

**THE EFFECT OF KNOWLEDGE MANAGEMENT AND TEAMWORK ON
MANAGERIAL PERFORMANCE AND ITS IMPLICATIONS ON THE
PERFORMANCE OF BANK SYARIAH INDONESIA OF ACEH BRANCH**

***Furqanusshalihin, Said Musnadi and Faisal**
Magister Manajemen, Universitas Syiah Kuala, Indonesia

<http://doi.org/10.35409/IJBMER.2022.3354>

ABSTRACT

This study aims to examine the effect of knowledge management and teamwork on managerial performance and its implications for the performance of Bank Syariah Indonesia of Aceh Branch, or what is also known as BSI Aceh. The population of this study is all employees, both permanent and contract at BSI Aceh, totaling 115 people. The sampling technique in this study is the census. Data were collected using a questionnaire and measured using a Likert scale. The analytical tool used is Structural Equation Modeling (SEM) using Amos software. The results of descriptive hypothesis testing show that all research variables are good. The results of testing the direct effect hypothesis prove that knowledge management and teamwork significantly affect managerial performance, and Knowledge management, teamwork, and managerial performance significantly affect the performance of BSI Aceh. The results of testing the indirect effect hypothesis prove that managerial performance mediates the effect of knowledge management and teamwork on the performance of BSI Aceh. These results explain that the model of improving the performance of BSI Aceh companies is a function of increasing knowledge management, strengthening teamwork, and increasing managerial performance who carry out their roles as antecedents and a mediator. The role of managerial performance also functions as a partial mediator, meaning that knowledge management and teamwork can influence both directly and using managerial performance as a mediator.

Keyword: Knowledge Management, Teamwork, Managerial Performance, Organizational Performance.

1. INTRODUCTION

The existence of the Islamic banking industry in Indonesia has increased significantly in the last three decades. Product innovation, service improvement, and network development show positive trends from year to year. In 2021, three Islamic banks with the SOE label, namely Bank Syariah Mandiri, Bank Rakyat Indonesia Syariah, and Bank Negara Indonesia Syariah officially merged into one entity, namely Bank Syariah Indonesia (BSI). This merger unites the advantages of these Islamic banks so that they are expected to be able to provide complete services, have a wider reach, and strengthen their capital capacity. Nationally, the effect of this merger has provided a good record for the development of BSI where in semester I/2021 BSI recorded a net profit of Rp. 1.48 trillion. The increase in profits was triggered by growth in financing and third-party funds (DPK). This positive performance noted that BSI had total assets of Rp247.3 trillion as of June 2021.

Based on the Aceh Governor's regulation in Qanun No 11 of 2018, it requires financial institutions operating in Aceh to have a Sharia label. Therefore, specifically in Aceh Province, BSI is the most prominent bank where there is no more competition from other state-owned banks operating in Aceh, except for local banks that are already sharia. However, with the magnitude of this opportunity, the managers and implementers of BSI in Aceh (BSI Aceh) are unable to take full advantage of it, where the trend of work is inversely proportional to national achievements. Apart from that, there are still many complaints received by the Indonesian Ombudsman for the Aceh Representative regarding poor service from BSI. The Aceh Ombudsman requested that BSI must ensure that its services to customers return to normal, especially at Automated Teller Machines (ATMs) (Sandy, 2021).

The non-optimal performance of BSI in Aceh Province is inseparable from the less than optimal managerial performance of BSI in Aceh Province. Based on the results of the initial survey, it is known that managerial performance does not have an important role in the development of the company. The supervisory function is also not carried out optimally and managerial is not involved in establishing relationships with other parties outside the company. Two factors that are indicated to be able to influence the managerial and company performance of BSI Aceh based on the observations of current researchers are knowledge management and teamwork.

2. LITERATURE STUDY

Organizational Performance

(Surjadi, 2009) and (Sobandi et al., 2006) believes that organizational/company performance is something that has been achieved by the organization within a certain period, both related to inputs, outputs, outcomes, benefits, and impacts. Organizational performance by (Thoha, 2012) is conceptualized as the level of achievement of the goals of the organization concerned. Dominant factors that affect the performance of an organization include management efforts in translating and aligning organizational goals, knowledge management, and effective leadership. Apart from that, other factors that have an impact on organizational performance are the ability factor, motivation factor, personal factor, team factor, and system factor. In achieving the goals of the organization, all organizational managers are required to understand and improve these factors in a better direction.

Managerial Performance

Managerial performance is the ability or work performance achieved by personnel (Mahmudi, 2013) ; (Ritonga, 2008). Managerial performance is a strength within the company. Several factors can affect managerial performance (Sari, Sinarwati, & Surjana, 2014), namely: 1) Personal Factors (skills, self-confidence, motivation, and commitment; 2) Leadership Factors (quality of courage/spirit, guidelines for encouraging managers and organizational group leaders); 3) Team/group factor (work system and facilities provided by the organization); and 4) Situational Factors (changes and pressures from the internal and external environment). Apart from the factors mentioned above, other factors that affect managerial performance are knowledge management and teamwork.

Knowledge Management

(Sangkala, 2007) views that knowledge is information that has been converted into the capability to act effectively. Knowledge can also be interpreted as the information that is used as a basis for effective decision-making. Meanwhile (Ooi, 2014) argues that Knowledge is an intangible asset that is almost impossible to imitate and is seen as a competitive instrument that must be managed effectively by every organization. (Tobing, 2007) and (Endriana, Arifin, & Handayani, 2014) describes two fundamental approaches to knowledge, namely tacit knowledge and explicit knowledge.

Teamwork

Teamwork is ideally an important factor in the smooth running of an organization, most organizational activities become very complex. Everyone allows for cooperation, namely providing feedback between individuals (Manzoor, Ullah, Hussain, & Ahmad, 2011). According to (Marpaung, 2014), teamwork consists of a group of people who have different abilities, talents, experiences, and backgrounds together in one goal. Teamwork is a group that produces higher performance than individual performance. The indicators are seen in cooperation, one-way goals, dialogue, delegation, and organization.

Research Framework and Hypotheses

Based on the description of the previous theory, the framework of thought that can be formulated is as follows.

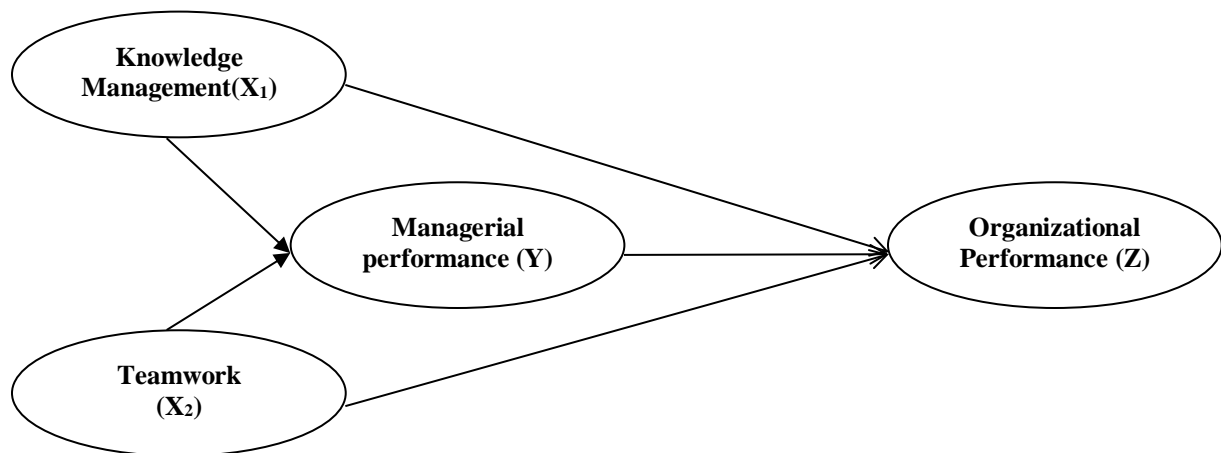


Figure 1. Research Framework Model

Descriptive Hypothesis

Ha1 : Knowledge management, teamwork, managerial performance, and organizational performance at BSI Aceh are good.

Direct Hypothesis

Ha2 : Knowledge management significantly affects managerial performance at BSI Aceh.

Ha3 : Teamwork significantly affects managerial performance at BSI Aceh.

Ha4 : Knowledge management significantly affects the performance of BSI Aceh.

Ha5 : Teamwork significantly affects the performance of BSI Aceh.

Ha6 : Managerial performance significantly affects the performance of BSI Aceh.

Indirect Hypothesis

Ha7 : Managerial performance mediates the effect of knowledge management on the performance of BSI Aceh.

Ha8 : Managerial performance mediates the effect of teamwork on the performance of BSI Aceh.

3. RESEARCH METHOD

This study was conducted at BSI Aceh. The object of this study was all permanent and contract employees (excluding office boys and security) at BSI Aceh. This research presents Knowledge management, Teamwork, Managerial Performance, and Performance of BSI Aceh. The population was all employees, both permanent and contract at BSI Aceh, totaling 115 people. The sampling method in this study was a census because the number of respondents is relatively small. The data source was the primary source, namely the data source that is not yet available in the scope of observation, but there must be an interaction between the researcher and the respondent. The data was in the form of a questionnaire filled out by the respondents. Measurement of respondents' answers using a Likert scale.

After the operationalization of variables was formulated, this research was continued by collecting data. Operationalization of variables is a measurement of research variables with indicator points, which will later be translated into questionnaire questions (Santoso, 2014). Description hypothesis testing was measured using SPSS equipment, direct hypothesis measurement using AMOS SEM statistical equipment, and indirect hypothesis testing using a Sobel calculator.

4. RESULT**Descriptive hypothesis testing**

The results of the descriptive hypothesis test are explained below.

Table 1. Descriptive hypothesis

Variable	t	df	Sig. (2-tailed)	Information
Knowledge Management	10.393	114	.000	Good
Teamwork	13.221	114	.000	Good
Managerial Performance	10.906	114	.000	Good
Organizational Performance	20.765	114	.000	Good

Source: Primary Data, 2021 (processed).

Based on Table 1, it is known that the significance value of each variable is < 0.05 . These results explain that the descriptive hypothesis is accepted, meaning that knowledge management, teamwork, managerial performance, and Aceh BSI performance are good

Direct Hypothesis

The results of direct hypothesis testing can be explained as follows.

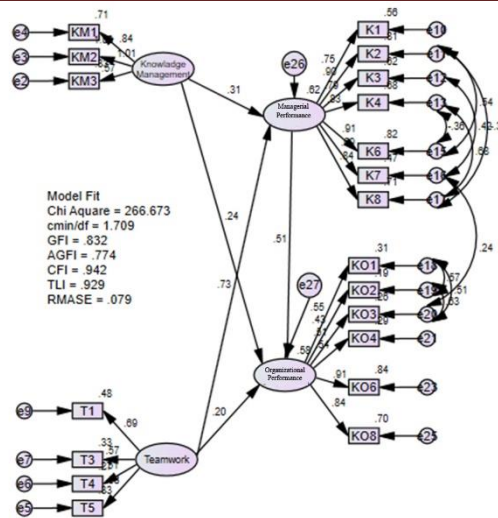


Figure 2. Full SEM model

Based on the picture above, the results of hypothesis testing are immediately summarized in the following table

Table 2. Direct Hypothesis

			Estimate	S.E.	C.R.	P	R-Square
Managerial Performance	<---	Knowledge Management	0.311	0.072	3.575	0.000	0.622
Managerial Performance	<---	Teamwork	0.725	0.115	4.733	0.000	
Organizational Performance	<---	Knowledge Management	0.244	0.053	2.510	0.047	0.581
Organizational Performance	<---	Teamwork	0.201	0.117	1.196	0.029	
Organizational Performance	<---	Managerial Performance	0.506	0.116	2.848	0.000	

From the results of the SEM analysis in Table 2, the following results can be formulated:

$$\text{Managerial Performance} = 0.311 \text{ Knowledge Management} + 0.725 \text{ Teamwork}$$

$$\text{Organizational Performance} = 0.244 \text{ Knowledge Management} + 0.201 \text{ Teamwork} + 0.506 \text{ Managerial Performance}$$

Based on Table 3, the R square value for the influence of Knowledge Management and Teamwork on managerial performance is 0.622. These results reveal that the Knowledge Management and Teamwork variables together can explain the Managerial Performance variable of 62.2%, while the remaining 37.8% is explained by other variables outside the study. The value of R square for the influence of Knowledge Management, Teamwork, and Managerial Performance on Organizational performance is 0.581. These results reveal that together the

variables Knowledge Management, Teamwork, and Managerial Performance have the role of the Organizational Performance variable of 58.1%, while the remaining 41.9% is played by other variables outside the study.

Explanation of the results of direct hypothesis testing as explained in the following sub-chapters.

1. The Role of Knowledge Management on Managerial Performance

Testing the influence of Knowledge Management on managerial performance resulted in a CR value of 3.575 with a significance level of 0.000. So it reveals that Knowledge Management significantly affects the increase in Managerial Performance. The magnitude of the role of Knowledge Management on managerial performance is 0.311 or 31.1%. This reveals that better Knowledge Management will have a direct effect on increasing Managerial Performance. The learning environment plays an important role in improving company performance.

2. The Role of Teamwork on Managerial Performance

Testing the effect of Teamwork on managerial performance resulted in a CR value of 4.733 with a significance level of 0.000. So it explains that Teamwork significantly affects the increase in Managerial Performance. The magnitude of the role of Teamwork on Managerial performance is 0.725 or 72.5%. This reveals that the higher the level of Teamwork, the higher the Managerial Performance. Teamwork that is suitable for companies in this digital era is to create better flexibility and planning, problem-solving abilities will improve company performance in service quality and customer satisfaction.

3. The Role of Knowledge Management on Organizational Performance

The influence of Knowledge Management on Organizational performance obtained a CR value of 2.510 with a significance level of 0.012. So it shows that Knowledge Management significantly affects Organizational Performance. The magnitude of the role of Knowledge Management on employee performance is 0.244 or 24.4%. This explains that the higher the level of Knowledge Management, the higher the Organizational Performance will be. Knowledge is increasingly recognized as an important asset of the organization. Knowledge is a force capable of realizing competitive advantage

4. The Role of Teamwork on Organizational Performance

The influence of Teamwork on Organizational performance obtained a CR value of 1.196 with a significance level of 0.232. So it indicates that Teamwork has no role in organizational performance. Teamwork is one of the success factors of the organization. In the world of organizations, paying attention to teamwork is a very important thing to do to achieve an organizational goal. Management of human resources to form strong teamwork is the basis for achieving company goals.

5. The Role of Managerial Performance on Organizational Performance

The influence of Managerial Performance on Organizational performance obtained a CR value of 2.848 with a significance level of 0.004. So it explains that managerial performance significantly affects organizational performance. The magnitude of the role of Managerial

Performance on organizational performance is 0.506 or 50.6%. This explains that the higher the Managerial Performance will have a direct influence on the performance of the Organization. Organizational performance with high achievement is certainly related to the achievement of high managerial performance.

Indirect Hypothesis

1. Role of Knowledge Management on Organizational Performance through Managerial Performance

Testing the mediating effect of Knowledge Management variables on organizational performance can be explained as follows:

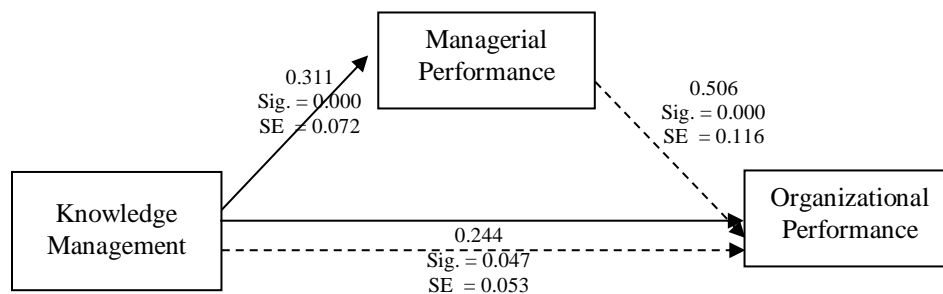


Figure: 3. Testing the Mediating Effect of Knowledge Management on Organizational Performance through Managerial Performance

From the results of the Sobel test calculation, the result is 3.648 and is significant at = 0.000. Thus, Managerial Performance acts as a variable that mediates between Knowledge Management and Organizational Performance. Thus, because managerial performance has a significant effect and acts as a mediating variable, Knowledge Management has a significant effect on organizational performance, the role of managerial performance in mediating the relationship between Knowledge Management and Organizational Performance is partially mediating.

Based on Figure 3, the results of the Sobel scores can be seen in Table 3 as follows:

Table 3. Sobel Test Result of Knowledge Management On Organizational Performance Through Managerial Performance

Input:		Test statistic:	Std. Error:	p-value:
a	0.311	Sobel test: 3.06926752	0.05127152	0.00214584
b	0.506	Aroian test: 3.02933804	0.05194732	0.0024509
s _a	0.072	Goodman test: 3.11081871	0.05058668	0.00186569
s _b	0.116	Reset all	Calculate	

These results indicate that managerial performance mediates the role of knowledge management on organizational performance. Good knowledge management will help improve

performance, both employee performance and organizational performance. In playing its role in influencing company performance, managerial performance is also able to bridge the role of knowledge management on company performance. This proves that managerial performance has a big role in achieving the goals of an organization because, in addition to having a direct effect, managerial performance is also able to mediate other variables in achieving company performance goals.

2. The Role of Teamwork on Organizational Performance through Managerial Performance

The test results of the mediating effect of Teamwork on managerial performance are explained as follows:

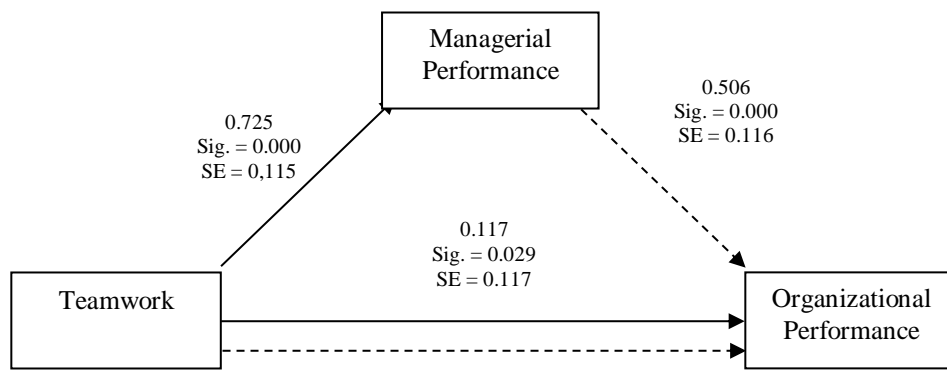


Figure 4. Testing the Mediating Effect of Teamwork on Organizational Performance through Managerial Performance

From the results of the Sobel test calculation, the result is 3.587 and is significant at = 0.000. Thus, Managerial Performance acts as a variable that mediates between Teamwork and Organizational Performance. Thus, because managerial performance has a significant effect and acts as a mediating variable, teamwork does not play a significant role in organizational performance, the role of managerial performance in mediating the relationship between teamwork and organizational performance is fully mediating.

Based on Figure 4, the results of the Sobel scores can be seen in Table 4. As follows:

Table 4. Sobel Test of Teamwork On Organizational Performance Through Managerial Performance

Input:	Test statistic:	Std. Error:	p-value:
a 0.725	Sobel test: 3.58711918	0.1022687	0.00033435
b 0.506	Aroian test: 3.55698616	0.10313507	0.00037513
s _a 0.115	Goodman test: 3.61803123	0.10139492	0.00029685
s _b 0.116	Reset all	Calculate	

The results showed that managerial performance mediates the role of teamwork on organizational performance. The main task of the managerial level in the company is

managing the organization. To achieve organizational goals, directors/managers plan, design strategies, organize resources, implement programs, and exercise control. The success of managers in managing the organization will create good cooperation between co-workers which will improve organizational performance.

5. CONCLUSION

The results of the tests conducted at BSI Aceh prove that the organizational performance, managerial performance, knowledge management, and teamwork among bank employees are good. The results of direct hypothesis testing prove that knowledge management and teamwork significantly affect managerial performance, and knowledge management, teamwork, and managerial performance significantly affect the performance of BSI Aceh. The results of hypothesis testing indirectly prove that managerial performance mediates the effect of knowledge management and teamwork on the performance of BSI Aceh. These results explain that the model of improving the performance of BSI Aceh companies is a function of increasing knowledge management, strengthening teamwork, and increasing managerial performance who carry out their roles as antecedents and a mediator. The role of managerial performance also functions as a partial mediator, meaning that knowledge management and teamwork can influence both directly and using managerial performance as a mediator. This tested model can be used as a reference for further studies or researchers to develop research. Variables that have the potential to be tested further based on this model are Leader-member exchange (LMX) and high-performance working system (HPWS).

The model of the test results can also be the basis for the preparation of practical strategies for the research subject, namely BSI Aceh. In order to improve knowledge management, teamwork, managerial performance, and organizational performance, the leadership of BSI Aceh must be able to increase various knowledge through the method of sharing working knowledge between employees, building morale, and always trying to improve the managerial competence of all staff. Managerial level employees must also be directly involved in evaluating and assessing performance.

REFERENCES

- Endriana, Y., Arifin, Z., & Handayani, S. R. (2014). The Influence of Knowledge Management and Strategic Partner Human Resources on Strategic Planning and Organizational Performance (Study on Local Company Internet Service Providers in Malang). *Profit: Jurnal Administrasi Bisnis*, 8(2), 1–3.
- Mahmudi, M. (2013). *Public Sector Performance Management*. Yogyakarta: UPP-STIM YKPN.
- Manzoor, S. R., Ullah, H., Hussain, M., & Ahmad, Z. M. (2011). Effect of Teamwork on Employee Performance. *International Journal of Learning and Development*, 1(1), 110–126. <https://doi.org/https://doi.org/10.5296/ijld.v1i1.1110>
- Marpaung, M. (2014). The Influence of Leadership and Team Work on Employee Performance at the Cooperative Secretary General of the Ministry of Education and Culture Senayan Jakarta. *Jurnal Ilmiah WIDYA*, 2(1), 33–40.
- Ooi, K.-B. (2014). TQM: A facilitator to enhance knowledge management? A structural analysis. *Expert Systems with Applications*, 41(11), 5167–5179. <https://doi.org/https://doi.org/10.1016/j.eswa.2014.03.013>

-
- Ritonga, P. (2008). *The Influence of Paternalistic Culture and Organizational Commitment on the Relationship Between Budget Partition and Managerial Performance at PDAM Tirtanadi, North Sumatra Province*. Universitas Sumatera Utara, Medan.
- Sandy, K. F. (2021). The Presence of Bank Syariah Indonesia Encourages Islamic Banking Inclusion in 2021. Retrieved from IDXChannel.com website: <https://www.idxchannel.com/market-news/kehadiran-bank-syariah-indonesia-dorong-inklusi-perbankan-syariah-di-2021>
- Sangkala. (2007). *Knowledge management: An introduction to understanding how organizations manage knowledge so that they become superior organizations*. Medan: Raja Grafindo Persada.
- Santoso, S. (2014). *Multivariate Statistics: Concepts and Applications with SPSS (Ed. Revised)*. Jakarta: Elex Media Komputindo.
- Sari, D. P. I. P., Sinarwati, N. K., & Surjana, E. (2014). The Effect of Accountability, Clarity of Budget Targets and Budget Participation on Managerial Performance of Regional Apparatus Work Units (Empirical Study on Buleleng Regency Regional Apparatus Work Units). *JIMAT (Jurnal Ilmiah Mahasiswa Akuntansi) Undiksha*, 2(1), 1–12. <https://doi.org/http://dx.doi.org/10.23887/jimat.v2i1.3408>
- Sobandi, B., Sedarmayanti, Utomo, T. W. W., Dawud, J., Nugraha, & Kusumah, I. B. (2006). *Decentralization and demands for regional institutional arrangements*. Bandung: Humaniora.
- Surjadi. (2009). *Public Service Performance Development*. Bandung: Refika Aditama.
- Thoha, M. (2012). *Organizational Behavior: Basic Concepts and Applications*. Jakarta: Rajawali Pers.
- Tobing, P. L. (2007). *Knowledge management: Concept, architecture and implementation (Ed. 1)*. Yogyakarta: Graha Ilmu.