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KNOWLEDGE MANAGEMENT IMPLEMENTATION UTILIZING THE DAILY EXERCISE FOR EMPLOYEE (DEEP46) AT BANK BNI

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Abstract

In line with the company's vision, where through BNI Corporate University it seeks to create a world-class learning entity, transformation is needed to change the mindset and behavior of BNI people in learning. Currently, the value of implementing knowledge management at BNI is faster, better, cheaper, wider. The application of knowledge management at Bank BNI has an important value in business continuity. The application of knowledge management can accelerate every development of incoming information, create new innovations, and increase the efficiency of business processes at Bank BNI. One of the implementations of knowledge management at Bank BNI is creating a culture of learning and sharing. Of course, learning and sharing activities are recognized (recorded), appreciated, and assessed in determining the Tallent Classification of each BNI employee (commonly called BNI Hi-Movers). One of the tools for implementing knowledge management that runs at Bank BNI is BNI DEEP46 (Daily Exercise for Employee Program). Where every day BNI Hi-Movers receive material in the form of a bite-sized learning method and there are quizzes to answer. Every 1 question is recognized as 5 minutes of learning time. In the implementation of BNI DEEP46 it can be seen that the implementation results are not optimal. There are still many BNI Hi-Movers who do not carry out the obligation to carry out BNI DEEP46 work. In the data presented there was a decrease in participants (employees), from 26,885 employees to only 24,611. As of December 2021, the number of employees is 27,085 people. This means that compulsory learning has not met 100% as expected by BNI management. In evaluating the effectiveness of implementing BNI DEEP46, researchers used the APO (Asian Productivity Organization) KM Assessment Tool. The 7 element components will be combined in the form of a questionnaire. The maximum score is 210, and there are 42 questions covering the seven audit areas. There is a maximum possible score of 30 points in each section. Each item can be assigned a rating between 1 (poorly or not at all) and 5 (very well) (very well). Primary data was collected using a questionnaire then SPSS Statistical Software version 26 was used to analyze the data. From the results of the study it can be concluded that the Leadership variable (X1) has no influence on the outcome, and also the People variable (X3) has no influence on the outcome, this is indicated by the sig. 0.521 and 0.234 <0.05 which means that the leadership and people variables have no influence on the outcome. For process, technology, knowledge process and learning variables, they have a positive and significant influence on the outcome, which can be seen from the significance value of each variable <0.05.

Keywords: knowledge management, BNI DEEP46, APO (Asian Productivity Organization).

Knowledge Management Implementation Utilizing The Daily Exercise For Employee (Deep46) As A Dashboard Material For Monitoring Employee Competence By Area At Bank BNI

Introduction

Background

Knowledge Management (KM) is a systematic effort to make information and knowledge evolve, flow and create value. Efforts to optimize Knowledge Management in an organization result in:

- Precise knowledge
- Can reach people who need it
- To take action at the right time

On the basis of the 3 components above make optimal performance. In implementing Knowledge Management at BNI Corporate University, the Knowledge Management Life Cycle can be explained as follows:

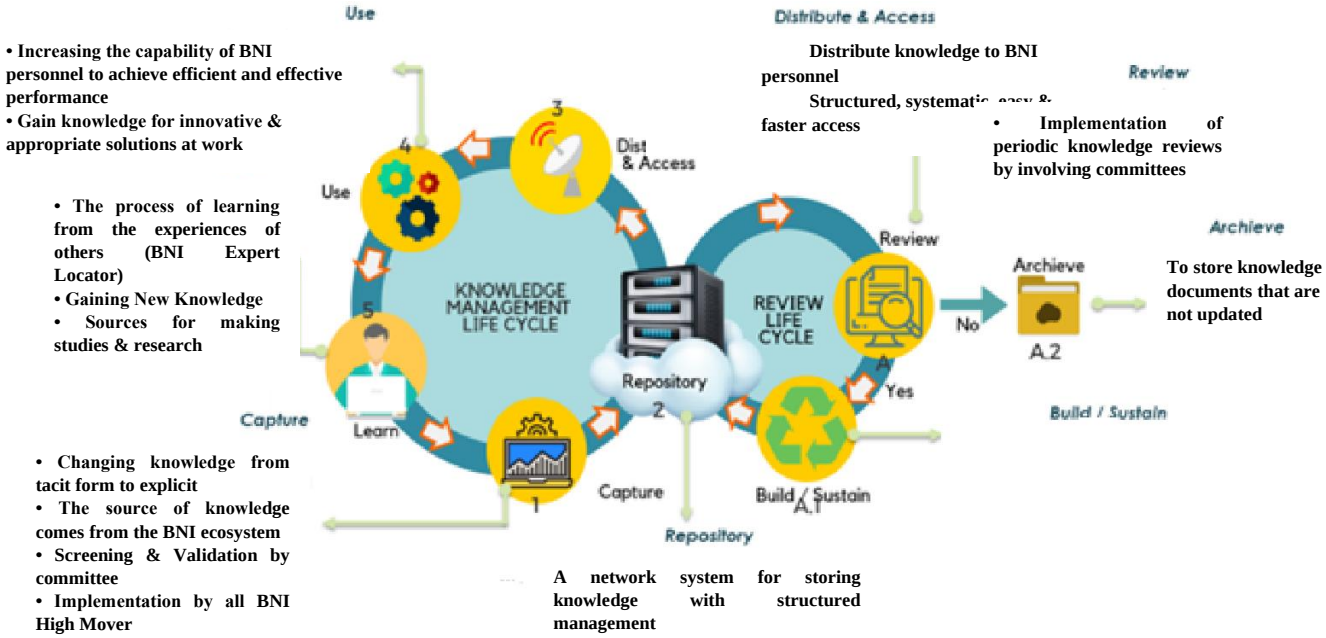


Figure 1. KM Life Cyle BNI Corporate University

Company Profile

Bank Negara Indonesia (Persero) Tbk

BNI is one of the oldest commercial banks in the history of the State of Indonesia. This bank was established on July 5, 1949 as the central bank and in 1968, BNI was designated as “Bank Negara Indonesia 1946”, and its status became a State-Owned Commercial Bank.

BNI Corporate University

In conducting this research, the discussion focuses more on activities in the BNI Corporate University unit. One of the organization's strategic engines that integrates all "Learning Resources, Process & People" within the company, to improve performance through increasing the knowledge, skills & attitudes/beliefs of each individual in the "business eco-system".

BNI Corporate University Organizational Structure

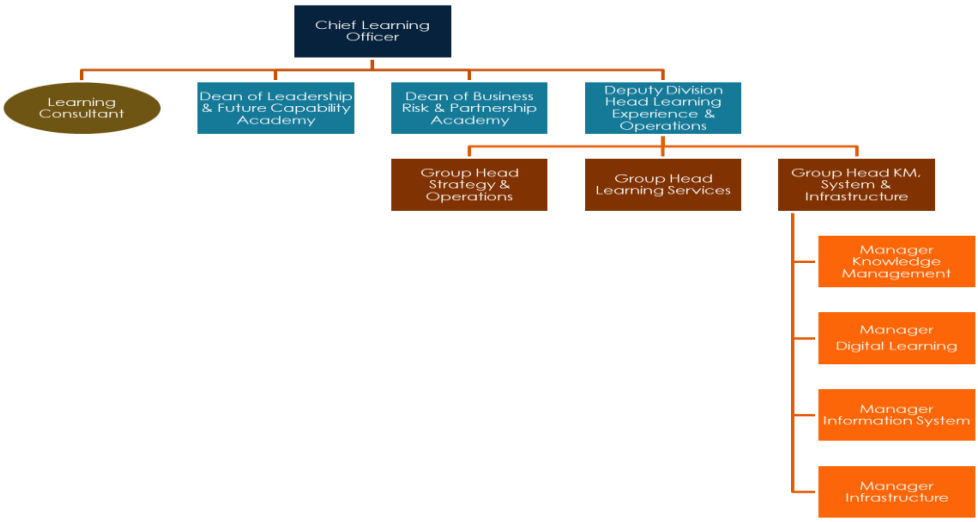


Figure 2. BNI Corporate University Organizational Structure

Business Issue

Based on discussion with Deputy Division Head of Learning Experience & Operations, BNI Corporate University has problems in the effectiveness of Learning & Sharing Activity. The first step in prioritizing problems is by measuring the level and weight of the problems from the largest to the smallest. As for the method I did using the Kepner Tregoe method.

Table 1 Kepner Tregoe Knowledge Management Tools BNI

Problem	Timing (H,M,L)	Trend (H,M,L)	Impact (H,M,L)	Next Process
Effectiveness of BNI MoRe UnLeash	L	L	M	PA
Effectiveness of DEEP46	M	H	H	DA/PPA
Effectiveness of Learning Point	L	L	M	PA
Effectiveness of Assignment	L	L	M	PA
Effectiveness of Appreciation & Motivation Awards for Learning Resources & Learner	L	L	M	PA

The Effectiveness of Daily Exercise for Employee Program (DEEP) to define new business strategic plan.

Table 2 5W 1H BNI DEEP46

Daily Exercise for Employee Program (DEEP46)

What	When	Who	Why	Where	How

Program to encourage employees to always improve their competence through "bite sized learning" and daily tests	Every weekday, open from 00:00 – 19:00 WIB	All BNI employees who meet the criteria for their unit	All employees must continue to improve their capabilities to support Person Value	Wherever the employee is	Accessed via BNI Smarter or digiHC max 5 Deep46 a day

To especially assign business environment analysis according the scope of my business issue**, proposed to use fishbone approach / Ishikawa Diagram:**

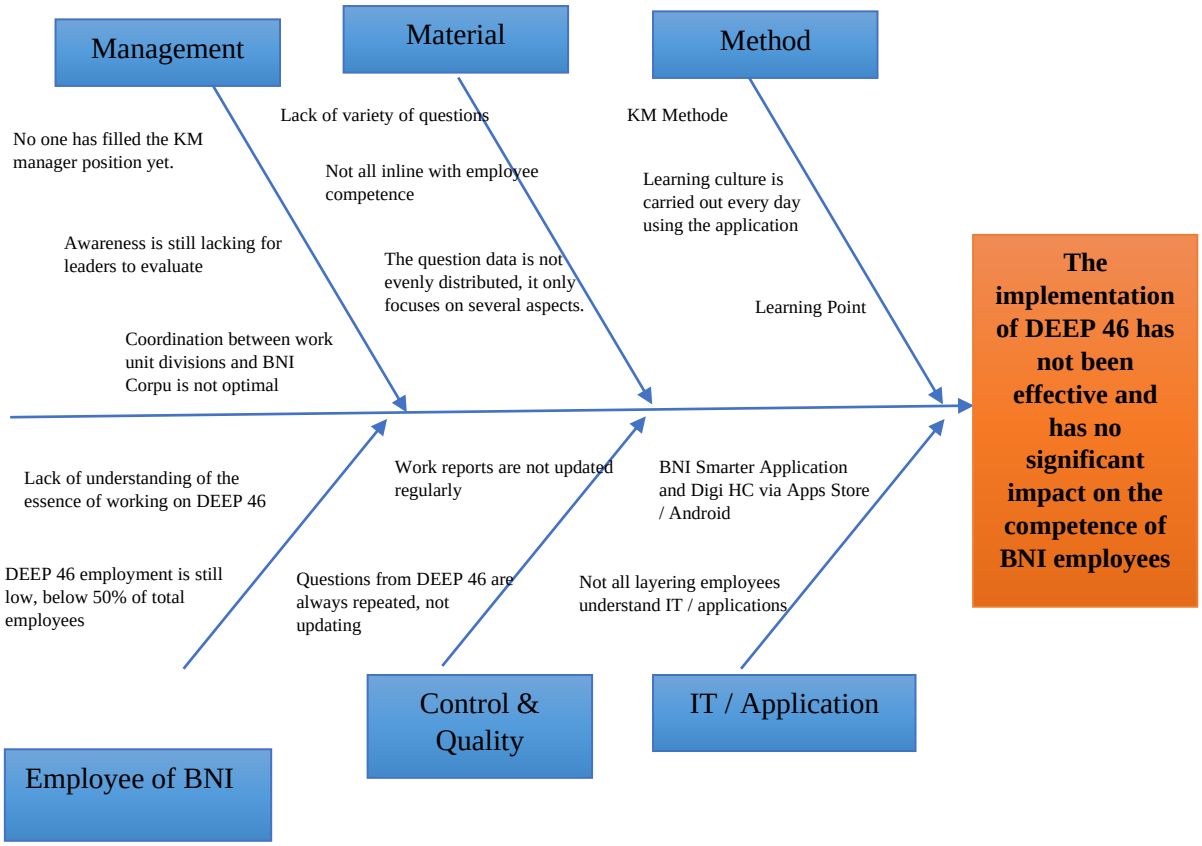


Figure 3. Ishikawa Diagram BNI Deep 46

The context of my business problem, especially in BNI DEEP46, I use cause mind mapping to explain the problem, including:

The 5 Whys :

Problem: **BNI DEEP 46 implementation is still very low**

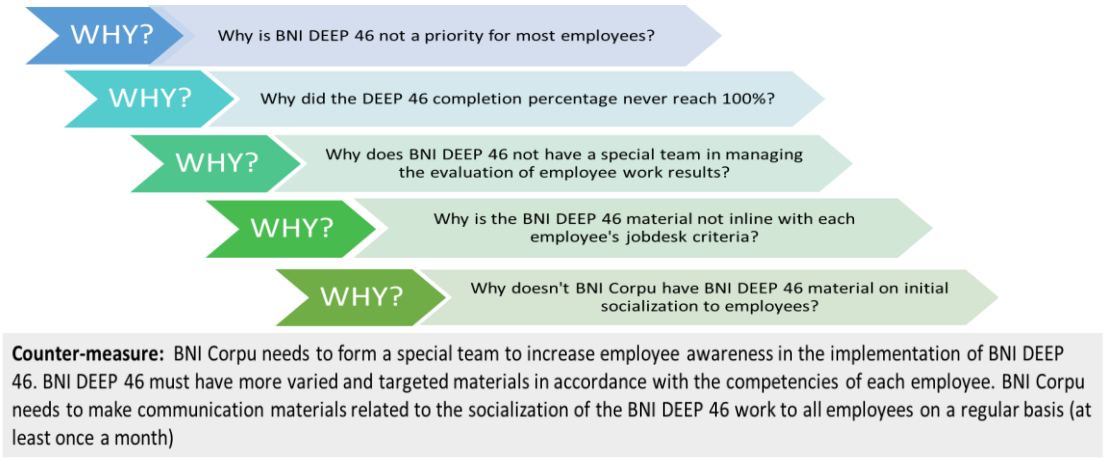


Figure 4. The 5 Whys BNI Deep 46

Cause Map Diagram

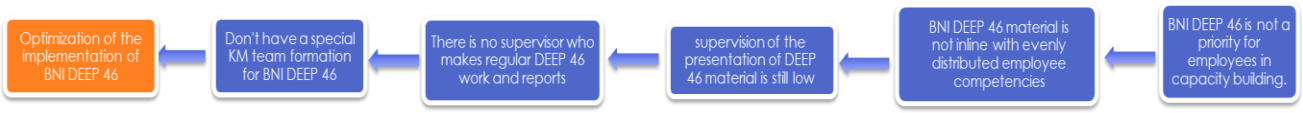


Figure 4. Cause Map Diagram DEEP 46

Evaluation of the Daily Exercise for Employee Program (DEEP46)

Evaluation is usually preceded by a question about how well a particular design or aspect meets the user's needs. In this case the use of the Daily Exercise for Employee Program (DEEP46) for all BNI employees. The perspective of evaluating an interaction design will result in a different way of testing. The interaction design evaluation paradigm consists of: (i) 'quick and dirty', (ii) usability testing.

'Quick and Dirty' Evaluation

Quick and dirty evaluations are feedback in the form of wishes and preferences from users (BNI employees) or consultants that are conveyed informally to designers about the products they make. This evaluation can be carried out at all stages of product manufacture and the emphasis is on quick/shortest possible input rather than carefully documented findings.

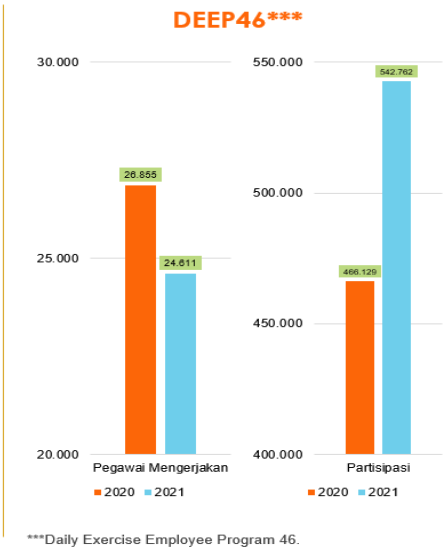
Usability Testing

Usability testing involves measuring the user's performance in preparing their tasks carefully. It is from this process that the system design is created. Performance is generally measured in the number of errors made and the time required to complete the task [4]. The method that is generally used to create this system is by: (1) Seeing directly; and (2) Record it on video.

This evaluation uses questionnaires and FGD (Focus Group Discussion)

with users about how effective BNI DEEP 46 is at present and for future improvements. Questions prepared using APO as one of the KM tools in finding the most critical aspects of the problem. The current problem is based on the data I

obtained, where based on data obtained in the last 2 years (2020-2021) there is a decrease in the work of DEEP 46 by employees. Attached is a graph of employee progress in working on the DEEP 46 application. Based on data obtained in the last 2 years (2020-2021) there is a decrease in the work of DEEP 46 by employees. Attached is a graph of employee progress in working on the DEEP 46 application.



In the graph beside, there is a decrease in participants (employees), from 26,885 employees down to only 24,611. In December 2021 the total number of employees was 27,085. This means that mandatory learning has not met 100% as expected by BNI management.

Figure 3. Graphic Participants

Method

Research Design

The design of this study was to test the accuracy of the APO framework used to answer research questions related to Knowledge Management (Blumberg, n.d.). This research was conducted to determine the effectiveness of the Deep 46 BNI application on employee competency at PT Bank Negara Indonesia.

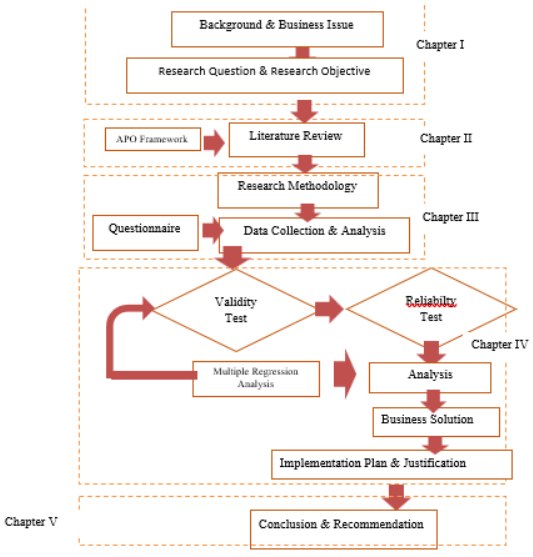


Figure 3.Research Design BNI DEEP 46

Data Collection Method

Data Collection

This study uses a sampling technique that is purposive sampling. Purposive sampling is a sample selection technique from cases that match the criteria set by the researcher (Onwuegbuzie & Collins, 2017). Data collection in this study was carried out by distributing questionnaires to respondents via the internet (online) using Google Docs media to increase the response rate or assessment of the variables studied. The variables used are using the APO KM Tool. The questionnaire contains variable statements which are analyzed using a measurement scale with a value of 6 points. According to (Baxter, Joseph, Osborne, & Bedecarrats, 2014), the minimum sample size must be 100. The data collection procedure was carried out from 21 November 2022 to 25 November 2022, using a Google form for five days.

Participants

The target respondents of this study were current Bank BNI employees who work as permanent employees in 6 regions throughout Indonesia. This is done to see the equality of respondents to the implementation of BNI DEEP 46 in each region. Another supporting factor is to see the effectiveness of BNI DEEP 46 in each region towards the work culture that has been formed. The author uses Google Forms to submit questionnaires and WhatsApp groups to convey information. This survey was attended by 100 respondents from business and support units from 6 BNI regional offices.

Results and Discussion

This chapter describes the results of distributing questionnaires related to the data description and presents the results of regression testing. In the description of the data, the discussion includes descriptive statistical analysis, which explains the characteristics of the data. Next is the testing of the validity and reliability of the research indicators, and the last one is explaining the suitability of the model along with testing the research variables.

Analysis

Respondent Graphic Information

This study distributed questionnaires to 6 working areas of PT Bank Negara Indonesia throughout Indonesia with total 130 respondent with the following composition of respondents showed on figure xx.

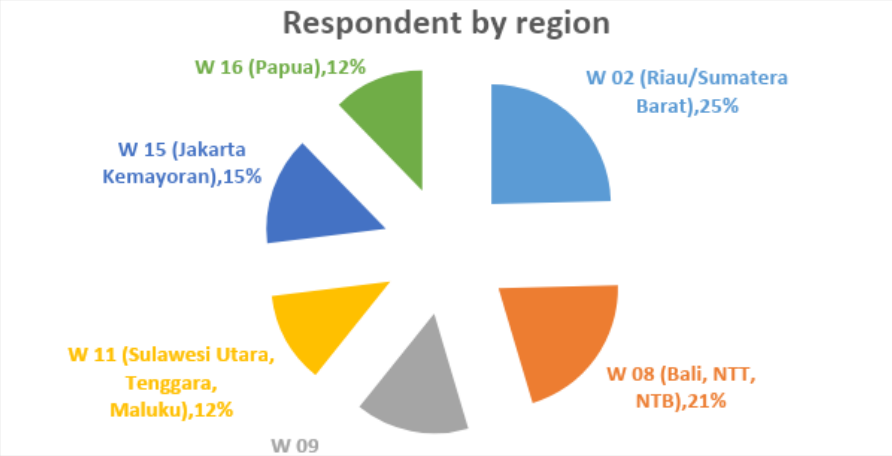


Figure 4 Respondent by Region

Respondents in this study are scattered in various work areas of PT Bank Negara Indonesia throughout Indonesia. The area is divided into W02 (Riau/West Sumatra) with 25% (32 people), W08 (Bali, NTT, NTB) with 21% (27 people), W09 (Banjarmasin/Kalimantan) with 15% (20 people), W11 (North Sulawesi, Southeast, Maluku) as much as 12% (16 people), W15 (Jakarta Kemayoran) as much as 15% (15 people) and W16 (Papua) as much as 12% (16 people).

Questionnaire Result

To better understand the results of the questionnaire more clearly, from each variable and statement, the following are the results of the questionnaire per variable.

Leadership

Figure 5 Decsriptive of Leadership

The average score for the leadership variable is 4,93. Based on the data above, it can be seen that only questions 1, 2, 3 and 4 have scores above the average score for the leadership variable, while questions 5 and 6 have scores below the average score for the leadership variable. Question 5 is "*Unit leaders spend more time socializing SOP DEEP 46 to*

staff" and question 6 is "*Management promotes, recognizes and rewards performance improvement, organizational and employee learning, shares SOPs related to the implementation of DEEP 46*".

Process

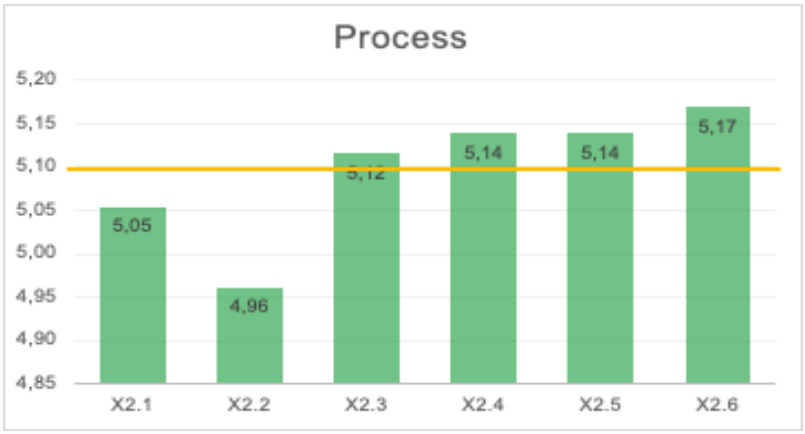


Figure 6 Descriptive of Process

The average score for the process variable is 5,10. Based on the data above, it can be seen that questions 3, 4, 5 and 6 have scores above the average score for the process variable, while questions 1 and 2 have a score below the average score for the process variable. Question 1 is " *BNI 46 defines important front-line capabilities that provide competitive advantage and aligns them with the company's strategic mission and goals*", question 2 is "*BNI 46 designs work systems and key processes to achieve performance excellence related to SOPs in DEEP 46*".

People

Figure 7 Descriptive of People

The average score for the people variable is 5,06. Based on the data above, it can be seen that questions 1, 3 and 5 have a score above the average score for the people variable, while questions 2, 4 and 5 have scores below the average score for the people variable. Question 2 is "*BNI 46 has a systematic onboarding process for new employees that includes an overview of the SOP system, tools, and benefits.*", question 4 is "*BNI 46 has an updated*

staff assessment database regarding SOPs", and question 5 is "*SOP knowledge exchange and cooperation are aggressively encouraged and rewarded.*".

Technology

Figure 8 Descriptive of Technology

The average score for the technology variable is 5,25. Based on the data above, it can be seen that questions 1, 3, and 5 have scores above the average score for the technology variable, while questions 2, 4 and 6 have scores below the average score for the technology variable. Question 2 is "*IT infrastructure at BNI 46 is aligned with the implementation of the SOP system*" and question 4 is "*Everyone has internet/intranet access and an email address.*" and question 6 is "T*o facilitate the transmission or sharing of SOPs, an intranet (or similar network) is employed as the primary means of communication within the business*."

Knowledge Process

Figure 9 Descriptive of Knowledge Process

The average score for the knowledge process variable is 5,18. Based on the data above, it can be seen that questions 1, 2 and 6 have scores above the average score for the knowledge process variable, while questions 3, 4, and 5 have scores below the average score for the knowledge process variable. Question 3 is "*Knowledge gained from completed tasks or projects (branch investigations, branch issues) is documented and shared with all workers*", question 4 is "*Critical knowledge regarding employees departing the organization is kept*", and question 5 is "*BNI 46 communicates best practices and learning (branch investigations, branch issues)*

with the rest of the company so that there is no continual and static wheel-reinvention or duplication of effort".

Learning

Figure 10 Descriptive of Learning

The average score for the learning variable is 5,11. Based on the data above, it can be seen that questions 1, 3, 4 and 5 have scores above the average score for the learning variable, while questions 2 and 6 have scores below the average score for the learning variable. Question 2 is "*BNI 46 considers taking risks or making mistakes related to SOPs as learning opportunities as long as they don't happen repeatedly*" and question 6 is "*Workers are given incentives to work together and share related SOPs, especially DEEP 46*".

Outcome

Figure 11 Descriptive of Outcomes

Average score for variable outcomes is 5,12. Based on the data above, it can be seen that questions 2, 4 ,5 and 6 have scores above the average score for variable outcomes, while questions 1 and 3 have scores below the average score for variable outcomes. Question 1 is "*BNI 46 has a history of effectively implementing SOP systems and other change efforts,*

and continues to do so.", question 3 is "*BNI 46 has increased its productivity as a result of decreased cycle times, greater cost savings, increased effectiveness, more efficient utilization of resources (including SOP systems), and improved decision-making.*".

Outlier, Classic Assumption, Validity and Reliability Test

Outlier Test

(Ghozali, 2018) states that outliers are data with unique characteristics that look very different from other observations and appear in extreme values for either a single variable or a combination variable. Before proceeding to the following process. It is a good idea to detect outliers. Data containing outliers are not included in the processing of this study. This step was done with the intention that the final results of this research really fit the research needs. Based on the results of the outlier test, there are 14 samples that have a z-score range beyond -4 to 4 namely, (samples 4, 18, 19, 29, 50, 60, 70, 74 85, 93, 108, 123, 124 and 128) so that these values are said to be outliers and must be removed from the data.

Classic Assumpiton Test (Normality)

According to (Ghozali, 2016), the normality test aims to test whether the residual variables have a normal distribution in the regression model. The normality test can be done through graphical analysis and statistical tests. Researchers choose statistical tests to look at the level of normality of research data using the One-Sample Kolmogorov-Smirnov Test. The selection of the normality test using the Kolmogorov-Smirnov test is because the Kolmogorov-Smirnov test is used in studies with more than 100 samples. besides that, in this study, the researcher uses a p-value compared to α so that the Kolmogorov-Smirnov test is suitable for use
in this research.

Table 3 One- Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	120
Kolmogorov-Smirnov Z	0,096
Exact Sig. (2-tailed)	0,205

Table 4.1 above is a data normality test using the one-sample Kolmogorov-Smirnov (K-S) non-parametric statistical test. The data is said to be normal if the exact value. Sig is more significant than 0.05, which states that the normality assumption is fulfilled. Based on the table 4.1 it can be seen that the exact value. The residual variable sig is more significant than 0.05, namely 0.205, which means that there is no significant difference between the data tested and standard normal data, and it can be concluded that the data in this study fulfill the normality assumption test.

Validity Test

Validity testing is carried out to know the accuracy of a measuring instrument used (Blumberg, n.d.). This technique aims to test whether each item can reveal the factor to be measured or the internal consistency of each measuring instrument item in measuring a factor. The technique used for the validity test in this study was Pearson Product Moment. The correlation value obtained is then compared with the correlation value table (r) Product Moment to determine whether the correlation value obtained is significant or not. If the index value obtained from the calculation is greater than the value of the correlation table (R count > R table), the item is declared valid and vice versa. The following below are the results of validity test using pearson's correlation on each research variable.

Table 4 The Results of Validity

Variable	Item	R count (Pearson Correlation)	R table (N=120 a=5% two tail)	Description
Leadership (X1)	X1.1	0,514**	0,1779	Valid
	X1.2	0,741**	0,1779	Valid
	X1.3	0,647**	0,1779	Valid
	X1.4	0,691**	0,1779	Valid
	X1.5	0,569**	0,1779	Valid
	X1.6	0,706**	0,1779	Valid
Process (X2)	X2.1	0,776**	0,1779	Valid
	X2.2	0,791**	0,1779	Valid
	X2.3	0,742**	0,1779	Valid
	X2.4	0,819**	0,1779	Valid
	X2.5	0,778**	0,1779	Valid
	X2.6	0,706**	0,1779	Valid
People (X3)	X3.1	0,786**	0,1779	Valid
	X3.2	0,854**	0,1779	Valid
	X3.3	0,794**	0,1779	Valid

	X4.4	0,796**	0,1779	Valid
	X5.5	0,722**	0,1779	Valid
	X6.6	0,722**	0,1779	Valid
Technology	X4.1	0,783**	0,1779	Valid
	X4.2	0,871**	0,1779	Valid
	X4.3	0,808**	0,1779	Valid
	X4.4	0,811**	0,1779	Valid
	X4.5	0,726**	0,1779	Valid
	X4.6	0,833**	0,1779	Valid
Knowledge Process (X5)	X5.1	0,729**	0,1779	Valid
	X5.2	0,783**	0,1779	Valid
	X5.3	0,703**	0,1779	Valid
	X5.4	0,720**	0,1779	Valid
	X5.5	0,767**	0,1779	Valid
	X5.6	0,781**	0,1779	Valid
Learning (X6)	X6.1	0,835**	0,1779	Valid
	X6.2	0,660**	0,1779	Valid
	X6.3	0,812**	0,1779	Valid
	X6.4	0,771**	0,1779	Valid
	X6.5	0,736**	0,1779	Valid
	X6.6	0,711**	0,1779	Valid
Outcome (Y)	Y1	0,776**	0,1779	Valid
	Y2	0,767**	0,1779	Valid
	Y3	0,825**	0,1779	Valid
	Y4	0,815**	0,1779	Valid

	Y5	0,830**	0,1779	Valid
	Y6	0,820**	0,1779	Valid

From the table above, it can be seen that all items' questionnaire's value are greater than r table with N=120 0,1779 which means that all the items used in this study are valid.

Reliability Test

After conducting validity, the next test that is carried out is the reliability of the measurement indicators in the study. According to (Ghozali, 2018), reliability is carried out to determine the stability of respondents' answers to measurement tools from time to time. In this study, reliability testing was carried out by looking at the value of Cronbach's alpha or the value of the composite reliability coefficient. The reliability test is achieved if the Cronbach's alpha value or composite reliability value is greater than 0.7 for all constructs (Latan & Ghozali, 2012).

Table 5 Reliability Statistic

Reliabiality Statistic	
Cronbach's Alpha	N of Items
0,970	42

Based on the reliability test results in the table above, the Cronbach's alpha value for each variable is above 0.6 and it can be concluded that the measurement indicators in this study are reliable so that they are feasible for further testing.

Multiple Regression Analysis Method

Multiple Linear Regression Analysis

MRA is an analysis that aims to predict how much influence one or two independent (independent) variables have on one dependent (dependent) variable. In this research, multiple regression analysis will describe the effects of the following variables (leadership, people, process, technology, knowledge process, and learning) toward implementing DEEP 46 in improving employee's competency (Serenko & Dumay, 2017).

Individual Parameter Significance Test (Statistical T Test)

According to (Ghozali, 2018) the t-statistical test shows the effect of one independent variable individually in explaining the variation of the dependent variable. The t-test is, known as the partial test, used to test the independent variables independently of the dependent variable (Hair, 2010). Significance in the t statistical test can be seen in two ways, namely the first by using the significant value in the coefficients table. If the significance value is less than 0.05, then the independent

variable affects the dependent variable, and if the significance value is greater than 0.05, the independent variable does not affect the dependent variable. The second is to compare the t count with the t table. If the value of the t count is greater than the t table, then the independent variable has an effect on the dependent variable; conversely, if the t count is less than the t table, then the independent variable does not affect the dependent variable.

Table 6 R Square, F Statistic, F table

	Outcome
Adj R Square	0,899
t table	1,984
Sig. t.	0,00

Table 7 Multiple Regression Analysis

Independent Variable (X)	Dependent Variable (Y)	Adj R^2	Beta	t statistics	t table	Sig. t
Leadership (X1)	Outcome (Y)	0,899	0,026	0,644	1,984	0,521
Process (X2)	Outcome (Y)	0,899	0,124	2,238	1,984	0,027 **
People (X3)	Outcome (Y)	0,899	0,075	1,197	1,984	0,234
Technology (X4)	Outcome (Y)	0,899	0,160	2,952	1,984	0,004***
Knowledge Process (X5)	Outcome (Y)	0,899	0,321	4,308	1,984	0,000***
Learning (X6)	Outcome (Y)	0,899	0,341	5,121	1,984	0,000***

From the result of multiple regression analysis test, it can be concluded that as follows:

1. Table 4.3 shows the adjusted r square value of 0.899 or equal to 89.9% which means that the variables of leadership, process, people, technology, knowledge process and learning have an effect on outcomes of 89.9% while for the remaining 10.1% it is influenced by other variables outside the model.
2. Individual Parameter Significance Test (T-test) were used in this research and there are four variables that has a significant affect to outcome. It can be seen from the significant t value that they have is less than ⟨ = 0,05 and the Beta value are positives, the greater one's knowledge process or learning the higher employee's competence will be. This means that the when employee's knowledge process or learning on DEEP 46 at PT BNI increases, the employees' competence will also increase 32,1% and 34,1%, respectively.
3. From the table above can be seen that there are two independent variables that has sig t value greater than ⟨ = 0,05, Leadership (X1) and People (X3)

which means they did not have a significant effect on outcome. This means that Leadership and People are not the main factors that affect employee's competency improvement through BNI DEEP 46. This means that in this study, not all input from KM affects outcome.

Focus Group Discussion

The researcher conducted a Focus Group Discussion to find out more about the views of the respondents regarding important matters and issues related to BNI Deep 46. This FGD was attended by 14 people from 6 Working Areas of PT. BNI throughout Indonesia. Furthermore, the results of this FGD will be used as a reference for determining implementation and business solutions.

Table 8 Main Issues in Leadership

Leadership			
No	Issues	Total	
		Most Important	Most Problematic
1	Branch leaders have not encouraged employees to fill in BNI Deep 46.	10	5
2	Regional leaders do not use the BNI DEEP 46 Dashboard as evaluation material for decision making.	14	11
3.	Branch leaders have an important role in the realization of BNI Deep 46 filling	8	13
4.	Regional leaders carry out routine evaluations regarding BNI Deep 46.	12	10
5.	Regional leaders must improve the system for making questions at Bni Deep 46.	11	10
6.	Regional leaders must use BNI Deep 46 as a KPI for mandatory activity.	12	9
7.	BNI Deep 46 is a tool that can increase employee competency.	8	7

Based on the table above, the 10 issues in Leadership, there are 2 issues that respondents consider very important and are currently a problem in implementing the BNI Deep 46 application. The two issues include:

1. Regional leaders do not use the BNI DEEP 46 Dashboard as evaluation material for decision making. (14/11)
2. Regional leaders carry out routine evaluations regarding BNI Deep 46. (12/10)

As for some issues that have been considered good by respondents, including:

1. Branch leaders have not encouraged employees to fill in BNI Deep 46. (10/5)
2. Branch leaders have an important role in the realization of BNI Deep 46 filling. (8/13)
3. Regional leaders must improve the system for making questions at Bni Deep 46. (11/10)
4. Regional leaders must use BNI Deep 46 as a KPI for mandatory activity. (12/9)

5. BNI Deep 46 is a tool that can increase employee competency. (8/7)

Table 9 Main Issues in People

People			
No	Issues	Total	
		Most Important	Most Problematic
1	It is difficult to access the information or knowledge needed regarding the Bni Deep 46 application for new employees	8	6
2	Dependence on certain employees.	5	8
3.	Employee awareness to fill in BNI Deep 46	10	4
4.	Employee difficulties in answering BNI Deep 46 questions	11	13
5.	Giving rewards that are given does not motivate employees to fill in Deep 46	10	7
6.	Punishment is not implemented for employees who do not fill in BNI Deep 46	9	6
7.	Employees do not get an evaluation regarding filling in BNI Deep 46	14	12
8.	Flexibility when working on BNI Deep 46.	5	3
9.	Employees do not have confidence in filling out BNI Deep 46.	3	11
10.	The Deep 46 application user interface is still not optimal.	2	2

Based on the results of the FGDs that have been conducted, of the 10 issues in People, there are 3 issues that respondents consider very important and are currently a problem in implementing the BNI Deep 46 application. The three issues include:

1. Employee difficulties in answering BNI Deep 46 questions. (10/12)
2. Giving rewards that are given does not motivate employees to fill in Deep 46. (10/7)
3. Employees do not get an evaluation regarding filling in BNI Deep 46. (14/12)

As for some issues that have been considered good by respondents, including:

1. It is difficult to access the information or knowledge needed regarding the Bni Deep 46 application for new employees. (8/6)
2. Dependence on certain employees. (5/8)
3. Employee awareness to fill in BNI Deep 46. (10/4)
4. Punishment is not implemented for employees who do not fill in BNI Deep 46. (9/6)
5. Flexibility when working on BNI Deep 46. (5/3)
6. Employees do not have confidence in filling out BNI Deep 46. (3/11)
7. The Deep 46 application user interface is still not optimal. (2/2)

Business Solution

Based on the results of this study, it is known that the process, technology, knowledge process, learning are the variables that have a positive and significant impact on outcomes. Improvements to these four variables will have a positive impact on outcomes. Knowledge management is the answer to every human resource development. In an organization, through the authorization and development of the organization, information and knowledge are converted into decision-making capital and employee learning. Edvarson & Oscarsson's research (2013) proves that organizations that adopt knowledge management plans and processes have improved employee skills and enabled employees to make better decisions compared to other organizations (Hendarman & Cantner, 2018). Implementation of knowledge management is expected not only to be a model in management; if it is implemented effectively, properly, and correctly, it will significantly impact organizational outcomes (Awad, 2007). However, based on the tests that have been carried out, the two variables, namely leadership and people have not been shown to improve the outcomes of PT BNI employees.

Knowledge Management is conveying the right knowledge to the right people at the right time with the right combination of abstracts and a series of activities to achieve organizational goals (Szakaly, 2002). In practice, filling in BNI DEEP 46 aims to increase employee competence by filling in daily activities found on applications and websites. Employees are guided to fill in 5 questions that do not only focus on their job description or part of the organization. For example, a BNI Bank CS works on questions that are not in accordance with the CS job description but must answer questions related to the credit analyst job description. In addition, the work results from the beginning of DEEP 46 was present until now have never been evaluated in the sense that top management did not take effective steps to increase the effectiveness of BNI DEEP 46 implementation. This is what causes Input (People) in Knowledge management cannot affect the outcome of employees at PT BNI.

Conclusion

Knowledge is important for companies, without knowledge the organization has to try extra hard to encourage resources / members of the new organization who quickly have to be able to explore the culture, ways of working and everything related to the job. KM that is well managed, can ensure that knowledge is available for new members of the organization to learn so that it can help them carry out their job desks or to be traced to find best practices that are available and have been done before, or encourage members of the organization to find new or best knowledge. the latest practice for the company.

This study examines the effect of knowledge management on employee outcomes at PT BNI. The results of the study found that process, technology, knowledge process and learning had a positive effect on the outcome. While the other two variables, namely people and leadership, do not affect employee outcomes

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