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THE ROLE OF KNOWLEDGE UTILIZATION IN IMPROVING OPERATIONAL EFFICIENCY THROUGH ORGANIZATIONAL LEARNING AT PT. RUDY SOETADI

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Abstract

This study aims to examine the role of knowledge utilization in enhancing operational efficiency through organizational learning at PT. Rudy Soetadi. In an increasingly competitive business environment, effective knowledge management and organizational learning are critical to maintaining performance and adaptability. Using a quantitative approach, data were collected through questionnaires distributed to 109 employees and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The results indicate that knowledge utilization has a significant positive effect on operational efficiency (path coefficient = 0.418, $p < 0.000$) and organizational learning (path coefficient = 0.865, $p < 0.000$). Furthermore, organizational learning also positively affects operational efficiency (path coefficient = 0.500, $p < 0.000$) and mediates the relationship between knowledge utilization and operational efficiency (indirect effect = 0.432, $p < 0.000$). The model explains 78.6% of the variance in operational efficiency ($R^2 = 0.786$). This study provides practical insights for companies seeking to leverage their knowledge assets and foster a learning culture, thereby enhancing productivity and competitive advantage.

Keywords: Knowledge Utilization, Operational Efficiency, Organizational Learning, Knowledge Management

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INTRODUCTION

Human Resource Management (HRM) is a field that focuses on managing the workforce effectively and efficiently to achieve shared organizational goals. HRM plays a crucial role in supporting productivity through functions such as workforce planning, recruitment, performance management, and creating a conducive work environment (Sitinjak & Esthi, 2025). One of the core objectives of HRM is to improve operational efficiency, which can be achieved by ensuring employees possess the right skills and tools to perform their tasks effectively. In today's increasingly competitive business environment, operational efficiency is key to a company's long-term success (Aulia & NR, 2020).

Operational efficiency refers to the ability of a company to optimize the use of its resources, including human capital and assets, to reduce costs, increase productivity, and maximize profits (Fauziyah & Esthi, 2025). Aulia & NR (2020) highlighted how operational efficiency plays a vital role in enhancing financial performance, especially in the banking sector. In a similar vein, efficient operational systems enable companies to adapt quickly to market changes and adjust business strategies in line with customer needs (Judijanto et al., 2024).

A strategic approach to boosting efficiency is through knowledge utilization, which emphasizes the practical application of available organizational knowledge to enhance performance (Heriyanti et al., 2024). In the modern business landscape, information and knowledge are considered vital assets for effective decision-making. Proper knowledge utilization helps reduce waste and supports productivity improvements (R Mau et al., 2022). Additionally, knowledge management has been shown to positively impact employee performance (Yazid et al., 2020).

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Closely related to this is organizational learning, which refers to how organizations develop, share, and embed knowledge to improve performance and competitiveness (Kartini et al., 2024). In an era of globalization and rapid technological change, continuous learning and innovation are critical. Organizational learning is not only about developing individual skills but also about integrating knowledge into organizational practices (Sunarta, 2021). This process helps organizations learn from past experiences and apply new insights to improve operations. A learning culture within an organization strengthens adaptability and innovation. Furthermore, strong interpersonal interactions contribute significantly to collective learning (Masman, 2024). Organizational learning has also been found to have a positive and significant influence on both employee performance and organizational commitment (Christofer & Masman, 2024).

However, PT. Rudy Soetadi is currently facing several issues related to these aspects. In terms of knowledge utilization, there is a lack of understanding and access to knowledge due to the absence of a structured knowledge management system. Operational efficiency is hindered by weak internal communication and limited readiness for change, as well as resource wastage due to insufficient supervision. In the area of organizational learning, employee participation remains low, and the organization lacks a consistent mechanism for evaluating and learning from past experiences.

Previous studies emphasize the interconnectedness of these concepts. Knowledge utilization is shown to promote organizational learning. According to Hidayat et al. (2022), knowledge management capabilities positively impact organizational learning, especially through collaboration and knowledge sharing.

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Nevertheless, Kordab et al. (2020) found that in specific contexts—such as auditing firms in the Middle East—organizational learning did not significantly affect knowledge creation. Antunes & Pinheiro (2020) even noted that improper knowledge application can lead to cognitive overload, which impedes learning processes.

Regarding operational efficiency, Tan & Olaore (2022) concluded that organizational learning significantly enhances employee productivity and overall organizational performance. However, Tortorella et al. (2020) noted that the positive effects of organizational learning are more evident at the organizational level, rather than the individual or team level. Additionally, Asimakopoulos et al. (2020) warned that poor management of external knowledge sources can reduce innovation efficiency, as excessive external knowledge may disrupt internal focus and strategic clarity.

Studies also suggest that organizational learning serves as a strong mediator between knowledge utilization and operational efficiency. Obeso et al. (2020) found that effective knowledge management strengthens the relationship between organizational learning and operational performance, particularly in the areas of innovation and productivity. On the other hand, knowledge utilization does not always mediate the relationship between organizational learning and efficiency. This is supported by Kordab et al. (2020), who found that individual-level learning had a greater impact than organizational-level knowledge utilization in some consulting firms.

Based on the problems identified at PT. Rudy Soetadi and the relevant literature, this research is conducted under the title: "The Role of Knowledge Utilization in Improving Operational Efficiency through Organizational Learning

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at PT. Rudy Soetadi." This study is expected to offer valuable insights for overcoming organizational challenges and strengthening the integration of knowledge management, learning processes, and operational effectiveness.

LITERATURE REVIEW

Operational Efficiency

Improving operational efficiency is one of the main strategies implemented by companies to survive and compete in an increasingly competitive business environment. Operational efficiency refers to a company's ability to carry out its processes by utilizing resources optimally, thereby reducing costs and increasing productivity (Hikmah & Esthi, 2021). By improving operational efficiency, companies can identify and eliminate waste and unnecessary expenses. This leads to savings in various areas such as production and logistics.

Good operational efficiency enables the workforce to be more productive. With the same amount of time and resources, companies can achieve more optimal output. Increased efficiency also contributes to better product or service quality. More efficient processes reduce the likelihood of errors and defects during production, resulting in higher-quality outputs. An efficient operational system also allows a company to respond swiftly to market changes, enabling rapid adjustments to business strategies in accordance with customer needs (Judijanto et al., 2024).

According to Istiqomah et al. (2023), factors that influence operational efficiency include tight inventory management, the implementation of the Just-in-Time (JIT) concept, the use of technology and automation, process

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improvement, and employee training and development. Meanwhile, Adiyanti & Sari (2024) identify key indicators of operational efficiency as productivity, cost per unit, cycle time, and capacity utilization.

Knowledge Utilization

Knowledge utilization is a critical organizational process that focuses on applying existing knowledge to improve performance and operational efficiency. This concept is highly relevant in today's modern business environment, where data and information serve as vital assets for effective decision-making. By utilizing relevant knowledge, organizations can reduce waste and boost productivity (R Mau et al., 2022).

According to R Mau et al. (2022), knowledge utilization contributes to lowering operational costs and increasing company revenue. Yazid et al. (2020) emphasize the importance of analyzing how knowledge management influences employee performance. Umer et al. (2023) found that knowledge utilization is a core process in knowledge management, directly impacting worker productivity, particularly in the telecommunications industry. Their study concludes that shared knowledge will not have a significant impact unless the organization actively applies it in practical work settings.

According to Trie Sartika Pratiwi & Azrai'e Kamaludin Rosni (2023), factors influencing knowledge utilization include organizational culture, information system quality, management commitment, and employee training and development. The main indicators of knowledge utilization are the quality of knowledge used and the frequency of knowledge application.

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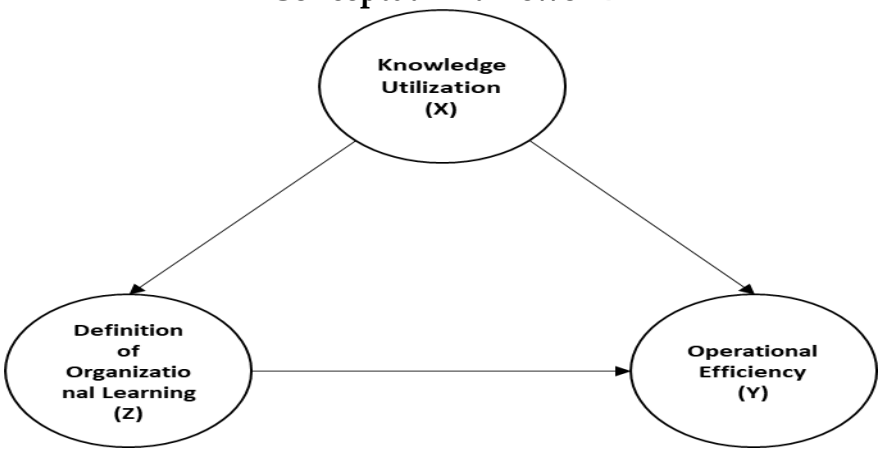
Organizational Learning

Organizational learning is a process through which organizations develop, apply, and disseminate knowledge to enhance performance and competitiveness. In the era of globalization and rapid technological advancement, it is essential for organizations to continuously adapt and innovate. Organizational learning involves not only the development of individual skills but also the dissemination and integration of knowledge into overall organizational practices (Sunarta, 2021).

Organizational learning contributes to operational efficiency by allowing organizations to learn from past experiences and apply new knowledge to their workflows (Sunarta, 2021). Sunarta (2021) also emphasizes the importance of cultivating a learning culture within the organization to boost adaptability and innovation. The study also illustrates how interactions between individuals can strengthen the collective learning process within an organization.

According to Yanuary et al. (2024), factors that influence organizational learning include organizational culture, digital leadership, a commitment to learning, shared vision, and dedicated learning time.

Figure 1
Conceptual Framework



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RESEARCH METHOD

This study employs a quantitative research method. The data collection stages used in this research include observation, literature study, and questionnaires. Observation was carried out by directly observing conditions at PT. Rudy Soetadi. The literature study involved reading, quoting, and making notes from various sources related to knowledge utilization, operational efficiency, and organizational learning. Data were also collected through questionnaires distributed to employees using a Likert scale as the measurement instrument. Before the full-scale distribution, the questionnaire was pre-tested with a small sample of 15 employees to assess clarity and relevance of the items. The content validity was reviewed by academic experts in the fields of organizational behavior and knowledge management. Necessary adjustments were made to ensure the items accurately represented the intended constructs. The instrument was then finalized for data collection. The population in this study includes all employees of PT. Rudy Soetadi, specifically those in the production (assembly) department, totaling 150 employees. The sample size was determined using the Slovin formula, resulting in a total of 109 respondents. Data analysis in this research was conducted using the SmartPLS (Partial Least Square) version 4.0 software to test the proposed hypotheses. SmartPLS is a statistical tool used for structural equation modeling (SEM) that employs bootstrapping techniques for analysis.

Based on the theoretical framework and literature review, the following hypotheses are proposed in this study:

H1: Knowledge Utilization has a positive and significant effect on Operational Efficiency.

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H2: Knowledge Utilization has a positive and significant effect on Organizational Learning.

H3: Organizational Learning has a positive and significant effect on Operational Efficiency.

H4: Organizational Learning mediates the relationship between Knowledge Utilization and Operational Efficiency.

RESULTS AND DISCUSSION

The analysis method used in this research is the Partial Least Square (PLS) method using the SmartPLS 4.0 program.

Convergent Validity

Indicators in a research study can be considered valid if they have an outer loading value above 0.7 for each of its instruments, but an outer loading value of 0.6 is still considered sufficient and values below 0.5 can be eliminated.

Table 1
Outer Loading

Variable	Outer Loading	Validity
Knowledge Utilization (X)		
KU1	0.943	VALID
KU2	0.951	
Operational Efficiency (Y)		
EO1	0.780	VALID
EO2	0.829	
EO3	0.873	

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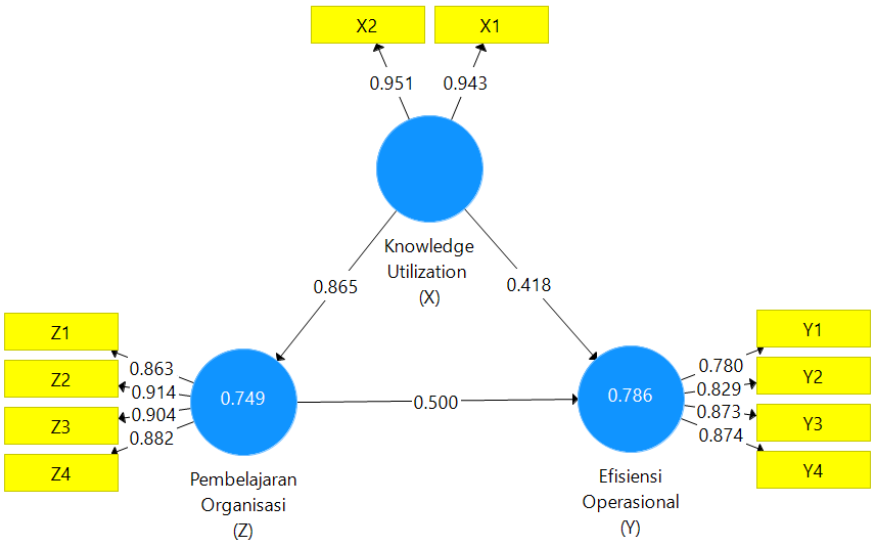
EO4	0.874	
Organizational Learning (Z)		
PO1	0.863	VALID
PO2	0.914	
PO3	0.904	
PO4	0.882	

Source: Output SmartPLS 4.0, primary data processed (2025)

Based on the data above, it shows that the statement items in the research questionnaire are valid. This is evidenced by the outer loading value > 0.5, so this questionnaire can proceed to the next processing stage. The following is the outer loading figure of the research.

Figure 2
Outer Loading



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Discriminant Validity

Average Variance Extracted is used to assess the discriminant validity for each construct and latent variable. The requirement to be considered successful is that the AVE value must be greater than 0.5.

Table 2
Average Variance Extracted (AVE)

Variable	Average Variance Extracted
Knowledge Utilization (X)	0.897
Operational Efficiency (Y)	0.705
Organizational Learning (Z)	0.794

Source: Output SmartPLS 4.0, primary data processed (2025)

Based on the table above, it shows that the AVE values of each variable are greater than 0.5, so these variables can be considered valid.

Reliability Test

Reliability testing is known through two methods, namely Composite Reliability and Cronbach's Alpha. A variable can be declared to have good reliability if the Composite Reliability value is > 0.7 and the Cronbach's Alpha value is > 0.6.

Table 3
Composite Reliability

Variable	*Composite Reliability*	Description
Knowledge Utilization (X)	0.945	Reliable
Operational Efficiency (Y)	0.905	Reliable
Organizational Learning (Z)	0.939	Reliable

Source: Output SmartPLS 4.0, primary data processed (2025)

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Based on the table above, it is proven that the Composite Reliability values of all constructs are > 0.7, so all constructs meet the criteria for Composite Reliability, and all constructs in this study have reliably detected values.

The value of Cronbach's Alpha is also useful to reinforce the reliability test. Below are the results of the Cronbach's Alpha calculation:

Table 4
Cronbach's Alpha

Variable	Cronbach's Alpha	Description
Knowledge Utilization (X)	0.885	Reliable
Operational Efficiency (Y)	0.862	Reliable
Organizational Learning (Z)	0.913	Reliable

Source: Output SmartPLS 4.0, primary data processed (2025)

Based on the table above, the Cronbach's Alpha values of all constructs are > 0.6, so all constructs meet the Cronbach's Alpha requirement and each construct in the study has a high reliability value.

Inner Model Analysis

The inner model analysis, also known as structural model testing, can be assessed through the R Square test. Here are the R Square values in this study:

Table 5
R Square

Variable	R Square	R Square Adjusted
Organizational Learning (Z)	0.749	0.746
Operational Efficiency (Y)	0.786	0.782

Source: Output SmartPLS 4.0, primary data processed (2025)

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Hypothesis Testing

Hypothesis testing is conducted to analyze the influence among variables in this research, with the aim of answering the research questions. The analysis is performed using the bootstrapping method as shown in the Path Coefficient Table. The results of the Path Coefficient in this study are as follows:

Table 6
Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P-Values
Knowledge Utilization (X) → Operational Efficiency (Y)	0.418	0.423	0.116	3.618	0.000
Knowledge Utilization (X) → Organizational Learning (Z)	0.865	0.856	0.058	14.956	0.000
Organizational Learning (Z)→ Operational Efficiency (Y)	0.500	0.496	0.114	4.377	0.000

Source: Output SmartPLS 4.0, primary data processed (2025)

The mediation effect is conducted by performing an analysis on the bootstrapping method indicated in the specific indirect effect table. The results of the specific indirect effect in this study are as follows:

Table 7
Specific Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P-Values
Knowledge Utilization (X) → Organizational	0.432	0.428	0.113	3.819	0.000

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Learning (Z) → Operational Efficiency (Y)					

Source: Output SmartPLS 4.0, primary data processed (2025)

Based on the table above, the relationships between the research variables can be explained as follows:

Hypothesis 1:

The first hypothesis (Ha) states that Knowledge Utilization (X) has an effect on Operational Efficiency (Y). The table shows that the p-value is 0.000, which is less than 0.005, and the t-statistic is 3.618, which is greater than 1.96. Therefore, the result is considered statistically significant. This indicates that Knowledge Utilization (X) has a positive influence on Operational Efficiency (Y), and thus, the first hypothesis (Ha) is accepted.

Hypothesis 2:

The second hypothesis (Ha) proposes that Knowledge Utilization (X) affects Organizational Learning (Z). According to the table, the p-value is 0.000 (less than 0.005) and the t-statistic is 14.956, which exceeds the threshold of 1.96. This indicates a significant relationship. Therefore, it can be interpreted that Knowledge Utilization (X) has a positive impact on Organizational Learning (Z), meaning the second hypothesis (Ha) is accepted.

Hypothesis 3:

The third hypothesis (Ha) suggests that Organizational Learning (Z) influences Operational Efficiency (Y). The table shows a p-value of 0.000 and a t-statistic of 4.377, both meeting the criteria for statistical significance. This confirms that Organizational Learning (Z) has a positive and significant effect on Operational Efficiency (Y), and thus the third hypothesis (Ha) is accepted.

Hypothesis 4:

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The fourth hypothesis (Ha) states that Organizational Learning mediates the relationship between Knowledge Utilization and Operational Efficiency. Based on the table, the p-value is 0.000, and the t-statistic is 3.819, which is greater than 1.96, indicating a statistically significant mediating effect. This suggests that Knowledge Utilization contributes to improving Operational Efficiency through Organizational Learning. In other words, the fourth hypothesis (Ha) is also accepted.

SYNTHESIS OF THE MAIN DISCUSSION

The Influence of Knowledge Utilization on Operational Efficiency

Based on the research findings, Knowledge Utilization (X) has a positive partial effect on Operational Efficiency (Y). This is indicated by a p-value of 0.000, which is less than 0.005, and a t-statistic of 3.618, which is greater than 1.96. Therefore, it can be concluded that the more optimally knowledge is utilized by both individuals and the organization, the higher the level of efficiency in the company's operational activities. This finding is in line with the research conducted by Eliza Techa Fattima (2024), which states that the effective implementation of knowledge management in hospitals contributes significantly to operational efficiency, particularly in supporting innovation in medical technology, clinical procedures, and patient service methods.

The Influence of Knowledge Utilization on Organizational Learning

The results also indicate that Knowledge Utilization (X) has a positive partial influence on Organizational Learning (Z). This is supported by a p-value of 0.000, which is lower than 0.005, and a t-statistic of 14.956, which exceeds 1.96. This suggests that when knowledge within the organization is optimally utilized, it encourages the enhancement of collective learning capacity across the

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organizational environment. This finding aligns with the study conducted by Maria Obeso (2020), which found that the utilization of knowledge can significantly improve the effectiveness and capacity of organizational learning.

The Influence of Organizational Learning on Operational Efficiency

The research findings show that Organizational Learning (Z) has a positive partial effect on Operational Efficiency (Y). This is evidenced by a p-value of 0.000, which is less than 0.005, and a t-statistic of 4.377, which is greater than 1.96. It can be inferred that organizations with a strong and continuous learning culture tend to be more capable of improving efficiency in executing their business processes. This result is consistent with the research by Fatmah Zerh Tan (2022), which states that organizational learning significantly enhances employee productivity and efficiency, thereby strengthening the overall performance of the organization.

The Mediating Role of Organizational Learning between Knowledge Utilization and Operational Efficiency

Based on the analysis, Organizational Learning (Z) acts as a mediating variable between Knowledge Utilization (X) and Operational Efficiency (Y). This is shown by a p-value of 0.000, which is less than 0.005, and a t-statistic of 3.819, which is greater than 1.96. These results indicate that the impact of knowledge utilization on operational efficiency becomes stronger when accompanied by an effective organizational learning process. This finding is supported by the research of Hariadi Ismail (2024), who concluded that organizational learning functions as a mediator that enables companies to quickly adapt to change and improve their operational efficiency.

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CONCLUSION

Based on the results of the study regarding the role of knowledge utilization in improving operational efficiency through organizational learning at PT. Rudy Soetadi, it can be concluded that knowledge utilization has a positive influence on the company's operational efficiency. Optimal use of knowledge enables the company to reduce waste, accelerate work processes, and enhance the quality of employee performance outcomes. Organizational learning acts as a mediator that strengthens the relationship between knowledge utilization and operational efficiency. The continuous learning process within PT. Rudy Soetadi supports employees in consistently updating their knowledge and skills, allowing them to adapt to operational changes and challenges.

The data analysis results indicate that the higher the level of knowledge utilization in the workplace, the higher the level of operational efficiency achieved by the company. This is evident through efficiency indicators such as reduced process time, lower operational costs, increased productivity, and improved employee job satisfaction. This research also confirms that a knowledge management strategy integrated with organizational learning can serve as a key factor in achieving competitive advantage amid the increasingly intense industrial competition.

These findings are relevant within the specific organizational context of PT. Rudy Soetadi, a medium-scale manufacturing company facing structural and communication challenges. While the study provides valuable insights, it is not without limitations. The focus on a single company limits the generalizability of the results. Additionally, the use of self-reported questionnaires may introduce

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response bias. Future studies could explore comparative analyses across different industries or incorporate longitudinal designs to assess changes over time.

Future research is recommended to expand the scope to multiple organizations or industries to enhance generalizability. Moreover, incorporating qualitative approaches or longitudinal data could provide deeper insights into how knowledge utilization and organizational learning evolve over time.

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