

ABSTRACT

This research is based on public data that shows the decreasing in financial revenue for State Owned Enterprises (SOEs) in 2015. This situation made the government built a strategy for the performance of SOEs continued to increase in the next years. One of the strategy is the government pursued the implementation of knowledge management. In this case, author explored 19 SOEs that had been implemented knowledge management, not entirely had a positive impact on organizational performance.

Knowledge management practices composed of five dimensions: (1) identify knowledge; (2) create knowledge; (3) represent knowledge; (4) distribute knowledge; and (5) knowledge adoption. Organizational learning composed of two dimensions: (1) management commitment; and (2) continuous learning. Organizational performance is composed of four dimensions: (1) operational excellence; (2) customer intimacy; (3) product leadership; and (4) financial achievement.

The author decided to involve six SOEs as the object of study with total population 247 employees within the human resources department at the headquarters of each company. All of the data that had been collected and analyzed further are 189 data. This research using the technique of structural equation model (SEM) through three stages of analysis, first order confirmatory factor analysis, goodness of fit, and hypothesis testing. The entire series of SEM had been done by software AMOS 22.

The results of statistical analysis is knowledge management has the 41% significant effect to the organizational performance. Knowledge management influenced significantly by 80% to organizational learning. Organizational learning influenced significantly by 49% to organizational performance.

Key Word : Knowledge Management, Organizational Learning, Organizational Performance