



# The Effect of Management Knowledge and Work Experience on Service Performance at The Bandung Government Office

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**Abstract.** This study is entitled the effect of knowledge management and work experience on the productivity of job training services at the bandung city manpower office. By using descriptive and verification analysis research methods consisting of multiple linear regression analysis, classical assumption test, correlation analysis, coefficient of determination and hypothesis testing by conducting t test for partial and f test for simultaneous. The population of this study was 55 employees using saturated samples where the total population was used as a sample. With data collection techniques through questionnaires the correlation test results show that knowledge management and work experience have a fairly strong relationship with productivity. The results of hypothesis testing state that knowledge management has a significant effect on productivity. work experience has a significant effect on productivity. Knowledge management and work experience have a significant effect on the productivity of job training services at the Bandung city manpower office.

**Keywords:** Knowledge Management, Job Experience, Productivity.

## 1 Introduction

Every agency or company always tries to get employees who provide work performance in the form of high work productivity to realize the company's goals [1]. Management Science in the service sector provides knowledge related to service quality, utilization of service provision capacity and the role of customers in providing services. In the concept of service productivity, the main focus studied is the special characteristics possessed during service that affect productivity considerations [2]. On the other hand, basic knowledge related to management according to KM, 2024 is an organizational activity in managing knowledge as an asset, where there is a distribution of the right knowledge to the right people and in a fast time. Therefore, an integrated and sustainable approach is needed in managing knowledge to increase the productivity of job training services. Therefore, an organization in achieving its success requires various supporting factors to increase employee work productivity so that it can produce productive competitiveness. The success of the organization in increasing employee

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work productivity will greatly support its ability to compete in working to be more productive so that goals can be achieved [3].

The previous study about the methodical handling of information and expertise within businesses is known as management knowledge, and it has been widely associated with improved service performance. Effective knowledge management (KM) techniques are essential for promoting organizational excellence, especially in the service sector, according to recent studies. For example, Magd (2021) examines the connection between innovation, knowledge management (KM), and total quality management (TQM), and suggests a paradigm for attaining organizational excellence in service industries [2]. Service performance has been further transformed by the incorporation of artificial intelligence (AI) into knowledge management (KM) systems. Cui (2025) investigates how dynamic knowledge management skills combined with AI-driven knowledge sharing improve employee performance in Chinese technology firms [4]. The study emphasizes how AI promotes more effective knowledge sharing, which enhances corporate results. This is because, rapid changes in the world of work and technology require employment agencies to continue to develop workforce competencies, follow industrial developments, and ensure the availability of quality human resources by utilizing knowledge management.

Work experience has a big impact on service performance in a lot of different areas. This association has been empirically supported by recent research that have shown both direct and indirect impacts. Arshad et al. (2024) looked into how innovative behavior in professional service firms is influenced by employees' experiences with high-performance work systems (HPWS) [5]. According to the results, having a good experience with HPWS fosters information exchange and creative work practices, both of which promote service performance. Arshad et al.'s study from 2024 investigated how job experience affected the relationship between employee performance, customer service quality, and organizational commitment [5]. According to the findings, work experience considerably strengthens the favorable correlations between employee performance and customer service quality as well as between organizational commitment and customer service quality. Stores with more tenured, highly skilled, and primarily full-time customer-facing staff saw a 50% gain in revenue [6]. This demonstrates the financial advantages of keeping seasoned employees in customer service positions.

Then, other important things such as employee work experience can also affect an employee's ability to provide quality services. So, this study was conducted to analyze the abilities of employees at the Bandung City Manpower Office in facing challenges related to productivity and service quality.

## 2 Literature Review

Effective governance depends heavily on the performance of public servants, especially in local administrations like the Bandung Government Office. Work experience and managerial expertise are two important variables affecting service performance.

## **2.1 Knowledge of Management**

Knowledge management is a discipline that treats intellectual capital as a managed asset, because the concept of knowledge management is basically developing from the fact that in the present and future, the main asset of an organization in order to be able to compete is intellectual assets or knowledge rather than capital assets. Many functions result from knowledge management [7]. The indicators of knowledge management in Anggapraja (2016), namely personal knowledge, work procedures, and technology [8]. Understanding organizational procedures, guidelines, and best practices that help staff members carry out their jobs efficiently is a component of management expertise. Effective knowledge management techniques are associated with increased organizational commitment and staff performance in the public sector. Implementing knowledge management units and procedures improved knowledge workers' performance, according to a study done in Pakistan's Punjab Province's public health sector. The report recommends that in order to increase employee commitment and performance, public sector policymakers should use such approaches.

## **2.2 Work Experience**

Putra and Mujiati, 2022, Work experience is one of the factors that affect work productivity, with work experience there has been a process of adding knowledge and skills and attitudes to a person, so that it can support self-development with existing changes [9]. The experience of an employee has a very valuable value for his future career interests. McKinsey and Company, 2023, Work productivity is the ability to produce optimal output and input and obtain the maximum benefit from the available facilities and infrastructure" [10]. The productivity indicators are work quantity, work quality, and timeliness. The indicators of work experience are length of service, level of knowledge and skills, mastery of work and equipment. The practical knowledge and abilities that employees gain from their time spent in particular tasks are referred to as work experience. Because they are more familiar with job duties and company culture, seasoned workers frequently perform at greater levels [11]. According to research, job experience has a big impact on how well employees perform since it helps them enhance their competences and problem-solving skills. One study, for example, found that workers who put in more hours typically perform better, highlighting the importance of experience in improving service delivery.

## **2.3 Application to the Government Office of Bandung**

Although there aren't many studies specifically on the Bandung Government Office, relevant studies conducted in the area can provide valuable insights. Job satisfaction was used as an intervening variable in a study conducted at the Bandung location of PT. XYZ West Java Regional Head Office that looked at the relationship between leadership style and work performance evaluation and employee loyalty. Effective leadership practices and performance evaluations have a major impact on job satisfaction, which in turn increases employee loyalty, according to the findings. This emphasizes how crucial management procedures are in affecting worker results [12].

In conclusion, job experience and management expertise play a critical role in determining service performance in government agencies. Enhancing organizational effectiveness and improving service delivery can result from investing in knowledge management techniques and placing a high value on employee experience.

### **3 Methodology**

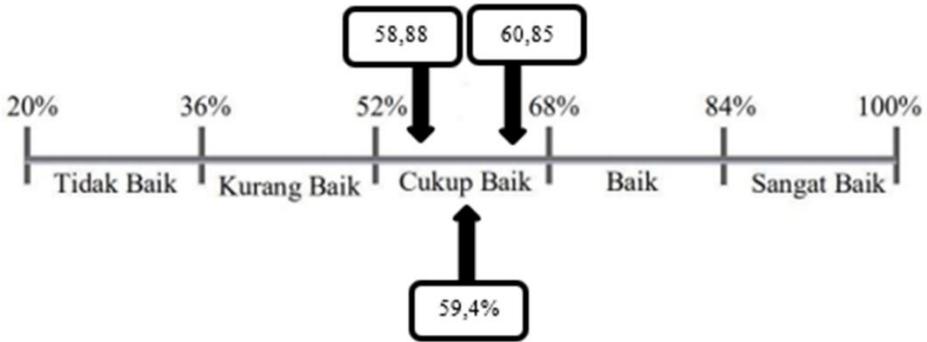
This study uses descriptive research methods and verification research methods. In this study, the descriptive method is used to explain the research variables, namely: knowledge management variables, work experience and productivity of job training services at the Bandung City Manpower Office. The verification method is used to test the hypothesis using statistical tests, including:

1. How much influence does knowledge management partially have on the productivity of job training services at the Bandung City Manpower Office.
2. How much influence does work experience partially have on the productivity of job training services at the Bandung City Manpower Office.
3. How much influence do knowledge management and work experience simultaneously have on the productivity of job training services at the Bandung City Manpower Office.

The data sources obtained in this study are primary and secondary data sources, the population consists of 55 employees of the Bandung City Manpower Office. The sampling technique used is a saturated sampling technique with the distribution of questionnaires. The analysis used in this study is multiple linear regression, which means that the tests carried out first use the classical assumption test by passing several tests such as the heteroscedasticity test, multicollinearity test and normality test. In obtaining data, the authors distributed questionnaires in describing the indicators in the variables studied. Then conduct a reliability test to determine whether the data is reliable or not and conduct a validity test to determine whether the data is valid or not.

### **4 Discussion**

A continuum that reflects different levels of engagement and performance can be used to efficiently portray employee reactions to variables including productivity, knowledge management, and work experience. This continuum approach acknowledges that employees may exhibit a range of behaviors and outcomes, from low to high proficiency, across these variables. The Employee Performance Continuum, for example, provides a visual spectrum of employee performance by classifying performance levels according to work outcomes and observable behaviors.



**Fig. 1.** Continuum line of knowledge management (X1), work experience (X2) and productivity.

Based on the picture in Figure 1, the percentage value in the three knowledge management indicators is 58.88% which is included in the good enough criteria, then the percentage value in the three work experience indicators is 59.4% which is included in the good enough criteria, and the percentage value in the three productivity indicators is 60.85% which is included in the good enough criteria.

**Table 1.** Multiple linear regression.

Model	Coefficients <sup>a</sup>			t	Sig.	
	Unstandardized Coefficient	Std. Error	Standardized Coefficients			
	B		Beta			
1	(Constant)	6.412	2.320		2.763	.008
	X1	.301	.134	.295	2.254	.028
	X2	.350	.119	.384	2.935	.005

a. Dependent Variable: Y

According to the statistical test results in Table 1, the analysis produced a constant value of 6.412, meaning that productivity should have a baseline value of 6.412 when all independent variables are held at zero. The Knowledge Management variable showed a coefficient of 0.301, meaning that for every unit increase in knowledge management, productivity is expected to increase by 0.301 units, and the Work Experience variable obtained a coefficient of 0.350, meaning that an increase of one unit in work experience is associated with a 0.350 increase in productivity. These results demonstrate the beneficial effects of both knowledge management and work experience on productivity, highlighting the significance of promoting professional experience and knowledge-sharing habits to improve organizational performance.

**Table 2.** Normality test results.

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		55
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std.Deviation	2.66531883
Most Extreme Differences	Absolute	.101
	Positive	.101
	Negative	-.073
Test Statistic		.101
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig	.165
	99% Confidence Interval	Lower Bound
	Upper Bound	.174

a. Test Distribution is Normal

Referring to Table 2, the Kolmogorov-Smirnov significance (sig) value is recorded at 0.200, which exceeds the threshold of 0.05. This outcome suggests that the data is distributed normally. Consequently, it can be concluded that the assumption of normality is satisfied, ensuring the validity of subsequent statistical analyses that rely on normally distributed data.

**Table 3.** Normality test results.

		Coefficients <sup>a</sup> Collinearity Statistics	
Model		Tolerance	VIF
1	X1	.724	1.382
	X2	.724	1.382

Based on the statistical test results in table 3, it can be seen that knowledge management (X1) and work experience (X2) are not found to have a strong correlation because the Variance Inflation Factor (VIF) value is obtained at  $1.382 < 10$ . And the Tolerance value is obtained at  $0.724 > 0.1$  between the independent variables. It can be concluded that the multicollinearity test is fulfilled.

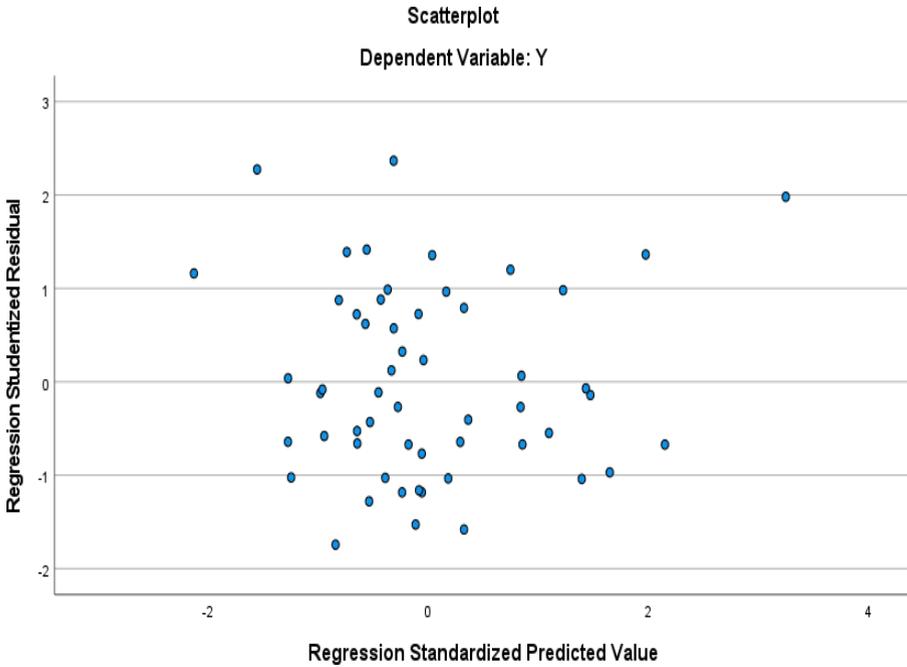


Fig. 2. Heteroscedasticity test results.

Based on the statistical test findings reported in Table 4, the scatterplot analysis demonstrates that the data points are spread randomly without establishing a discernable pattern. This randomness shows that the residuals' variance is constant at all levels of the independent variables. As a result, it can be concluded that heteroscedasticity is not present, confirming that the assumption of homoscedasticity is met, thereby supporting the reliability of the regression model.

Table 4. Results of partial correlation of knowledge management to productivity.

		Coefficients <sup>a</sup>	
		X1	Y
X1	Pearson Correlation	1	.497**
	Sig(2-tailed)		<.007
	N		55
Y	Pearson Correlation	.497**	1
	Si	<.001	
	Sig(2-tailed)	55	55

\*\*Correlation is significant at the 0.01 level (2-tailed)

The correlation coefficient of 0.497 based on the statistical test findings shown in Table 5, the analysis shows a positive association between productivity and the knowledge management variable. This coefficient indicates a moderate degree of connection, indicating a modest relationship between greater productivity and better knowledge management. The findings demonstrate how important good knowledge management techniques are for raising worker productivity and overall company effectiveness.

**Table 5.** Simultaneous correlation test results of knowledge management and work experience on productivity.

Model	R	R Square	Model Summary <sup>b</sup>		
			Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.595 <sup>a</sup>	.354	.330	2.71609	1.987

a. Predictors: (Constant), X2, X1

b. Dependent variable: Y.

The analysis produces a R value of 0.595, demonstrating a positive link between knowledge management, job experience, and productivity at 59.5%, based on the statistical test findings shown in Table 6. This finding implies that there is a moderate association between these independent variables and production. The results emphasize the role that work experience and knowledge management play in raising employee productivity and boosting overall organizational performance.

**Table 6.** Analysis of partial determination coefficient of knowledge management and work experience on productivity.

Model	Standardized Coefficients		
		Tolerance	VIF
1	(Constant)		
	X1	.295	.497
	X2	.384	.540

Based on the results of statistical testing in Table 7, the results of the analysis between independent variables, namely knowledge management and work experience on the dependent variable, namely productivity, with the formula Beta multiplied by Zero Order. Based on the calculation, it is known that the variable that has a greater influence on the productivity variable is the work experience variable by 20.7% ( $0.384 \times 0.540 = 0.207$  or 20.7%) and a smaller influence on productivity is the knowledge management variable by 14.7% ( $0.295 \times 0.497 = 0.147$  or 14.7%).

**Table 7.** Analysis of simultaneous determination coefficient of knowledge management and work experience on productivity.

Model	R	R Square	Model Summary <sup>b</sup>		
			Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.595 <sup>a</sup>	.354	.330	2.71609	1.987

a. Predictors: (Constant), X2, X1

b. Dependent variable: Y.

The results of the statistical test, which are shown in Table 8, show that knowledge management and work experience together account for 35.4% of the variation in productivity within the job training services at the Bandung City Manpower Office, with the remaining 64.6% possibly influenced by other factors not included in this model. These results demonstrate the important role that knowledge management and work experience play in determining employee productivity within the company.

**Table 8.** Partial Hypothesis Testing (T Test).

Model	Coefficients <sup>a</sup>		Std. Error	t	Sig.
	Unstandardized Coefficient	Standardized Coefficients			
	B	Beta			
1	(Constant)	6.412	2.320	2.763	.008
	X1	.301	.134	2.254	.028
	X2	.350	.119	2.935	.005

a. Dependent Variable: Y

Based on the results of statistical testing in table 9, variable X1 obtained a t-count value of  $2.254 > 2.007$ , it can be concluded that Knowledge Management partially has a significant effect on the productivity of Job Training Services at the Bandung City Manpower Office. Variable X1 obtained a t-count value of  $2.935 > 2.007$ , it can be concluded that Work Experience partially has a significant effect on the productivity of Job Training Services at the Bandung City Manpower Office.

**Table 9.** Simultaneous Hypothesis Testing (F Test)'.

		ANOVA <sup>a</sup>				
Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	210.529	2	105.265	14.269	<.001 <sup>b</sup>
	Residual	383.612	52	7.377		
	Total	594.141	54			

a. Dependent Variable: Y

b. Predictors (Constant) X2, X1

The F-count value is 14.269, which is higher than the crucial limit of 3.18, according to the statistical test results shown in Table 9. Furthermore, the significance (sig) value is less than the 0.05 cutoff at 0.001. These findings suggest that knowledge management and work experience both significantly impact the Bandung City Manpower Office's job training services' productivity. This result emphasizes how crucial these elements are to raising worker productivity and service effectiveness inside the company.

## 5 Conclusion and Recommendation

The study demonstrates that knowledge management and work experience have a substantial impact on employee productivity in the Bandung City Manpower Office's Job Training Services, according to the findings of statistical analysis. These two factors have a considerable impact on productivity, as indicated by the R-Square value of 35.4%; the remaining variance is explained by other factors. Both job experience (0.540) and knowledge management (0.497) have a moderately positive link with productivity, according to the correlation study. Furthermore, the F-test results (F-count = 14.269, sig = 0.001 < 0.05) support the notion that work experience and knowledge management together significantly impact productivity. These results highlight how better work performance and higher-quality services can result from strengthening knowledge management and boosting employee experience.

Optimizing the strengthening of Knowledge Management Practices through the implementation of structured training programs to enhance staff knowledge and skills is one of the study's recommendations. acquiring coaching for a culture of knowledge sharing through mentoring, workshops, and online knowledge bases. information organization and accessibility through the use of technology and knowledge management systems. On the other hand, to enhance work experience opportunities, on-the-job training and skill development programs can be implemented to enhance employees' practical experience; career development opportunities, such as job rotation, promotion, and specialized training; and senior employees can mentor and train junior staff members.

Then, in an attempt to boost productivity, policies can be implemented by creating a system for evaluating performance that takes into account work experience and knowledge management, offering incentives and recognition programs to encourage workers to boost their output, and promoting innovation and ongoing learning to adjust to shifting job requirements. The Bandung City Manpower Office can increase worker productivity, enhance service quality, and boost overall organizational performance by putting these suggestions into practice.

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