

STRENGTHENING KNOWLEDGE MANAGEMENT ON EMPLOYEE PERFORMANCE: JOB SATISFACTION AS MEDIATOR IN HOSPITALITY INDUSTRY

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ABSTRACT : Many studies link knowledge management with job satisfaction and employee performance to improve hotel services, but this relationship has yet to be widely studied in the hospitality industry. The study aimed to examine and analyze the effect of knowledge management on the satisfaction and performance of hospitality employees. The research analysis uses a quantitative approach with survey methods. The population in this study consisted of all-star hotel employees. The sampling method uses nonprobability sampling with a proportional random sampling technique. The sample size was 278 hotel employees. The analysis technique uses SEM PLS. The results concluded that knowledge management significantly influences employee job satisfaction. Knowledge management has a direct and significant positive effect on improving employee performance. Job satisfaction has a direct and significant positive effect on job performance. Job satisfaction mediates knowledge management on employee performance. This research implies that to improve hospitality performance and employee job satisfaction, employees must be able to manage knowledge management through knowledge creation, storage, dissemination, and evaluation activities. Companies should strengthen the implementation of knowledge management to produce optimal Performance.

Keywords – Knowledge Management, Job Satisfaction, Employee Performance

1. INTRODUCTION

A company's success can be measured through the achievements made by employees in carrying out their duties. Therefore, employees are expected to achieve optimal Performance, directly impacting the company's overall success (Wadji, 2019). Challenges related to Performance are issues that companies constantly face, especially in the hospitality industry. Individual employee Performance reflects the organization's overall Performance, and hotel performance can be measured through occupancy rates, service quality, and the average duration of guest stays.

The low level of employee professionalism indicates that hotel management needs to pay more attention to improving employee performance. One of the factors that affect employee performance is Knowledge Management. The Knowledge possessed by employees plays a vital role in enhancing their abilities, competencies, attitudes, and motivation to contribute to the organization, which will positively impact employee performance (Emilisa et al., 2018). Implementing Knowledge Management in a business context can

improve human resource performance by measuring the value of Knowledge employees possess (Prasetyo & Hasibuan, 2019). If the Knowledge Management system is implemented effectively by the company, then employee performance can achieve optimal results thanks to the support of existing Knowledge (Adzima & Sjahruddin, 2019). Research linking the application of Knowledge Management with performance improvement shows that knowledge management affects Knowledge mental Performance (Sagala et al., 2020).

The results of a Malcolm Bright Award Foundation survey of 200 CEOs from large companies show that 88% have implemented Knowledge Management as a system or tool to manage intangible resources to achieve organizational goals. The importance of implementing Knowledge Management in organizations is reinforced by data from Delphi Group research, which states that Knowledge in organizations is distributed in different ways, where 42% is stored and structured in the minds of employees, 26% is in the form of paper documents, 20% in electronic records, and 12% in the form of electronic knowledge bases.

Implementing knowledge management in an organization plays a vital role in achieving optimal Performance, which is reflected in the organization's competitive advantage. Based on research on 150 companies in Europe and America that have implemented Knowledge Management, it was found that 75% of them felt an increase in competitive advantage, 57% experienced employee development, and 63% recorded revenue growth. Research also shows that Knowledge Management has a positive and significant impact on employee performance, as revealed in studies by Dadi (2018), Permadi (2021), and Nurpratama (2016). Therefore, Knowledge Management is an urgent need for companies, which must adjust to the changing needs of employees by providing facilities and infrastructure that support knowledge management. Good fulfillment of employee needs in terms of knowledge management will contribute to increased employee satisfaction with the company, as expressed by Novitaningrum (2021), Yusuf (2020), and Nadiah et al. (2018). Job satisfaction is an essential factor in assessing individual attitudes towards their contribution to the organization, and plays a crucial role in determining Performance. When employees are satisfied, they make more significant contributions, which can improve organizational Performance. Several empirical studies show a significant positive relationship between job satisfaction and Performance, with the results of Indrasari's (2017) research confirming that job satisfaction directly influences Performance. Thus, the higher the level of job satisfaction, the better the Performance of employees in their workplace.

This study aims to improve organizational Performance by strengthening knowledge management directly or through job satisfaction, which serves as a mediator. The main focus of this research is to 1) test the conceptual model linking knowledge management, job satisfaction, and organizational Performance; 2) identify the role of job satisfaction as a mediator in the relationship between knowledge management and organizational Performance; and 3) provide practical recommendations for the hospitality industry to improve their Performance through effective implementation of Knowledge Management and increased employee job satisfaction.

2. LITERATURE AND DEVELOPMENT HIPOTESIS

LITERATURE

Employee Performance

A high-quality workforce will support a well-functioning organization. Performance can be interpreted as a series of employee behaviors that have an impact, both positive and negative, on achieving organizational goals (Pawirosarto et al., 2020). Performance is the result obtained by individuals in a company, according to their respective authorities and responsibilities, to achieve organizational goals (Jameel, 2020). Performance includes "actions, behaviors, and measurable results that involve or result in employee contributions to organizational goals" (Gazi et al., 2022). Performance measurement can be done through several indicators, namely: 1) work productivity, which is a comparison between the results achieved (output) and the resources used (input); 2) work efficiency, which measures the level of resource use to achieve optimal results, 3) work effectiveness,

which shows the extent to which work results are as expected, 4) work quality, which reflects employee perceptions of the quality of work produced and the perfection of tasks related to their skills and abilities, and 5) work quantity, which refers to the number of results produced by employees, expressed in specific terms such as work processes and volumes, the number of activity cycles completed, and the duration of work execution.

Knowledge Management

Knowledge Management is a system implemented in organizations to collect, distribute, and utilize Knowledge to provide added value and create competitive advantage (Sagala et al., 2020). This process also includes transforming information that can change individuals, making it a foundation for acting more efficiently than previous actions (Prasetyo et al., 2019). In addition, Knowledge Management can be understood as activities carried out by individuals in an organization that focuses on collecting, distributing, and utilizing Knowledge to improve competence and Performance, thereby contributing to an increase in the company's competitive advantage. There are several indicators in Knowledge Management, namely: 1) Knowledge Creation, which is an individual or organizational effort in discovering and creating Knowledge; 2) Knowledge Storage, which includes storage activities in both physical (documents) and digital form (databases, Knowledge Management software); 3) Knowledge Sharing, where the organization shares Knowledge with employees and employees gain Knowledge from leaders, as well as the existence of social media as a means of exchanging information; 4) Knowledge Application, where the Knowledge possessed supports employee work and decision making, and the availability of media to collect new Knowledge gained; 5) Knowledge Evaluation, which focuses on assessing the benefits and relevance of existing Knowledge.

Job Satisfaction

Job satisfaction can be understood as a set of feelings that individuals have related to their work (Budiyanti et al., 2018). In this context, job satisfaction is a pleasant emotional state from evaluating one's job or work experience (Ngo et al., 2020). In addition, job satisfaction is also defined as "a positive or pleasant emotional state arising from an appraisal of an individual's job or work experience" (Philip et al., 2021). Job satisfaction is essential because of its ability to reflect how positively an employee views his job. Several indicators can be used to measure job satisfaction, including satisfaction with salary, which reflects employees' feelings about financial rewards; satisfaction with promotions, which relates to employees' views on the company's promotion policy; satisfaction with supervision, which reflects employees' feelings about their supervisors; satisfaction with coworkers, which relates to good social interactions in the workplace; satisfaction with the job itself, which includes employees' feelings about the challenge, appeal, respect, and skill utilization of their tasks; and working conditions, which include the physical and psychological environment that can affect job satisfaction. It can affect job satisfaction. The higher the positive and pleasant feelings derived from attitudes, work, experiences, and fulfilled expectations, the higher the level of job satisfaction.

DEVELOPMENT HIPOTESIS

Effect of Knowledge Management on Job Performance

Every employee must know how to do their job. Knowledge is essential to understand everything related to his work clearly. In achieving Performance, Knowledge is needed as an ability that must be fulfilled. The findings show that human resource knowledge can significantly improve organizational Performance. Through optimal overall implementation of Knowledge Management at each stage of the process, it can run well to improve organizational Performance. Based on the results of the study, Knowledge Management affects Performance (Dadi, 2018); (Adzima & Sjahrudin, 2019b) (Prasetyo et al., 2019) (Asim et al., 2021). If the application of Knowledge Management in the organization is good, it is expected to improve employee performance.

H1: Knowledge Management has a positive affects on Employee Performance

Effect of Knowledge Management on Job Satisfaction

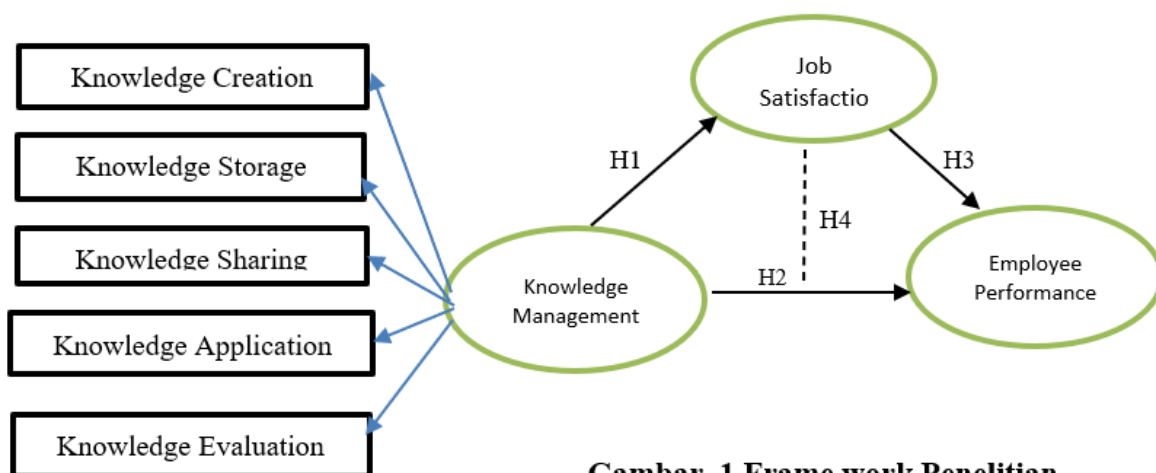
Knowledge Management is a critical need in the company. Companies need to adjust to the changing needs of employees by providing and managing Knowledge. Knowledge Management is carried out to fulfill employee Job Satisfaction. In the knowledge creation process, companies must appreciate the development ideas of employees so that they are motivated to develop company ideas or solutions. In knowledge acquisition, employees are supported by web media or portals to facilitate the information process and meet employee knowledge needs. In connection with Knowledge Sharing, the delivery of information or Knowledge is applied from the unit level to the company or vice versa. With the existence of technology and information systems, the codification process, especially with the company's web or portal, has been organized according to its classification. Retaining with training activities makes it easier for employees to gain and apply Knowledge. Based on the achievement of these indicators, Knowledge Management can increase employee job satisfaction (Novitaningrum, 2021) (Maria, 2020) (Novitaningrum, 2021) states that Knowledge Management has a positive impact on increasing Job Satisfaction. Based on this description, Knowledge Management affects Job Satisfaction.

H2: Knowledge Management has a positive affects on Job Satisfaction

The Effect of Knowledge Management on Employee Performance through Job Satisfaction.

The implementation of Knowledge Management will have a positive effect on the company both directly and indirectly. The benefits of Knowledge Management include 1) time and cost savings, 2) an increase in company assets, 3) adaptability, and 4) increased productivity. The company owns the knowledge management system to increase its competitiveness amid business competition. Knowledge Management manages corporate Knowledge to create value and generate a sustainable competitive advantage. In order to compete, Knowledge Management must be managed, planned, and implemented. Job Satisfaction is a positive and pleasant condition for employees. Applying good Knowledge will improve Performance if employees have positive and pleasant feelings towards the company organization. Previous research (Loan, 2020) stated that Job Satisfaction mediates Knowledge Management on Performance. Good knowledge management will improve employee performance if accompanied by high job satisfaction (Almeida et al., 2016). The same thing was also found in research (Harsono et al., 2020) (Fadaie et al., 2023) (Le et al., 2021) (Hasballah, 2021) that job satisfaction mediates Knowledge Management with employee performance.

H4: The Effect of Knowledge Management on Employee Performance through Job Satisfaction



Gambar. 1 Frame work Penelitian

3. RESEARCH METHODS

Type of Research

This type of research uses quantitative and explanatory research to explain the position of Knowledge Management variables and job satisfaction on Performance. The approach used is a survey approach, namely

activities to collect as much data as possible about the facts that support research to know the status and symptoms of finding similarities in status by comparing with standards that have been selected or determined.

Population and Sample

The research was conducted at several four-star hotels in Bogor City. The population was permanent employees of the hotel operations section. The sampling technique used non-probability sampling, proportional random sampling, with 278 respondents.

Data Collection Technique

The author uses observation, interviews, and distributing questionnaires as data collection techniques. The questionnaire is a data collection technique that gives respondents a set of written questions (Sugiyono, 2012). The scale uses a rating scale for performance variables 1-5, including one never, two never, three sometimes, four often, and five always. Questionnaires with a Likert scale index of 1-5 are used for job satisfaction and organizational justice variables, including 1 = strongly disagree, 2 = agree, 3 = undecided, 4 = agree, and 5 = strongly agree.

Data Analysis Technique

The model used is reflective in hypothesis testing and data analysis using SEM PLS analysis techniques with a multi-path form. The reflective model is a model that shows the relationship between the latent variable and its indicator. The data analysis technique uses the following tests: 1. Outer Model Test; a) Composite Reliability; Rule of thumb A good level of composite reliability (ρ_c) is ≥ 0.7 (Hair, 2017), b) Convergent Validity; The rule of thumb that is usually used to assess convergent validity is that the loading factor value is more than 0.70 with the construct being measured and the average Variance extracted (AVE) value must be greater than 0.5. c) Discriminant Validity: Rule of thumb for testing discriminant validity principles of discriminant validity. The way to test discriminant validity with reflective indicators is to see that the cross-loading value for each variable must be greater than 0.7. 2. Inner Model Test; 1) Contribution Evaluation (R^2); a measure of the proportion of variation in endogenous values that exogenous variables can explain. This is useful for predicting whether the model is good or bad with criteria 0.25 weak, 0.50 medium, and 0.75 strong (Hair, 2017). 2) Hypothesis testing for the outer model with reflective indicators is carried out by looking at the t-statistic value of outer loading and compared to the t-table value = 1.96. If the $t\text{-statistic} > t\text{-table}$, then the reflective indicator can measure the construct.

4. RESULT AND DISCUSSION

RESULT

Construct Reliability and AVE (Average Variance Extracted)

The outer model analysis uses two tests: reliability and validity. Reliability testing includes composite reliability and AVE. While validity is seen from Convergent Validity and Discriminant Validity. Composite Reliability criteria are > 0.7 (Hair, 2017)

Table 1. Construct Reliability and AVE

Variabel	Cronbach Alpha	Rho Alpha	Composite Reliability	AVE
Knowledge Management (KM)	0,957	0,963	0,962	0,627
Kinerja (JP)	0,963	0,964	0,967	0,675
Kepuasan Kerja (JS)	0,889	0,891	0,923	0,751

The Knowledge Management (KM) variable has a composite reliability of 0.962, the job satisfaction variable (JS) is 0.923, and the employee performance variable (EP) is 0.967. The Cronbach's Alpha and Rho Alpha values of more than 0.7 indicate that each variable instrument has a high-reliability coefficient. Hair et al., (2017). This

means all questionnaires are reliable research instruments or consistently remain over time. Average Variance Extracted (AVE) is also used to measure the reliability of the latent variable Component Score. An AVE value greater than 0.5 indicates that the research instrument has a high level of reliability. (Hair et al.2017).

Discriminant Validity

Discriminant validity is the extent to which a construct is genuinely different from others (constructs are unique)—measurement criteria by looking at the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value is <0.90, a construct has good discriminant validity.

Table 2. Validity Discriminant

Variable	Uji Heretroit-Monotrait Ratio
Employee Performance (EP)	0,620
Knowledge Management (KM)	0,422
Job Satisfaction (JS)	0,686

The conclusion of the Heretroit-Monotrait ratio (HTMT) test is explained in Table 2. Namely, the Performance, Knowledge Management, and Job Satisfaction variables have an HTMT value <0.90, meaning that the discriminant validity is good or utterly different from other constructs (the construct is unique).

Structural Model Analysis (Inner Model)

Structural model analysis uses (1) R-square, (2) direct effect, and (3) indirect effect. The following are the test results:

Contribution Evaluation (R-Square)

R-Square measures the proportion of variation in the value of endogenously influenced variables that exogenous influencing variables can explain. This is useful for predicting whether the model is good or bad (Hair, 2017).

Table 3. Contribution R-Square

Exogenous Constructs to Endogenous Constructs	Contribution (R2) to Endogenous Constructs	Interpretation
Knowledge Management (KM) → Job Satisfaction (JS)	0,172	Weak
Knowledge Management (KM) → Employee Performance (JP)	0,558	Medium

The first path model R-square value of Knowledge Management (KM) on Job Satisfaction (JS) is 0.172. This means that Knowledge Management (KM) contributes weakly to job satisfaction (JS) by 17.20%, the remaining 72.80% is contributed from exogenous constructs that are not examined, and the second path model Knowledge Management (KM) on Employee Performance (JP) obtained an R-square value = 0.558. This means that the ability of Knowledge Management (KM) contributes moderately to Employee Performance by 55.80%, and the remaining 34.20% is contributed by exogenous constructs that have not been studied.

Direct Effect

The direct effect analysis aims to test the hypothesis of the direct effect of an influencing variable (exogenous) on the influenced variable (endogenous).

Table 4. Direct Effect

Variable	Original Sample	Sample Mean	Standard Deviation STAV	T Statistics	PValue
KM→EP	0,418	0,417	0,056	7,411	0,000
KM→JS	0,414	0,416	0,046	8,948	0,000
JS→ EP	0,470	0,471	0,060	7,889	0,000

The path coefficient in Table 3 shows that all path coefficient values are positive, among others: 1) KM to EP: path coefficient = 0.418 and P-Value = 0.000 <0.05, meaning that there is a positive and significant direct effect of Knowledge Management (KM) on Employee Performance (EP), 2) Knowledge Management (KM) to Job Satisfaction (JS), path coefficient = 0.414 and P-Value = 0.000 (<0.05) means, there is a positive and significant direct effect of Knowledge Management (KM) on Job Satisfaction (JS); (3) Job Satisfaction (JS) to Employee Performance (EP), path coefficient = 0.470 and P-Value = 0.000 (<0.05) means, there is a positive and significant direct effect of Job Satisfaction on Employee Performance.

Indirect Effect

The purpose of indirect effect analysis is to test the hypothesis that an exogenous influencing variable has an indirect effect on an endogenous influenced variable mediated by an intervening variable.

Table 5. Indirect Effect

Variable	Original Sample	P-Value
Knowledge Management→ Job Satisfaction→ Job Performance	0,173	0,000

It can be concluded that the value of the indirect effect shown in Table 4, the indirect effect (1) KM→JS→EP, is 0.173, with P-Values 0.000 > 0.05 (significant). Job Satisfaction (JS) mediates the effect of Knowledge Management (KM) on Employee Performance (EP).

DISCUSSION

Knowledge management refers to managing Knowledge and information to be used effectively to achieve business goals and improve overall organizational Performance (Erina et al., 2023). Companies must have an effective system for collecting, storing, and sharing Knowledge to make better and more informed decisions that can ultimately improve organizational Performance (Fadaie et al., 2023). Knowledge management in the hospitality industry aims to improve operations more effectively and efficiently. With Knowledge Management, the hospitality system can collect and store important information such as operational policies and procedures, guest data, guest preferences, and customer feedback. Knowledge creation in a hospitality context involves the active process of generating, developing, and expanding new Knowledge that can be used to improve services to guests, increase productivity, or identify new opportunities. Knowledge storage in hotels includes storing information such as information about guests, reservations, archives, and hotel operational documentation. With a practical knowledge storage system, hotels can ensure that essential and valuable information can be accessed quickly for daily operational purposes and strategic decision-making. Knowledge sharing in the context of hotel operations involves sharing information, experience, and Knowledge between hotel employees, departments, and management levels to improve Performance. Knowledge application involves using information, experience, and best practices to improve overall hotel operations and increase guest satisfaction.

The application of knowledge evaluation involves measuring the effectiveness and impact of the various knowledge initiatives that have been implemented. This helps the hotel understand the extent to which Knowledge has contributed to achieving business objectives and guest satisfaction. By implementing effective

knowledge management, hotels can increase employee performance, improve guest experience, and create a collaborative and innovative work environment. The satisfaction felt by employees essentially measures Performance. Job satisfaction is an employee's positive emotional attitude due to various aspects of the job. This positive attitude is formed because of the match between expectations and the reality employees receive at work. Satisfied employees will work more optimally and be fully aware of what the company wants.

Many empirical findings regarding the relationship between job satisfaction and Performance have been studied further, and several studies have shown that positive job satisfaction significantly affects Performance. Research (Hubeis & Wijayanto, 2018) which conducted research stated that job satisfaction has a positive and significant effect on employee performance. The research (Indrasari, 2017) also states that Job Satisfaction positively influences employee performance. Research (Maria, 2020) (Gazi et al., 2022) Job satisfaction significantly affects employee performance. Knowledge management affects organizational Performance through job satisfaction, which means that if knowledge management is well managed and can increase employee job satisfaction, it will contribute positively to organizational Performance. This assumes that satisfied employees are more likely to be productive, contribute more, and perform better in achieving organizational goals. Thus, job satisfaction acts as a bridge between knowledge management and Performance. The results show that Job Satisfaction mediates the relationship between the two variables. Based on the description above, Knowledge Management has a positive indirect effect on Performance through Job Satisfaction.

5. CONCLUSION

Based on the research findings, it is concluded that there is a positive and significant direct effect of Knowledge Management on Performance and a positive and significant direct effect of Knowledge management on Job Satisfaction, and Job Satisfaction mediates Knowledge management on Employee Performance. Implementing good Knowledge Management can support better Employee Performance, so it is necessary to evaluate Knowledge, training, and strengthen knowledge culture so that the competence and value of employee knowledge increases and makes the organization a learning organization. In terms of increasing Job Satisfaction, companies can make the necessary improvements, such as increasing accessibility and improving the collaborative work environment. For further research, it is hoped to increase the number of variables studied so that other variables can look for different objects and increase the number of samples to generalize the research.

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