knowledge Management, Time Management and Work Motivation on Organizational Effectiveness

Based on the F-test results, it is evident that PT bank SulutGo Kawangkoian Branch's Organizational Effectiveness (Y) is indeed influenced by the three variables: Knowledge Management (X1), Time Management (X2), and Work Motivation (X3) simultaneously. This relates with Alzoubi and Alnajjar (2010) that studied knowledge management examining a series of variables related to knowledge management revealing that the pillars of knowledge management architecture consist of strategy and commitment, information systems, culture, and communication. Knowledge management requires major changes and commitment from everyone in the organization in adopting every knowledge management factor in order to be successful (Gupta, Iyer, and Aronson, 2000). Time management makes time under control so as to ensure the creation of effectiveness and efficiency as well as productivity. By utilizing the best time will increase the effectiveness of high work. Time management as the ability to prioritize, schedule and carry out individual responsibilities for the satisfaction of the individual. Work motivation is an urge within a person to carry out an activity or assignment. Work motivation is what determines whether an employee's performance is good or bad, that is work motivation influences performance and organizational effectiveness. Based on the hypothesis result by using t-test about knowledge management it can be seen that knowledge management variable has a significant positive influence on organizational effectiveness partially, based on the hypothesis result by using t-test about time management it can be seen that time management variable has a significant positive influence on organizational effectiveness partially, based on the hypothesis result by using t-test about work motivation it can be seen work motivation variable has no significant positive influence on organizational effectiveness partially. Based on the hypothesis result by using F-test about knowledge management, time management, and work motivation on organizational effectiveness it can be seen that knowledge management, time management, and work motivation has a significant positive effect on organizational effectiveness simultaneously.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Knowledge management has a significant partial effect on organizational effectiveness, thereby accepting the first hypothesis that there is an effect of knowledge management on organizational effectiveness at PT Bank SulutGo Kawangkoian Branch.
2. Time management has a significant partial effect on organizational effectiveness, thereby accepting the second hypothesis that there is an effect of time management on organizational effectiveness at PT Bank SulutGo Kawangkoian Branch.
3. Work motivation has no significant partial effect on organizational effectiveness, thereby rejected the third hypothesis that there is an effect of time management on organizational effectiveness at PT Bank SulutGo Kawangkoian Branch.
4. Knowledge management, time management, and work motivation collectively have a positive and significant effects on organizational effectiveness thereby accepting the fourth hypothesis that there is an effect of knowledge management, time management, and work motivation on organizational effectiveness at PT Bank SulutGo Kawangkoian Branch.

Recommendation

Here are the recommendations for further research based on the study's conclusions:

1. By optimizing knowledge management factors in the implementation of company activities in achieving goals, this will improve the quality of PT Bank SulutGo Kawangkoian Branch employees and also the company must pay attention to time management applied to the company both organizationally and individually by looking at existing indicators which influence the level of company effectiveness. Likewise with the motivation of each employee, this factor can also determine the achievement of organizational goals, because the more employees have work motivation, the more effective the employee's performance will be and they can achieve organizational goals effectively.
2. Future researchers may need to use other variables, apart from the variables studied in this research, in order to expand the research and obtain varied results and to find out other factors that might influence organizational effectiveness that have not been studied in this research so as to produce results. Research can better describe real conditions over the long term and accurately and provide good knowledge in the academic field.

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