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Analysis of the Influence of Knowledge, Work Procedures and Technology on Employee Performance

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Abstract - The purpose of this study is to determine the influence of Knowledge, Work Procedures and Technology on Employee Performance at the Aceh Transportation Office both partially and simultaneously. This research method is by testing hypotheses using multiple linear regression analysis, F test (simultaneous) and t test (partial) intended to determine the influence of the independent variable on the dependent variable at a confidence level of 95% ($\alpha = 0.05$). The object of this study is Knowledge, Work Procedures and Technology on Employee Performance at the Aceh Transportation Office The sample size of this study is as much as 96 employees. Research data were collected through questionnaires and documentation studies. The results showed that simultaneous tests between the variables of Knowledge, Work Procedures and Technology affect the Performance of Employees at the Aceh Transportation Office. Then partially, Knowledge affects the Performance of Employees at the Aceh Transportation Office. Work Procedures affect the Performance of Employees at the Aceh Transportation Office. Then partially, namely Technology affects the Performance of Employees at the Aceh Transportation Office.

Keywords: Knowledge, Work Procedures, Technology and Employee Performance

1. Introduction

Walking or not a government is very dependent on the good and bad of the bureaucracy as the organizer of government. Meanwhile, the government bureaucracy is very dependent on human resources if in Indonesia it will be referred to as a Civil Servant (PNS) who plays a role in it as a government organizing apparatus. The state apparatus is one of the pillars in realizing Good Governance along with two other pillars, namely the business world (corporate governance) and also the community. The three elements must run in harmony and harmony in accordance with their respective roles and responsibilities.

The process of human resource management within the scope of government organizations is carried out in the form of recruitment, maintenance and development. The policy is regulated in Government Regulation PP Number 11 of 2002 concerning Procurement of Civil Servants and PP Number 54

Civil and Government Regulation Number 13 of 2000. on the Appointment of Civil Servants in Structural Positions. As a form of human resource development within the scope of the government, it is stated in Law Number 5 of 2018 concerning State Civil Apparatus (ASN) that the State Civil Apparatus (ASN) is a form of profession that contains logical consequences, namely the importance of principles, basic values, codes of ethics and codes of conduct, as well as competency development for civil servants, both Civil Servants (PNS) and Government Employees with Work Agreements (PPKK)

Civil servants as human resources in the government sector play an important role in the success of the implementation of governance and national development so that the position and role of civil servants are very important as implementers of government activities. The government then sets policies related to the human resources apparatus to obtain and increase the capacity of professional employees with the quality of employees who are smart, skilled and have competence, can work hard, creative, and have high morality. No matter how advanced technology and other organizational resources are, the human factor still plays an important role in the success of an organization.

A person who has significant abilities will be able to perform the tasks assigned to him. Organizational goals will be achieved well if employees are able to carry out their duties properly. Knowledge or knowledge of employees is everything they know about a particular object which is general knowledge that is carried out directly or affects the implementation of employee duties. Employee knowledge of the implementation of their duties well determines the success or failure of the implementation of duties well. Employee knowledge of the implementation of duties and general knowledge that affects the implementation of duties greatly determines the success or failure of the implementation of duties properly".

A person's technical skills are reflected in his ability to complete his main tasks, or work-related competencies to produce the best performance. This competency relates to a person's ability to work with certain skills, or his ability to understand the details of a job. Given that each job basically has different details, this type of technical competence has a very long list, because it is unique depending on the type of work.

Whatever type, definitely needs a guide to carry out the tasks and functions of each element or organizational unit. Standard Operating Procedures (SOPs) are systems that are structured to facilitate, tidy up, and put the work in order. Below we will discuss the meaning, benefits, how to make it, and examples of SOPs. In PERMENPAN PER/21/M-PAN/11/2008 it is stated that making SOPs must meet the principles of ease and clarity, efficiency and effectiveness, measurability, alignment, user-oriented, dynamic, compliance with law, and legal certainty (Irawan, 2018).

Work procedures are a series of work procedures that are interconnected with each other where it appears that there is a step-by-step business and a path that must be taken in order to complete a task area. Work procedures are a way of carrying out tasks by considering the aspects of purpose, equipment, facilities, labor, time, space, and costs. So the work system of the series between work procedures and work procedures can form a certain pattern in the context of implementing the field of work (Iskandar, 2021).

Based on the results of an initial survey with 17 employees of the Aceh Transportation Office, it can be seen that the low knowledge of employees in completing tasks , so that employees are less effective in completing tasks or the deadline for completing tasks is not in accordance with the time set by the leadership. Lack of knowledge can reduce employee performance. Another problem identified is still the lack of understanding of employee work based on the tasks received. The work environment and facilities and infrastructure are inadequate, so that it can affect the smoothness of employees at work towards attachment to work and still low work motivation, in order to increase work performance. Lack of HR policies and practices (job training) in the form of job supervision and evaluation as a tool by leaders to achieve organizational goals.

According to a survey, the next problem identified in the workplace is related to work procedures. Employees who follow procedures have a positive impact on their performance. On the other hand, employees who do not adhere to work procedures have performance issues, specifically in terms of quality (not meeting work expectations) and quantity (not completing tasks on time). Additionally, employees lack experience and struggle to master technology, leading to difficulties in meeting deadlines. To address these issues, a technology-based information system can be implemented to enhance employee performance. This system can help employees understand expectations and enable them to carry out tasks effectively. Furthermore, it is crucial for employees to have a thorough understanding of their respective areas of expertise in order to improve their performance within the Aceh Provincial Transportation Office.

According to Renny, (2017: 32) Performance is the appearance of a work process in the organization which includes the behavior of the actors (superiors and subordinates, employees / workers), work processes and work results achieved. According to Irawan, (2018: 4) Performance is a manifestation of the results of work carried out by employees which is usually used as a basis for evaluating employees or organizations.

Larsen and Mitchell propose that performance depends on the right mix of individuals and their jobs. According to Sedarmayanti, (2021: 215) Performance is the result of work that can be achieved by a person or group of people in an organization in accordance with the expected results in order to achieve organizational goals in a certain period of time. According to Yulius, (2018: 8) Performance is a record of outcomes resulting from certain employee functions or activities carried out during a certain period of time. The performance of a position as a whole is equal to the sum (average) of the performance of employee functions or activities performed.

According to Renny, (2017: 32) Performance appraisal can be seen through several aspects and indicators of Employee Performance as follows:

1. Quality, is the degree to which the process or result of the implementation of activities is close to perfection or close to the expected goals.
2. Quantity, is the amount produced, for example the number of units, the number of activity cycles completed and others.
3. On time, is the degree to which activities are carried out at the desired time, taking into account coordination, other outputs and time available for other activities.
4. Dependability is the extent to which an employee can be relied upon for the completion and follow-up of tasks.
5. Attendance is the extent to which employees are punctual, observe designated rest/meal periods and overall attendance records

According to Ali (2017:71) Knowledge is structured experience, value, contextual information and expert insights that provide a framework for evaluating and combining new experiences and knowledge that produce action and produce better decisions and generate effective input on organizational dialogue and creativity. According to Ikrahmawati (2021:10), Knowledge is one of the company's intangible assets. Through Knowledge of

the company's capabilities, external conditions and changes that have been, are and will occur can be anticipated.

According to Silvianita (2021:3) Knowledge is a system that can improve a company through the knowledge, experience and creativity of company employees. By applying Knowledge Management, the company will be able to find out the main source of the company's intangible assets , so it will be easier to determine what kind of knowledge the company needs and consider what kind of knowledge has the potential to be developed. According to Kusuma and Devie, (2013:3) Knowledge is one of the management tools that can be used to support the achievement of organizational goals and show competitive advantage so as to create good organizational performance.

In order for a type of work to produce a standard product from time to time, the ways of working to produce the product must be done in standard ways as well. The benefits that can be obtained by the existence and use of Standard Operation Procedure (SOP) include the realization of the SOP as a tool or communication channel for management with staff and implementers. Through the Standard Operation Procedure, all staff and employees will know clearly, strive to understand the goals and objectives, as well as the company's work policies and procedures.

According to Mulyadi (2018) explained that the definition of procedure is as follows: "Procedure is a sequence of clerical activities (writing, writing, calculating, comparing source data with supporting data of both parties), usually involving several people in a department or more, which is made to ensure uniform handling of company transactions that occur repeatedly".

According to Sedarmayanti (2018: 9), explaining that the understanding of procedures as follows: "Work procedures are a series of work procedures related to each other so as to show a sequence step by step and the path that must be taken in order to complete a task area".

According to Iskandar (2021: 174) Job Procedure or work procedure is a formal responsibility or task or official order or way of doing certain things. One concrete form of explicit knowledge is the Standard Operation Procedure, which is a basic implementation procedure made to maintain the quality and results of work. By using Standard Operation Procedure , tasks will be easier to do. The Standard Operation Procedure itself in its implementation is very flexible where employees can provide input based on the knowledge gained.

According to Abdullah (2017: 71) Work Proceduresare formal responsibilities or official orders in doing something. Standard Oprational Procedure (SOP) is made to maintain the quality and results of work where tasks will be easier to do.

According to Saputro (2021: 20), in order for a type of work to produce a standard product from time to time, the ways of doing to produce the product must also be done in a standard way as well.

According to Saputro, (2021:20) Indicators to measure variations in Work Procedures are as follows:

1. Expectations
   A hope or belief that is expected to come true in the future according to the desire which must be achieved by concrete action.
2. Improve performance
   Efforts made by employees in achieving certain targets by improving better work performance.
3. Training
   All activities to give, obtain, improve, and develop work competencies, productivity, discipline, attitudes, and work ethic at certain levels of skills and expertise in accordance with the level and qualifications of the position or job.

Complecity is the degree to which innovation is interpreted as something that is relatively difficult to interpret and utilization of technology. Job fit relates to an individual's ability to use a PC. This dimension measures an individual's level of confidence that PC utilization can improve their performance. Facilitating conditions in Triandis theory are expressed as objective factors that exist in the work environment that make it easier for users to use PCs. Thompson et al (2018: 9), who tested some PC utilization models based on triandist theory, concluded that there is a positive and significant relationship between Aceh Transportation factors, task suitability, and long-term consequences with technology use. Conversely, affection has an insignificant relationship and even complexity and facilitation conditions have a negative relationship with the use of technology.

According to Sendow (2021:3) Technology includes data processing, information processing, management systems and electronic work processes as well as the use of advances in information technology so that public services can be accessed easily. The indicators for measuring Technology variables are as follows:

a. Computer
b. Making work easier
c. Enchance effectiveness
d. Develop performance

1.1. Previous Research

Previous research is used to compare the differences and similarities between the results of previous research and the results of the current research. The current research is expected to be able to improve the results of the previous research. The novelty of this research is the difference in research analysis units where previous research was conducted in private companies while current research is conducted in government agencies. one of them is a researcher

from Saputro (2021) with the title The Effect of Knowledge, Work Procedures and Technology on Employee Performance at PT Techno MultiUtama.

Then the next research was conducted by Abdullah (2017) with the title "Analysis of the Influence of Knowledge Factors on the Performance of Perumda Bpr Majalengka Employees. The results showed that Perumda BPR Majalengka employees have knowledge including the very high category, the Work Procedures applied by Perumda BPR Majalengka are included in the very good category, and the application of technology in Perumda BPR Majalengka is included in the good category, and the level of employee performance is included in the very high category.

The next research was conducted by Iskandar (2021) entitled The Influence of Knowledge, Work Procedures and Technology on the Performance of Public Organization Employees. By using Technical path analysis, research found that (1) Knowledge is not proven to significantly affect performance, Work Procedures are proven to significantly affect employee performance, and technology is proven to significantly affect performance (performance) of employees; (2) Knowledge is proven to significantly affect employees' understanding of the organization's Work Procedures; and (3) Knowledge in indirect influence is proven to significantly affect employee performance mediated by Work Procedures.

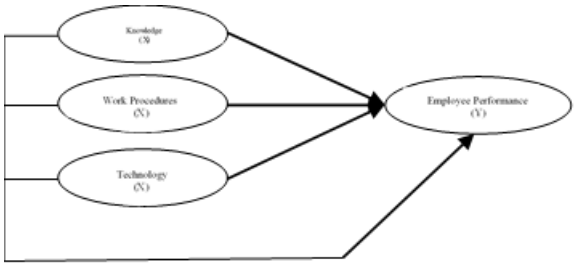
Research from Lestari (2021) entitled The Influence of Knowledge, Work Procedures and Technology on Employee Performance (Case Study of the Application of Knowledge at PT. Nasmoco Karangjati Motor). The conclusion of this study is that Knowledge has a positive and significant effect on the performance of PT. Nasmoco Karangjati Motor. Work Procedures have a positive and significant effect on the performance of PT. Nasmoco Karangjati Motor. Technology has a positive and significant effect on the performance of PT. Nasmoco Karangjati Motor.

Djaya (2021) with the title The Influence of Knowledge Factors That Influence the Performance of Hasanuddin University Education Staff. The conclusion of this study is that Knowledge has a positive and significant effect on the performance of PT. Nasmoco Karangjati Motor. Work Procedure positive and significant effect on the performance of PT. Nasmoco Karangjati Motor. Technology has a positive and significant effect on the performance of PT. Nasmoco Karangjati Motor. The results showed that knowledge, work procedures, learning organization, and technology simultaneously have a significant effect on individual performance. The development of ICT-based KMS has succeeded in making technological variables as mediators in knowledge sharing, so that partially technology and learning organizations have a significant effect on individual performance.

1.2. Frame of Mind

The progress of an organization cannot be separated from the human resources it has. Human resources play an important role in an organization because they always play an active and dominant role in every organizational activity. Every organization, both engaged in the service sector and industry, always strives to manage human resource management in professional ways to improve Employee Performance. In an effort to improve performance, the presence of employees who have relevant information, Work Procedures and Technology are needed.

Based on theoretical foundations and previous research, the relationship between research variables can be described in figure 1.



Source: Developed by researchers based on previous research

Figure 1. Framework of Thought

1.3. Hypothesis

Based on the research objectives and framework, research hypotheses can be formulated are:

H1 :Allegedly Knowledge affects the performance of employees at the Aceh Transportation Agency

H2 : It is suspected that Work Procedures affect the performance of employees at the Aceh Transportation Office

H3 : It is suspected that technology affects the performance of employees at the Aceh Transportation Agency

H4 : It is suspected that knowledge, work procedures and technology affect the performance of employees at the Aceh Transportation Agency

2. Research Methods

2.1 Data Analysis Technique

Quantitative analysis is a method of data analysis that requires statistical and mathematical calculations. To make it easier to perform the analysis, the SPSS program version 22 is used. The data analysis technique used multiple linear

regression analysis. According to Sugiyono (2021: 192), multiple linear gergertion tests with two or more independent variables in a linear equation, namely:

$$Y = \alpha + \beta 1 X 1 + \beta 2 X 2 + \beta 3 X3 + e \quad (1)$$

Where:

Y	= Employee performance
a	= Konstanta
β1 β2 β3	= Regression
coefficient X1	= Knowledge
X2	= Work Procedure
X3	= Technology
e	= error

The scale used in this study is using an interval scale from one to five research instruments as a measuring tool to measure the variables studied. The number of instruments depends on the number of variables. Each instrument will have a scale. To be able to quantify the data obtained from the list of questions (questionnaires) that have been answered by the respondents. While the questionnaire question items are made in the form of multiple choice, where each question item consists of five alternative answers. Then the respondents' answer data was scored using the Likert scale system.

2.2 Data Testing

Reliability and validity tests are tests of research instruments that will present qualitative data. The instrument in this study is a questionnaire used to collect qualitative primary data so that it must be able to provide truth and trust through a set of reliability and validity tests.

2.2.1 Validity Testing

Validity is a measure that indicates the degree to which an instrument is valid. An instrument is considered valid if it is able to measure what is desired and can reveal data from the variables studied in reality. Testing the validity of the data in this study was carried out statistically, using the pearson product moment coefficient of corelation test with the help of the SPSS program, with a significance level below 5%. Meanwhile, if done manually, the correlation value is product moment correlation crisis value where the results show that the question item has a correlation above 5% or validity refers to the extent to which the results of the evaluation procedure serve their intended particular use, validity refers to the accuracy of the interpretation of the test results or evaluation instrument for individual groups and not the instrument itself.

Sugiyono (2021) states that if the value of r is calculated > r the table of items of the statement is declared valid. Conversely, if the value of r is calculated < r table, then the statement item is invalid.

2.2.2 Reliability Testing

The reliability of the tool used to measure a questionnaire which is an indicator of a variable. According to Malhotra (2018: 317), a scale or data measurement instrument and the data produced are called reliable or reliable if the instruction consistently produces the same results every time a measurement is made. Reliability measurement of this research instrument using the Cronbach Alpha (a) technique.

Cronbach Alpha interpreted the scale correlations made with all existing variable scales. According to Malhotra (2018: 318), the method used to test the reliability of the questionnaire in this study is to use the Cronbach Alpha coefficient formula, namely:

a. If the Alpha coefficient > a significance level of 60% or 0.6, then the questionnaire is reliable.
b. If Alpha coefficient < a significance level of 60% or 0.6, then the questionnaire is not reliable.

2.2.3 Classical Assumption Testing

The normality test is a requirement to determine the type of statistics used in subsequent analysis. If the data is normally distributed, it is not normal, then parametric statistical tests cannot be carried out, so they must use non-parametric statistics (Sugiyono, 2021: 75). This test is usually used to measure ordinal, interval or ratio scale data. Normality tests with SPSS can use several tests such as the Kolmogorov test of Smirnov, Shapiro Wilk and the Normal Probability Plots image.

The multicollinianity test aims to test whether a regression model is found there is a correlation between independent or independent variables (Ghozali, 2018: 105). The multicolonierity test is seen from the tolerance value and Variance Inflantion Factor (VIF) (Ghozali, 2018: 95). If the VIF value ≤ 10 and the Tolerance (T) value ≥ 0.1 and less or equal to 10, it means that multicollinearity does not occur. Conversely, if it is known that the VIF value ≥ 10 and the Tolerance (T) value ≤ 0.1 and more than 10, it means that multicollinearity occurs.

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another, if the variance from the residual of one observation to another observation is different then it is called heteroscedasticity (Ghozali, 2018: 125). The heteroscedasticity test can be seen using a plot graph between the predicted value of the bound variable (ZPRED) and the residual (SRESID). Detection is done by looking at the presence or absence of certain patterns in the graph where the X and Y axes have been produced. The basis for decision making is:

a. If the existing points form a certain pattern that is regular like waves, widens, then narrows, then heteroscedasticity occurs.

b. If there is a clear pattern of points, and the dots spread above and below the number 0 on the Y-axis, then heteroscedasticity does not occur.

2.3 Hypothesis Testing

To test the effect of Knowledge, Work Procedures and technology on employee performance is carried out in two ways, namely simultaneous and partial testing.

2.3.1 Test *t*

Used to test significant levels of independent variables individually to the dependent variable (Y), namely the influence of X 1 on Y, the influence of X 2 on Y, the influence of X3 on Y, with test criteria:

If t counts > t table then rejects H a and accepts Ho.

If t counts > t table then accepts H a and rejects Ho

Ho1 : Knowledge has no effect on the performance of Aceh Transportation Agency employees.

Ha1 : Knowledge affects the performance of employees of the Aceh Transportation Agency.

Ho2 : Work Procedures do not affect the performance of employees of the Aceh Transportation Agency.

Ha2 : Work Procedures affect the performance of employees of the Aceh Transportation Agency.

Ho3 : Technology has no effect on the performance of Aceh Transportation Agency employees.

Ha3 : Technology affects the performance of employees of the Aceh Transportation Agency.

2.3.2. Test *f*

Used to test the significant level of all independent variables (X 1, X 2, X3) against variable Y. The decision-making criteria at the 5% significant level are:

If F counts > t table then rejects H a and accepts Ho.

If F counts > t table then accepts H a and rejects Ho

Ho4 : Knowledge, Work Procedures and technology simultaneously have no effect on the performance of Aceh Transportation Agency employees.

Ho4 : Knowledge, Work Procedures and technology simultaneously affect the performance of employees of the Aceh Transportation Agency.

3. Result and Discussion

3.1 Data Testing Results

Reliability testing is carried out with internal consistency or the degree of accuracy of answers. For this test used Statistical Packaged for Social Sciences (SPSS). After performing, reliability testing to determine the consistency of the results of an answer about respondents' responses. To conduct reliability testing the authors use the SPSS program. The results of the Reliability Test can be seen in the following table:

Table 1. Research variable reliability test (Alpha)

No	Variable	Variable Items	Alpha Value	Reliability
1.	Employee Performance (Y)	5	0,795	Reliable
2.	*Knowledge* (X1)	4	0,738	Reliable
3.	*Work Procedure* (X2)	3	0,829	Reliable
4.	Technology (X3)	4	0,800	Reliable

Source : data processed 2020

The results of the Reliability test can be seen from the value of cronbach Alpha, the value of cronbach alpa good reliability is closer to 1, reliability less than 0.60 is not good, while more than 0.60 is acceptable and reliability with cronbach alpha 0.80 or above is good. Based on reliability testing of the instrument, it is known that the test results of the Employee Performance variable, Knowledge, Work Procedures and Technology are all reliable as they exceed 0.60.

3.2 Testing Clasical Assumptions

The multicollinearity test aims to test whether the regression model found a correlation between independent variables. If correlation occurs, then there is a multicollinearity problem. In a good regression model, there is no correlation between independent variables. For the multicollinearity test in this study is to look at the value of Variance Inflation Factor (VIF).

Table 2. Multicollinearity Test Results

Free Variable	Tolerance	BRIGHT	Information
Knowledge (X1)	0,823	1,214	Non Multicollinearity
Work Procedure (X2)	0,720	1,389	Non Multicollinearity
Technology (X3)	0,637	1,569	Non Multicollinearity

Source: Research Results, 2020 (Data processed)

From Table 2, it can be shown that the independent variable has a Tolerance value of less

than 0.10 means more correlation between independent variables. The results of calculating the value of Variance Inflation Factor (VIF) also show the same thing that the independent variable has a VIF value of less than 10. So it can be concluded that there is no multicolonicity between independent variables in the regression model in this study.

3.3. Hypothesis Testing

The hypothesis states that the factors of Knowledge (X 1), Work Procedures (X 2) and Technology (X3) affect the performance of employees at the Aceh Transportation Office. The models used to suspect such influences are:

Table 3. The effect of independent variables on employee performance at the Aceh Transportation Office.

Variable name	B	Std Error	t_{count}	t_{table}	Itself.
Constant	0,424	0,357	1,238	1,986	0,238
Knowledge (X1)	0,662	0,086	7,678	1,986	0,000
Work Procedure (X2)	0,258	0,079	3,265	1,986	0,000
Technology (X3)	0,171	0,085	2,018	1,986	0,046

Source: Research Results,2020 (Data processed)

Based on the results of computer output through the SPSS program as shown in the table above, the multiple regression equation is obtained as follows, Y = 0.424 + 0.662X1 + 0.258X2 + 0.171X3.

From the regression equation above, the results of the study can be known as follows:

1. Koefesien Regresi (b)

- In research, the constant value is 0.424, meaning that if Knowledge (X 1), Work Procedures (X 2) and Technology (X3), are considered constant, then Employee Performance at the Department of Transportation Aceh is 0.424 on the Likert scale
- The Knowledge regression coefficient (X1) is 0.662. This means that every 100% change in the Knowledge variable will increase Employee Performance at the Aceh Transportation Agency by 66.2% assuming the Work Procedure (X 2) and Technology (X3) variables are considered constant.
- The work procedure regression coefficient (X2) is 0.258. This means that every 100% change in the Work Procedure variablerelatively will increase Employee Performance at the Aceh Transportation Agency by 25.8% assuming the variables Knowledge (X 1), and Technology (X3) are considered constant.
- The Technology regression coefficient (X3) is 0.171. This means that every 100% change in technology variables will relatively improve employee performance at the Aceh Transportation Agency. by 17.1% assuming the variables Knowledge (X 1) and Work Procedures (X2), are considered constant.

Based on the results of the analysis above, it can be seen that from the three variables studied that the Knowledge variable has a dominant influence in improving employee performance at the Aceh Transportation Office, because a regression coefficient of 66.2% was obtained.

2. Correlation Coefficient (R) and Determination

To know how much the increment of a linear can be explained through the relationship between veriable-variables (correlation). If all the values of these variables can satisfy an equation correctly, then it can be said that there is a perfect correlation in this analysis model. From the SPSS output, it can be known the level of relationship between the free variable and the bound variable, including:

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,731[a]	,534	,519	,38957

a. Predictors: (Constant), Technology (X3), Work Procedures (X2), Knowledge (X1)

Based on the computer output above, the correlation coefficient in the study obtained a value of 0.731 where with this value there is a relationship between the independent variable and the dependent variable is 73.1%. This means that the factors of Knowledge (X1), Work Procedures (X 2), and Technology (X3) have a strong relationship with Employee Performance at the Aceh Transportation Office.

Meanwhile, the coefficient of determination obtained with a value of 0.519 means that 51.9% of changes in the dependent variable (Employee Performance at the Aceh Transportation Agency) can be explained by changesknowledge (X1), Work Procedures (X 2) and Technology (X3). While the remaining 48.1% was explained by other factors outside the three variables such as work experience, work ability and competence.

3.4. Simultaneous Test (F Test)

To examine the effect of Knowledge, Work Procedures and Technology simultaneously on

Employee Performance at the Aceh Transportation Office. Statistical test F (test F) is used. If the F value is calculated > the F value ofthe table, then H o is rejected and Ha is accepted. Conversely, if the F value iscalculated < theF value of tale, then H o is accepted and Ha is rejected. Partial test results can be seen in the following table:

Tabel 5. ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F_{count}	F_{table}	Itself.
1	Regression	16,011	3	5,337	35,167	2,704	,000[b]
	Residual	13,962	92	,152			
	Total	29,973	95				

Based on the calculation results, the calculated F value is 35.167 with a significance of 0.000, while the Ftable is at a confidence interval of 95% or α = 0.05 is 2.704. By comparing the value of F count with F table, then F count (35.167) is greater than Ftable (2.704). The decision is thatH0 is rejected and Ha is accepted, meaning that simultaneously the variables (X 1), Work Procedure (X 2) and Technology (X3) have a great effect real (high significant) to the performance of employees at the Aceh Transportation Office.

3.5. Partial Test (t Test)

To test the effect of Knowledge, Work Procedures and Technology on Employee Performance at the Aceh Transportation Office, a statistical t test (t test) is used. If the calculated t value > the table t value, then H 0 is rejected and H a is accepted, otherwise if the calculated t value is <the table t value, then H0 accepted and Ha rejected. The results of partial hypothesis testing can be seen in Table IV.9. You can know the magnitude of the calculated t valueof each independent variable in this study. Thecalculated t value of each independent variable will be compared with the table t value using a confidence interval of 95% or α = 0.05.

1. Knowledge (X1)
   The effect of Knowledge (X1) on the Employee Performance variable (Y) can be partially seen in the Table IV.9 thevalue of t count (7.678) is greater than t table (1.986), then the decision is to rejectH0 and accept Haa. From the results of the partial significance test that there is an influence and significance between Knowledge on Employee Performance at the Aceh Transportation Service, meaning that Knowledge affects Employee Performance at the Aceh Transportation Service.
2. Work Procedure (X2)
   The effect of Work Procedures on the variable Employee Performance (Y) can be partially seen in Table IV.9 the value of t count (3.265) is greater than the value of t table (1.986) value t count > value t table, then the decision is to reject H 0 and accept Ha. From the results of the partial significance test that Work Procedures affect Employee Performance at the Aceh Transportation Office.
3. Technology (X3)
   The effect of technology on the variable Employee Performance (Y) can be partially seen in Table IV.9 the calculated t value is 2.018 while the table t value at the 95% confidence level is 1.986. since t count (2.018) is greater than ttable (1.986) then reject H 0 and accept H a . This means that technological factors affect the performance of employees at the Aceh Transportation Office.

3.6. Implication of Research Results

Based on the results of research that has been conducted, it shows that Knowledge and Work Procedures affect the Performance of Employees at the Aceh Transportation Office both partially and simultaneously. This means that this study is the same as the results of previous studies, the difference from this study is the number of population and research sample. Then the research is research from Saputro (2021), Abdullah (2017) and Iskandar (2021) because the independent variables studied both affect the dependent variable, namely employee performance. From the results of the study, it can be seen that the efforts made by the Aceh Transportation Agency are able to improve employee performance as the average knowledge possessed by respondents of the Aceh Transportation Office is good, namely in terms of knowledge, the abilities possessed by respondents are in accordance with the position of respondents and respondents of the Aceh Transportation Agency still maintain the level of knowledge possessed.

In addition, the implementation of procedures (job procedures) set by the Aceh Transportation Office is able to improve employee performance such as work procedures applied provide quite effective respondent work results, can increase respondents' work productivity and Aceh Transportation Agency respondents are able to use time well.

Then from the results of the research it can be seen that technology affects employee performance. This is because on average employees of the Aceh Transportation Agency work in technology and other fields have been able to master the technology applied by the Aceh Transportation Agency. The application of technology at the Aceh Transportation Office does

not make it difficult for employees and employees to get job training on the ability to master technology.

4. Conclusion

Based on the results of testing, management, and data analysis that has been carried out, the following conclusions can be drawn:1) Knowledge affects the performance of employees at the Aceh Transportation Office. 2) Work Procedures affect the Performance of Employees at the Aceh Transportation Office. 3) Technology affects the performance of employees at the Aceh Transportation Office. 4) Knowledge, Work Procedures and Technology simultaneously affects the performance of employees at the Aceh Transportation Office.

For further research in order not only to examine the variables of Knowledge, Work Procedures and Technology but also to examine other variables such as respondent loyalty, competence, respondent motivation, work experience and others.

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