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Analysis of Knowledge Management, Work Innovation on Achievements and Progress of Gorontalo Province's Government Organizations

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ABSTRACT

The research aims:1) analyzed the effect of knowledge management, job innovation and prestation have positive and significant toward progress of organization; 2) analyzed the effect of knowledge management and job innovation have positive and significant toward prestation; and 3) analyzed the effect of knowledge management have postive and significant toward job innovation. The location of research in Gorontalo Province, in Government of Gorontalo Province. Population of research all of civil servant in Government of Gorontalo Province as amount 3.086 persons. And sample in Slovin formulation 10% obtained 97 respondents. Data from questioner to analyzed with path analysis. The result of research to found: 1) the knowledge management have positive and significant toward progress of organization. The applied of knowledge management to actualize and get significant contribution toward the progress of organization; 2) job innovation possitive and significant toward progress of organization. The innovation have suitable with the need of job to incerased the progress of organization; 3) prestation have positive and significant toward progress of organization. The prestation which achieve to support in progress of organization; 4) knowledge management positive and significant toward prestation. The knowledge management able to result of employee which have prestation in job field; 5) job innovation positive and significant toward prestation. Innovation in continueing to oriented on achieve of prestation; 6) the knowledge management have positive and significant toward innovation. The knowlegde management suitable with job innovation.

Keywords: Knowledge Management, Job Innovation, Prestation and Progress of Organization

I. INTRODUCTION

Realizing good governance is the main reason for the Gorontalo provincial government to realize the progress of government organizations. It is realized that to realize organizational progress, it is not easy. The government must be required to provide the best service to the public. Denhardt and Denhardt (2000) good governance always sided with the public to provide the best service. The essence of good governance is the realization of organizational progress.

Stuggart (2013) states that organizational progress is an important instrument for realizing good governance. Norman (2011) organizational progress is an important requirement for the organization to realize the vision, mission, strategy and goals of the organization. On this basis, it is considered that in order to realize good governance, organizational progress is needed in line with the organization's vision that is easily actualized in the organization's mission in accordance with the government's strategy to realize its objectives.

The reality faced by the current Gorontalo Provincial Government is to realize good governance of all Gorontalo Regional Work Units (SKPD). This is seen as not yet entirely SKPD is able to actualize a vision that is in line with the mission carried out, so that the government strategy has not been oriented to the goals of the organization. As a result, the activities of service to the public have not all taken

sides. This is the problem because it inhibits the progress of the organization. Owens (2008) states that good governance is a government that prioritizes organizational progress in serving the public.

The gap in the progress of Gorontalo Province organizations has not been well actualized due to employee work performance that has not been optimal and has not been well implemented knowledge management and employee innovation. Schermerhorn (2007) states that human resources who excel are based on knowledge management and work innovation that can achieve organizational progress. This is a significant gap because not all Gorontalo Provincial Government employees have good knowledge management, productive work innovations and work performance oriented to organizational progress.

The fact is that there are still many employees who have not been able to develop knowledge management based on insight, imagination, intuition, education, skills and experience in working to face organizational dynamics. Aleson (2005) states that the success of outstanding human resources is determined by knowledge management. On this basis it is necessary to consider the imaginative aspects of work insight based on intuition in accordance with the level of education, skills and work experience that employees have in order to influence the organization's achievements and progress.

Another fact that is seen in Gorontalo Province employees who as a whole in carrying out their work do not have innovative constructive work with work achievement to realize organizational progress. This can be seen from the still low level of innovation of employee work in personnel, structure, task development and application of technology that he mastered to excel at work. Dimock (2010) stated that work innovation requires someone's creativity in person, structure, task development and technology application in carrying out activities in accordance with competitive work dynamics demanding to excel and advance the organization. Both of these facts directly or indirectly have implications for employee performance. Highlighting the work performance of Gorontalo Provincial Government employees at this time the achievement qualifications achieved were not yet in line with the expected over 90% categorized as very good. This fact can be seen from the achievement of employee work results in quantity, quality, efficiency and effectiveness, but still need to be improved because there are still achievements in the category that are quite good (<60%) and good (70% - 80%). Stevant (2006) states that a person's work performance is judged by the achievement of the expected target in quantity, quality, efficiency and effectiveness. The importance of employee work performance of the Provincial Government of Gorontalo to continue to be improved along with the management support of knowledge and innovation of employee work to realize organizational progress. Organizational progress is needed as a reflection that the government is running in accordance with the vision, mission, strategy and expected goals. Dunga (2008) states that organizational progress is a good orientation of government goals.

Knowledge Management

Knowledge management studies refer to the basic theory of the theory of tofu, introduced by Max Weber. Stuggart (2013) states Max Weber understands that every human being has curiosity. This curiosity must be managed to become a brilliant idea or insight to solve organizational problems. The view of knowledge management is inseparable from the theory of progress from Walton (2005) that reference to progress comes from knowledge managed constructively and objectively.

It means that knowledge management in its contribution to the organization becomes important. Alenso (2005) states that increasing knowledge of organizational members greatly determines organizational progress. Knowledge is an asset for an intangible organization. through knowledge of organizational capabilities, external conditions and changes that have been, are being and will occur can be anticipated with knowledge. Sturgart (2013) science is a solution for organizations. Liebowitz (1999) states that knowledge used in organizations is an interaction between two components,

namely human capital and information. Haaritz (2012) Human capital is thought and character consisting of human competencies determined by insight, imagination, essence, education, skill and experience are important parts of knowledge that must be managed.

Knowledge management is an effort to generate value from an organization's intellectual property through the creation, storage, dissemination and application of knowledge to achieve organizational goals. Groff and Jones (2003) states that knowledge management is tools, techniques and strategies to retain, analize, organize, improve and share business expertise. Sambot (2013) knowledge management is a tool, technique, strategy for storing, analyzing, organizing, increasing and sharing experiences according to one's level of knowledge.

Liebowitz (1999) states that knowledge management is the systematic, explicit, and renewable and application of enterprise knowledge of effectiveness and return of knowledge assets. Knowledge management is a systematic insight, renewal and application of knowledge to maximize the effectiveness and benefits of knowledge assets.

Beekman (1997) explains that knowledge management is the formalization of and access to experience, knowledge and expertise that create new capabilities, enable super-prestige, encourage innovation and enhance value. In this view, knowledge management is the formalization of access to experience, knowledge that can create new capabilities, superior achievements, increase innovation and work value.

Tiwana (2000) states that knowledge management enables the creation, communication and application of knowledge to achieve organizational goals. There are four important things in knowledge management, namely:

1. Knowledge management is a system, a tool for organizing intangible resources to achieve organizational goals.
2. Input of knowledge management is an intangible organization such as insight
3. The knowledge management process consists of efforts to create, share or communicate and apply insight.
4. Output of knowledge management is new capability, superior achievement, innovation and increasing the value of knowledge.

Work Innovation

The study of work innovation is supported by the theory of change and added value. Dunga (2008) states that the occurrence of innovation is always proven by change. The change in question is the occurrence of differences based on the size, assumptions, qualitative and quantitative of the application of work innovations. Changes based on the size of an innovation are a measure of progress, with the assumption that the more innovative the more advanced. Qualitative assessment of an innovation is seen from the quality of work obtained and quantitatively the achievement of the amount of work achieved.

Lemmond and Jones (2014) introduced the theory of value added from an innovation with postula that built more innovation in a work result, the greater the added value achieved. This added value is important for every organization to implement new innovations in facing organizational dynamics. William (2008) innovation is important in providing added value to the dynamics of the organization. Herstond (2010) states that the core of work innovation is the creation of added value for the organization.

Understanding an innovation, according to Aliance (2004) is to create the motives and opportunities to get success according to organizational goals. Therefore, organizations always view work

innovation as important. The more use of innovation in an organization, the more creative in realizing work performance. Stuggart (2013) understands innovation as an important part of organizational dynamics.

Jurgenson (2015) Globalization and government transformation always require the development of work innovations in every organization is a demand that cannot be avoided. The point is that the development of work innovation should be a natural, natural process and truly part of an organizational development program. Hasfitz (2015) work innovation is the actualization of the dynamics that continue to progress and develop to make changes and self-adjustments while being able to develop work ideas that are oriented to excellence.

Owens and Steinhoff (2008) suggest that work innovation can include organizational change efforts in the following four dimensions:
1. Dimensions of personnel, developing ideas can be directed at changes in attitudes and perceptions, mastery and integration of knowledge, expansion of insight and refinement of knowledge, meaningful use of knowledge, and habits of productive thinking and expectations.
2. Structure dimensions, changes can be made by reorganizing the organizational system that applies internally, such as the pattern of organizing work, working mechanisms, communication networks, management hierarchies and supervision.
3. The dimensions of the task, changes to this component lead to realignment of the fields and workload, authority, and responsibility; both for professional tasks or technical tasks.
4. Dimensions of technology, in the form of utilization of facilities, tools and media or other forms of engineering that enable the nature of service work and organizational productivity to increase.

An innovation according to Santoso (2010) contains the meaning: (1) new subjective, namely something that is considered new to the local environment, maybe in other places is something that is not new; (2) quality in obtaining results; and (3) relating to local problem-solving efforts, namely problems that really occur in an independent environment.

Achievement

The basic reference to the notion of achievement can be seen based on the theory of results. Furtwengler (2008) suggested the theory of results that every person who achieves always gets maximum results. This work is considered as success or commonly referred to as achievement. The strength of an achievement depends greatly on the theory of success. Helen and Walker (2006) state the real actualization of achievement is success. Dolly (2010) success is always achieved by achievement. Achievement is important for the organization. Because organizations that are advancing in it there are many people who excel.

Job performance is one of the total collections of work that exists in the worker. Work performance is influenced by goals. Work performance is a manifestation of the results achieved (Mondy and Premeaux, 2006). To complete a task or work, one must have a degree of willingness to achieve work results. Someone does not have work performance without a clear understanding of what will be done and how to do it to produce something that can be assessed (Hersey and Blanchard, 2007).

According to Donnelly, Gibson and Ivancevich (2004) work performance refers to the level of success in carrying out tasks and the ability to achieve set goals. Work performance is stated as good and successful if the desired goals can be achieved properly according to the results assessed. Achieving set goals is one measure of individual work performance. There are three criteria in evaluating individual work performance, namely individual tasks, individual behavior and individual characteristics (Robbins, 2006). Nelson's view (2007) states that there are four indicators assessing

the work performance of individual activities in the organization, namely quantity, quality, efficiency and effectiveness.

Work performance as quality and quantity is always related to efficiency and effectiveness in working for the achievement of tasks, both those carried out by individuals, groups and organizations (Schemerhorn, Hunt and Osborn, 2007). Job performance as an integral part of the relationship between organizations, human resources and work outcomes. The better organizational support in the development of human resources, the more it produces maximum work as a reflection of work performance activities. The aspect of work performance applied in an organization is inseparable from the results theory introduced by Hunt (2007) stating work actualization is the result of reflecting individual work performance. This result theory has a strong implementation that individual work performance assessors have the same context by assessing work performance activities. The results achieved from individual work performance is an assessment of the activities produced.

Assess work performance based on measurable quantity through the number of jobs or activities carried out in producing or completing work according to target size capacity, maximization or optimization. Means work performance is the result of work achieved as much as possible in the unit of activity or work. This is relevant to the theory of increase according to Keith (2007) that the ability to produce increased work results is the optimization of work.

Cleveland (2008) states that work performance assessment by assessing the quality of work achieved. The assessment of the quality of work is assumed based on satisfaction from work carried out based on unit of action or changes that occur from work appraisal. This view has relevance to quality theory according to Ohara (2004) that quality is evidence of work performance results that are maintained.

According to Donnelly, Gibson and Ivancevich (2004) work performance is assessed based on the results achieved according to the unit of time which results in work efficiency. Activities carried out efficiently are an assessment of work performance in accordance with the quantity and quality that uses work time.
Stevant and Golt (2006) state that work performance is an assessment of the benefits of work achieved. The form of benefits from work performance activities is assessed based on effective activities. Means that work effectiveness is the result of work performance assessment. Benefit theory proposed by Gunds and Loury (2006) that work performance is a useful work result. The greater the benefits of the activities carried out, the more it shows the achievement of work performance.

The description above is an understanding of work performance and work performance assessment based on the relevance of the theory, so that work performance in an organization is the result of prospective assessment of the importance of work performance in advancing the organization. Individual, activity and organizational work performance is a unit that is assessed based on the results achieved.

Organizational Progress

Norman (2011) states that an organization is a vehicle for activities rather than people who collaborate in their efforts to achieve goals. In the container of activity each person must be clear of his duties, authority and responsibilities, relationships and work. Organizations are static, because they only look at the structure. Onneil (2015) provides an understanding of organizations that are dynamic rather than dynamic, activities or actions rather than the relationships that occur within the organization, both formal and informal. For example, the arrangement of relations between superiors and subordinates. The success or failure of the goals to be achieved in the organization depends entirely on human factors.

According to Mc. Farland (2008) reveals the notion of organizations as a group of people who can be known to contribute their efforts towards achieving a goal. Understanding the organization according to Dimock (2010), namely an organization is a systematic combination of parts that are interdependent or related to form a round of unity through authority, coordination and supervision in an effort to achieve goals that have been found.

Hasibuan (2013) states the progress of an organization is determined by the realization of the vision, mission, strategy and goals of the organization. Jhurgen (2012) states that organizational progress can be seen from the actualization of the organization's vision, mission, strategy and goals. Organizational progress is certainly an important consideration in the implementation of organizational activities from members of the organization to realize organizational goals. Lukas (2008) states that organizational progress is the ultimate goal of a developing organization.

Sambousse (2007) organizational dynamics, the bureaucracy always considers the Auth form that is accounted for. The authority refers to the operational design and design of strategies for the organization's progress to be socialized and accounted for according to the vision and mission. Harnezt (2006) states that organizational progress is achieving results according to organizational goals.

Next, the researcher sets out the research framework:

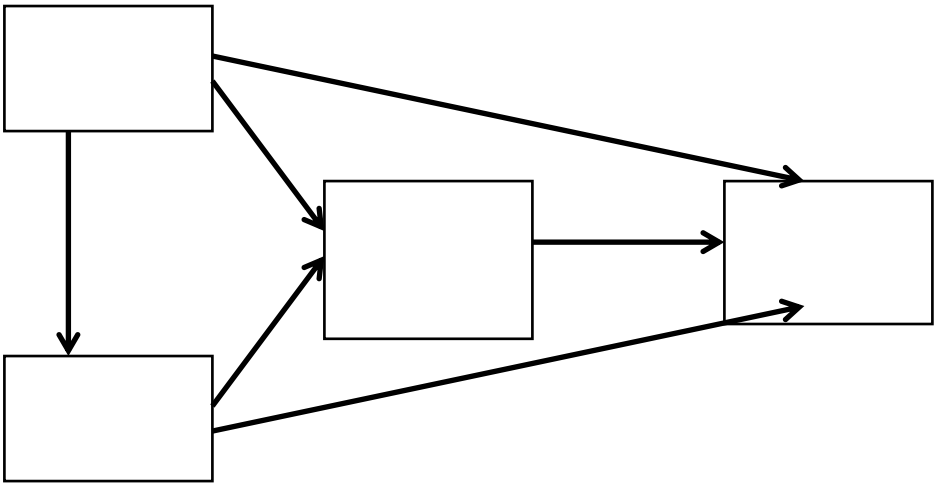

Figure 1. Mind mapping

Based on the mindset and description above, the hypothesis in this study are: 1) knowledge management and work innovation and achievement have a positive and significant effect on organizational progress; 2) knowledge management and work innovation have a positive and significant effect on achievement; and 3) knowledge management has a positive and significant effect on work innovation.

2. RESEARCH METHODS

This research is designed to answer the problems that have been formulated and the objectives to be achieved and test the hypothesis. The research approach used is exploratory, ex post facto and causal studies. The type of data in this study consists of primary and secondary data. Primary data is data obtained from the results of observations, questionnaires, interviews and documentation.

Secondary data is data obtained from the Gorontalo provincial government. The population in this study was 3,086 provincial government employees. Determination of 10% Slovin research sample obtained 97 respondents. The data analysis technique used is descriptive analysis and path analysis (path analysis) whose purpose is to look at the knowledge management pathway, work innovation on the achievements and progress of the organization of the Gorontalo provincial government.

3. RESULTS AND DISCUSSION

The results of the analysis show that testing the validity and reliability of the questionnaire instrument is done to ensure that the research instruments used are accurate and reliable, and can be relied upon when used as a tool in data collection.

Testing the validity of a questionnaire instrument can be used SPSS statistical method. The results of data processing, then obtained results that in general the average instrument questionnaire is very valid. This is indicated by the Product Moment r value r table greater than 0.170 (valid). Provisions for the validity of an instrument have met the minimum requirement of 0.170 as an instrument deemed valid.

To test reliability is done by using the Reliability Coefficient (Cronbach Alpha). The alpha value of the research instrument in each variable is greater than the hinted value, which is equal to 0.60 or greater than 0.60. Thus, the whole instrument of the questionnaire in this study was reliable because it met the minimum requirements.

After the data is obtained, processed and reviewed through various required tests, the next step in testing the causality model is to conduct path analysis of knowledge management, work innovation on the achievements and progress of the organization of the Gorontalo provincial government. Based on a theoretically formed causal model, path analysis diagrams will be obtained and the coefficient value counts for each path.

Model of Relationship between Variables in Sub Structures

The relationship model between substructure 1 variables consists of one endogenous variable namely organizational progress (Y) and three exogenous variables namely knowledge management (X1), work innovation (X2) and achievement (X3). Based on this relationship, the path model in substructure 1 is as follows:

$$Y = \beta y1x1 + \beta y2x2 + \beta y3x3 + \varepsilon_Y$$

Calculation results through SPSS 19 obtained path coefficients in sub-structure 1 are presented in the following table:

Table 1

Path coefficient value in sub-structure 1

Model	Unstandardized Coefficients		Standardized Coefficiets	t	Sig
	β	Std. Error	Beta		
(Constant)	1,450	,361		4,013	,000
Knowledge Management (X1)	0,799	,215	,200	3,716	,000
Work Innovation (X2)	0,584	,252	,151	2,317	,022

Achievement (X3)	0,621	,218	,198	2,848	,015

Variable Dependent: Organizational Progress(Y)

Table 1 above can be shown the path model in substructure 1, then the framework of the empirical causal relationship between variables X1, X2, X3 towards Y in substructure 1 is as follows:

Y = 0,200X1 + 0,151X2 + 0,198X3

While R2YX321 = 0.786. The magnitude of the influence of other variables outside of X1, X2, X3 towards Y is εy = 0.237. The results of the empirical model are presented in table 2:

Table 2

Empirical Results Summary in Sub Structure 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,887[a]	0,786	0,623	0,27368

a. Predictors: (Constant), Achievement (X3), Work Innovation (X2), Knowledge Management (X1)
Dependent Variables: Organizational Progress (Y)

The Line 1 Structure Chart is presented in the following figure 1:

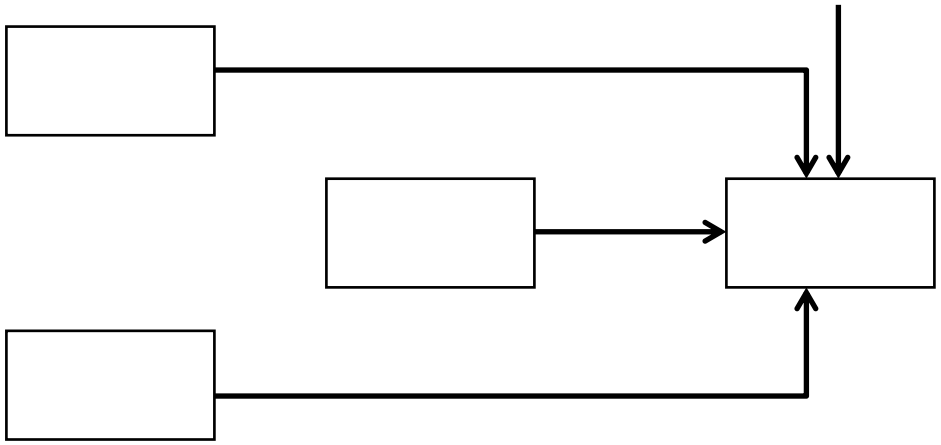

Figure 1

The Empirical Causal Relationship Model between X1, X2, X3 towards Y

Model of Relationship between Variables in Sub Structure 2

The relationship model between substructure 2 variables consists of one endogenous variable namely achievement (X3) and two exogenous variables namely knowledge management (X1) and work innovation (X2). Based on this relationship, the path model in substructure 2 is as follows:

$$X3 = \beta 31x1 + \beta 32x2 + \varepsilon_3$$

Calculation results through SPSS 19 obtained path coefficients in substructure 2 are presented in the following table:

Table 3

Path coefficient value in sub-structure 2

Model	Unstandardized Coefficients		Standardized Coefficiets	t	Sig
	β	Std. Error	Beta		
(Constant)	1,067	,230		4,641	,000
Knowledge Management (X1)	,652	,221	,541	2,950	,016
Work Innovation (X2)	,531	,194	,487	2,737	,021

Variable Dependent: Achievement(X3)

Table 3 above can be shown in the path model in substructure 2, then the framework of the empirical causal relationship variables X1, X2 towards X3 in substructure 2 are as follows:

X_1 $\rho_{31} = 0,541$

X3 = 0,541X1 + 0,487X2 $\varepsilon_y = 0,281$

While R2X321 = 0.719. The magnitude of the influence of other variables outside X1, X2 towards X3 is εy = 0.281. The results of the empirical model are presented in table 4: X_3

Table 4 X_2 $\rho_{32} = 0,487$

Empirical Results Summary in Sub Structure 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,848[a]	0,719	0,654	0,18566

a. Predictors: (Constant), Knowledge Management (X1), Work Innovation (X2)

Variable Dependent: Achievement(X3)

Line Chart Structure 2 is presented in the following figure 2:

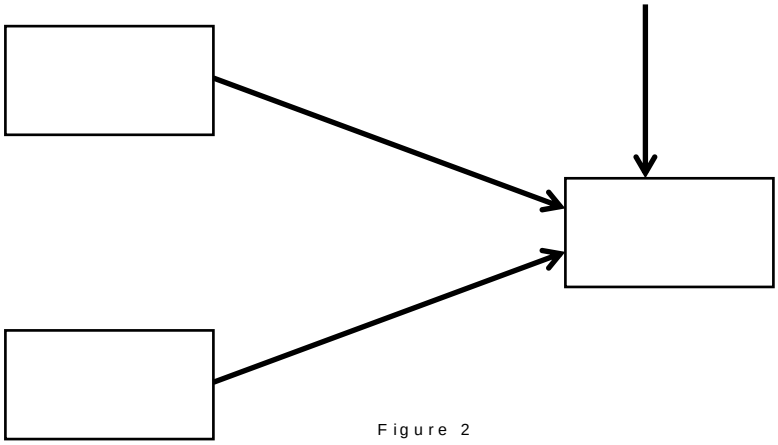

Figure 2

Empirical Causal Relationship Model between X1, X2 towards X3

Model of Relationship between Variables in Sub Structure 3

The relationship model between substructure 3 variables consists of one endogenous variable namely work innovation (X2) and one exogenous variable namely knowledge management (X1). Based on this relationship, the path model in substructure 3 is as follows:

$$X2 = \beta 21x1 + \varepsilon_2$$

The calculation results through SPSS 19 obtained path coefficients in substructure 3 are presented in the following table:

Table 5

Path coefficient value in sub-structure 3

Model	Unstandardized Coefficients		Standardized Coefficiets	t	Sig
	β	Std. Error	Beta		
(Constant)	1,266	,167		7,589	,000
Knowledge Management (X1)	,610	,140	,583	4,357	,000

Variable Dependent: Work Innovation (X2)

$\varepsilon_Y = 0,307$

Table 5 above can be shown in the path model in substructure 3, so the framework of the empirical causal relationship of variables X1 to X2 in substructure 3 is as follows: $\rho_{21} = 0,583$

X_1 X_2

$$X2 = 0,583X1$$

Whereas R2X21 = 0.693. The magnitude of the influence of other variables outside X1 against X2 is εy = 0.307. The results of the empirical model are presented in table 6:

Tablel 6

Empirical Results Summary on Sub Structure 3

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,833[a]	0,693	0,597	0,15736

a. Predictors: (Constant), Knowledge Management (X1)

Variable Dependent: Work Innovation (X2)

Line Chart Structure 3 is presented in the following figure 3:

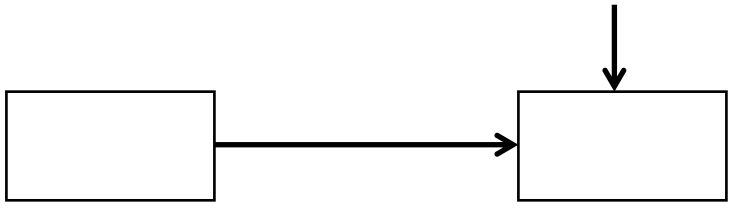

Figure 3

In accordance with what is written in table 1 through table 6 and presented in figure 2 to figure 3 show that of the 6 (six) coefficients studied, it turns out that all path coefficients were identified significantly at $\alpha = 0.05$. The empirical path diagram of the research can be seen in Figure 4:

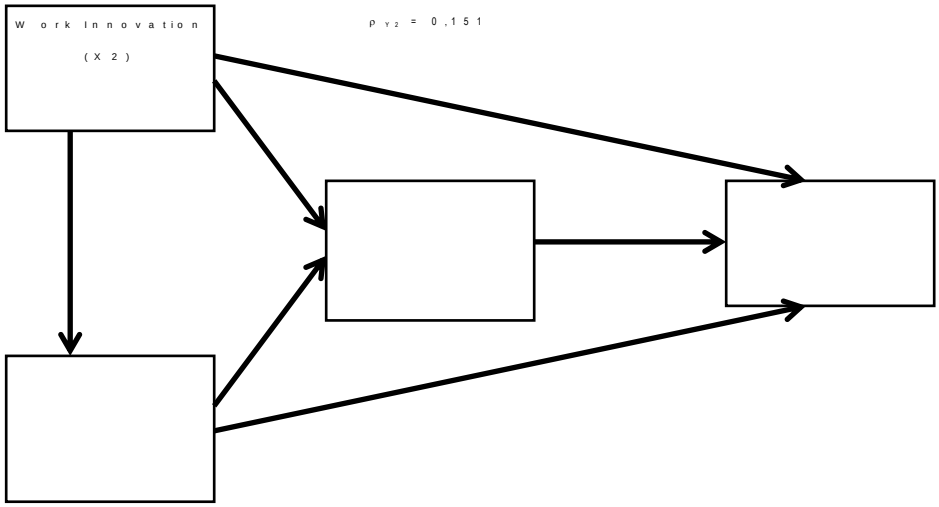

Figure 4

Path Analysis Coefficient for Knowledge Management, Work Innovation towards Organizational Achievement and Progress

The following is shown the recapitulation of the results of testing the hypothesis in table 7:

Table 7

Recapitulation of Hypothesis Testing Results

Variable	Path coefficient	t_{count}	t_{table} ($\alpha = 0,05$)
X1 towards Y	$\rho_{y1} = 0,200$	3.716	1,65
X2 towards Y	$\rho_{y2} = 0,151$	2.317	1,65
X3 towards Y	$\rho_{y3} = 0,198$	2,848	1,65
X1 towards X3	$\rho_{31} = 0,541$	2,950	1,65
X2 towards X3	$\rho_{32} = 0,487$	2,737	1,65
X1 towards X2	$\rho_{21} = 0,583$	4,357	1,65

Research Implications

Based on the results of the research, the implications are:
1. X1 against Y indicates H0 is rejected, H1 is accepted. There is a direct and positive influence of knowledge management (X1) on organizational progress (Y), so that the development of knowledge management needs to be maintained;

2. X2 to Y indicates that H0 is rejected, H1 is accepted. There is a direct influence of work innovation (X2) that is positive and significant towards organizational progress (Y), so that work innovation needs to be improved;
3. X3 against Y indicates that H0 is rejected, H1 is accepted. There is a direct and significant effect of achievement (X3) on organizational progress (Y), so that achievements need to be maintained and further enhanced;
4. X1 against X3 shows that H0 is rejected, H1 is accepted. There is a direct and positive influence of knowledge management (X1) on achievement (X3), so that existing knowledge management continues to be improved;
5. X2 against X3 shows that H0 is rejected, H1 is accepted. There is a direct and positive effect of work innovation (X2) on achievement (X3), so employees must continue to perform and work innovations.
6. X1 against X2 indicates H0 is rejected, H1 is accepted. There is a direct and positive influence of knowledge management (X1) on work innovation (X2), so that knowledge management becomes important to be maintained in accordance with employee work innovations.

4. CONCLUSION

Based on the problems and hypotheses proposed, the conclusions of this study are: 1) knowledge management has a positive and significant effect on organizational progress. The application of knowledge management has been actualized, and it contributes significantly to improving organizational progress; 2) work innovation has a positive and significant effect on organizational progress. Work innovation that is applied is in accordance with the demands of work routine needs in improving organizational progress; 3) achievement has a positive and significant effect on organizational progress. Achievements achieved support in improving organizational progress; 4) knowledge management has a positive and significant effect on achievement. Knowledge management must be able to produce employees who excel in their fields of work; 5) work innovation has a positive and significant effect on achievement. Work innovation is continuously oriented towards achievement; 6) knowledge management has a positive and significant effect on work innovation. Knowledge management applied must be in accordance with work innovation.

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