

The Influence of Knowledge Management on Employee Performance Through Competency as a Mediating Variable in the Hospital Industry

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Abstract. The purpose of this study is to examine how knowledge management affects Jember government hospital staff competency and performance. With 129 staff from a government-owned hospital in Jember Regency, this study uses a quantitative methodology. Saturated sampling, which included the entire population as the sample, was the sampling method used. The characteristics of the respondents were described using descriptive analysis. To make sure the measurement tools were accurate and consistent, validity and reliability tests were conducted. Structural Equation Modeling (SEM), with the use of SmartPLS 3.0 software, was the analytical tool employed. The findings show that knowledge management significantly and favorably affects employee performance and competency. Employee performance is positively and significantly impacted by competence as well. Therefore, the relationship between knowledge management and staff performance at Jember Regency hospitals is mediated by competence.

Keywords : knowledge management; competence; employee performance; hospital business

1. Introduction

The hospital industry is currently experiencing significant development, evidenced by a growing number of government-issued hospital licenses in this health sector. According to Kompas (March 18, 2024), the total number of hospitals in Indonesia has reached 3,155, encompassing both public and private institutions. The Indonesian Central Statistics Agency (BPS, 2024) reports that the hospital sector comprises 2,636 regular hospitals and 519 specialized hospitals. The development of hospitals also occurs in every provincial capital and district. The hospital service industry in Jember Regency has also experienced a significant increase in line with the

growing number of hospital licenses issued by the government. Several private hospitals that have recently started operating in Jember and have contributed to the growth of the hospital business include Siloam Hospital and Jember Muhammadiyah University Hospital. The existence of several operating hospitals means that competition in the hospital business is also increasing. Therefore, all leaders in hospital organizations must strive to improve employee performance to remain competitive within the hospital sector.

Dr. Soebandi Regional Hospital is a government institution that significantly contributes to the provision of healthcare services to the population. Enhancements in healthcare services will persist in accordance with the escalating competitiveness within the hospital sector. In the execution of operational operations within the administration sector, a discrepancy persists between performance objectives and actual outcomes. Table 1 presents the performance targets and achievements for administrative employees over the past three years.

Table 1. Administrative Employee Performance Data

Year	Average Employee Performance Value	Target	Performance Predicate
2021	104,20	Very Good	Good
2022	103,90	Very Good	Good
2023	103,70	Very Good	Good

Source : RSD staffing Dr. Soebandi

According to Table 1, the average employee performance score from 2021 to 2023 is categorized as "good," although it exhibits a downward tendency. Despite the performance rating remaining in the "good" category, there has been a deterioration in performance assessment, and no advancement has been noted among administrative staff in attaining a "very good" level that encourages innovation and new ideas to benefit the firm. Upon examining the internal conditions at Dr. Soebandi Hospital Jember, it is evident that performance enhancement is necessary to attain excellence in a timely manner.

The definition of performance refers to the work outcome accomplished by an employee in their duties in accordance with specific criteria applicable to the position [1]. Another definition is that performance is the outcome that can be attained by an individual or a team within an organization, in alignment with their respective authority and responsibilities, to accomplish the organization's objectives in accordance with its applicable rules. [2]. Numerous factors are believed to enhance performance, including knowledge management and employee proficiency.

Knowledge management is described as a collection of activities aimed at generating and disseminating knowledge inside an organization to enhance the fulfillment of its mission and

objectives [3]. Knowledge management is the process of organizing knowledge to enhance its utility for employees, hence influencing the organization positively. To enhance knowledge management, a procedure is required that will benefit the organization. Employees that consistently seek to enhance their knowledge pertinent to their current responsibilities within the company or organization typically fulfill their obligations punctually. This is attributable to their knowledge. Employee performance is often assessed based on the timely completion of duties within a certain timeframe. Studies indicating that knowledge management influences performance were conducted by [4]-[16].

The subsequent factor that can further enhance performance is competence. According to [17], employee competency is defined as the capacity of employees to perform a specific job or task, grounded in their skills and knowledge, and reinforced by the work attitude necessary for the role. Competence is vital for the sustainability of an organization. With their designated competencies, the company or organization will deliver services to the community efficiently and responsively. In this manner, employees will be capable of successfully executing their tasks if they possess the competencies mandated by the company or organization. Research indicates that the competencies possessed by employees can enhance performance, among other factors: [18]-[30]. Meanwhile, research indicates that the competencies possessed by employees are insufficient to enhance performance, among other factors: [31], [32].

Employee competence within an organization is essential to ensure the organization can effectively perform its operational responsibilities. Employee competence will facilitate the prompt execution of employee responsibilities within the organization. Employees with expertise in a particular field are able to efficiently accomplish the tasks assigned by the company. Therefore, skilled employees are essential to ensure the company operates effectively in the production of goods or services. Competence can be enhanced through the employment of individuals capable of systematically organizing their knowledge. Knowledge management must be enhanced to ensure a corresponding increase in employee competence. Research indicating that knowledge management can enhance competence was conducted by [33]-[38].

Based on the research findings, there are both supporting and conflicting results concerning knowledge management variables associated with employee competency and performance. Additionally, there are gaps in the research object, as discrepancies remain between target outcomes and actual performance at RSD dr. Soebandi Jember. Therefore, it is essential to conduct this study to assess the impact of knowledge management on employee competency and performance.

2. Literature Review

Employee Performance

The concept of performance can be understood as the outcome of an individual's work functions or activities within an organization, which are affected by multiple factors to accomplish organizational objectives within a specified timeframe. [39]. Performance can also be characterized as the outcomes of an employee's work, evaluated in accordance with specific criteria relevant to their role. Maximum employee performance can be attained when the organization effectively guides and cultivates its employees' potential, ensuring optimal work output. [40]. [41] indicates that performance is the outcome attained by an individual or team within an organization, in accordance with their designated authority and responsibilities, aimed at accomplishing the organization's objectives in accordance with moral and ethical principles. An employee is regarded as effective in executing their duties or demonstrating commendable performance when the outcomes attained surpass the predetermined performance benchmarks. [42].

Competence

According to [17], employee competency is defined as the capacity of employees to perform a job or task, rooted in their skills and knowledge, and reinforced by the work attitude necessary for the role. In a different context, competency may be defined as the proficiency an individual demonstrates in performing a specific task or role within a particular field, consistent with the responsibilities assigned. [43]. According to [44], employee competency is defined as the collective knowledge, skills, abilities, and behaviors that an employee utilizes in performing their duties, serving as the essential means for accomplishing outcomes aligned with the organization's strategic objectives.

Knowledge Management

The concept of knowledge management refers to an organizational management initiative aimed at the ongoing renewal of the company's knowledge assets through the design of organizational structures, the facilitation of organizational members, and the deployment of information technology, with particular emphasis on teamwork and the dissemination of knowledge [45]. Currently, organizations have modified their business strategies. Knowledge management functions as a strategic initiative for fostering innovation. Knowledge management serves as a method for executing processes within KM; therefore, it is essential to assess the degree to which it impacts employee performance. Knowledge workers can be regarded as employees who utilize their specialized knowledge and skills, acquired through experience, to address complex and abstract challenges within an environment that offers extensive collective knowledge and relational resources.

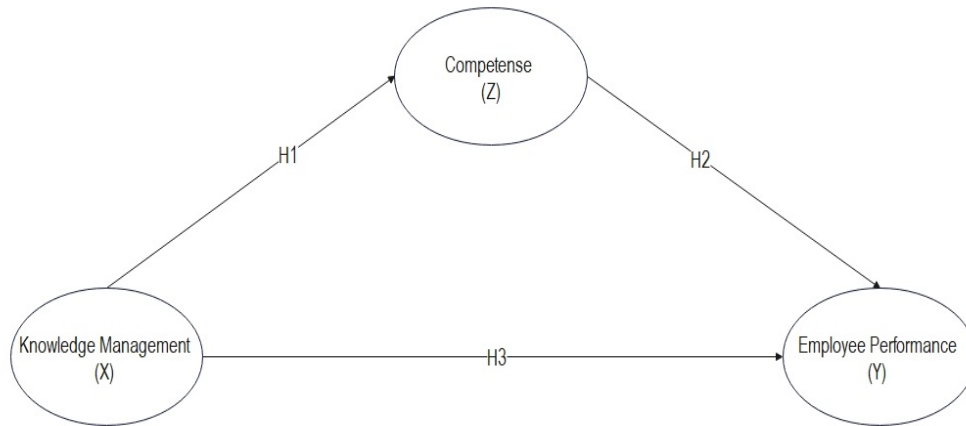


Fig. 1 Conceptual Framework

Research Hypothesis

1. Knowledge management (X) exerts a substantial and beneficial influence on employee competency (Y).
2. Employee competency (Z) exerts a positive influence on employee performance (Y).
3. Knowledge management (Z) exerts a beneficial influence on employee performance (Y).

3. Research Method

This study was structured as a causal research investigation. According to [46], research that endeavors to identify the cause-and-effect relationships among multiple variables is referred to as causal research. The objective of this study is to assess the impact of knowledge management on employee competence and performance among administrative staff at RSD Dr. Soebandi Jember. This study employed a population consisting of all administrative staff at RSD Dr. Soebandi Jember, comprising 123 individuals, all of whom served as participants in this research. A descriptive analysis was conducted to characterize the respondents. Validity and reliability assessments were performed to confirm the precision and consistency of the measurement tools. To assess the influence of exogenous variables on endogenous variables, hypothesis testing was performed.

4. Result and Discussion

Results of Descriptive Analysis of Respondents

Based on the descriptive analysis concerning the respondents' ages, the results indicate that 12 individuals (9.7%) are aged 21–30 years, 29 individuals (23.5%) are aged 31–40 years, 51

individuals (41.5%) are aged 41–50 years, and 31 individuals (25.3%) are aged 51–60 years. Based on the respondents' gender, there were 72 female participants (58.5%) and 51 male participants (41.5%), indicating that the number of male respondents was lower than that of female respondents. Based on the respondents' most recent educational attainment, the number of individuals with a high school education was 65 (52.8%), those with a diploma totaled 21 (17.1%), and respondents holding a bachelor's degree numbered 37 (30.1%). Based on the respondents' duration of employment, 25 individuals (20.3%) had worked for 1-5 years, 46 individuals (37.3%) for 6-10 years, and 52 individuals (42.4%) for over 10 years.

Validity Test Results

The measuring instrument employed in the research, in the form of a questionnaire, must undergo validity testing to ensure the accuracy of the research data. Therefore, it is essential to verify the accuracy of the data in this study. A measuring instrument is considered valid if it exhibits a loading factor value exceeding 0.7 [49]. The outcomes of the data validity assessment are displayed in Table 2 below.

Table 2. Validity Test Results

Variable	Indicator	Validity Test Value
Knowledge Management (X)	X1	0.741
	X2	0.744
	X3	0.767
Competence (Z)	Z1	0.758
	Z2	0.710
	Z3	0.707
	Z4	0.768
	Z5	0.746
Employee Performance (Y)	Y ₁	0.757
	Y ₂	0.765
	Y ₃	0.776
	Y ₄	0.779
	Y ₅	0.734

Based on the data presented in Table 2, it is evident that the loading factor values for the variables knowledge management, competence, and employee performance exceed 0.7, thereby indicating their validity.

Reliability Test Results

Data reliability testing was conducted to verify that all variables employed in the development of measurement instruments satisfied reliability standards. A measuring instrument is considered reliable if it exhibits a Cronbach's alpha coefficient exceeding 0.6 [50]. In this study, three variables were evaluated for reliability, specifically knowledge management, competence, and employee performance. Based on the outcomes of the reliability assessment, the findings are displayed in Table 3.

Table 3. Reliability Test Results

No	Variable	Cronbach Alpha Value	Results
1.	Knowledge Management (X)	0.799	Reliable
2.	Competence (Z)	0.731	Reliable
3	Employee Performance (Y)	0.764	Reliable

The results of the data analysis related to the reliability test are presented in Table 3. It can be The findings of the data analysis concerning the reliability assessment are displayed in Table 3. It is evident that the Cronbach's alpha coefficients for all variables namely knowledge management, competence, and employee performance exceed 0.6. Therefore, it can be concluded that all variables in this analysis satisfy the reliability standards of a construct [51].

Direct Hypothesis Test Results

To assess the influence of independent and intervening variables, hypothesis testing was performed. The test results regarding the direct impact of knowledge management variables on employee competence and performance are displayed in Table 4.

Table 4. Direct Effect Test Results

Influence Between Variables	Coefficient Value	P-value	Results
Knowledge Management (X)→ Competence (Z)	0,352	0,001	H1 Accepted
Competence (Z)→ Employee Performance (Y)	0.334	0,001	H2 Accepted
Knowledge Management (X)→ Employee Performance (Y)	0.430	0,001	H3 Accepted

Discussion

The Influence of Knowledge Management on Competency

The findings of the path analysis in the t-test for the initial hypothesis (H1) indicate that knowledge management influences competence, with a significance level of 0.001. The regression coefficient indicates a positive relationship, implying that enhanced knowledge management correlates with a larger improvement in competence (H1 is supported). Knowledge management is directly correlated with the enhanced utilization of organizational knowledge through information management practices and organizational learning, thereby facilitating a competitive advantage in decision-making. Knowledge management is regarded as essential due to its capacity to enhance operational efficiency and service delivery, thereby fostering individual competence, ensuring the accessibility of knowledge, and promoting innovation and product development. The findings of this study are consistent with prior research conducted by [33]-[38], which demonstrate that knowledge management exerts a positive and statistically significant influence on competence.

The Influence of Competency on Employee Performance

Statistical data analysis indicates that the path coefficient for the competency variable is 0.334, with a p-value of 0.001. Therefore, the skills and competencies of hospital staff influence their job performance. It can be concluded that H2 is supported and H0 is dismissed. Therefore, the elements encompassed within competency can enhance employee performance. Competency denotes the specific expertise an individual possesses in executing a task or role within a particular field, in accordance with the assigned position [43]. In this manner, employee competence influences performance, indicating that employees possessing strong skills and the capability to execute all tasks delegated by leadership will facilitate the achievement of optimal performance for all parties involved. The findings of this investigation are consistent with prior research conducted by studies [18]-[30], [52]-[73].

The Influence of Knowledge Management on Employee Performance

The findings of the path analysis within the t-test for the third hypothesis (H3) indicate that knowledge management has a significant impact on employee performance, with a significance level of 0.001. The regression coefficient indicates a positive relationship, suggesting that improved knowledge management is associated with enhanced employee performance (H3 is supported). Knowledge management comprises a series of processes aimed at the creation and dissemination of knowledge within an organization to enhance the effective realization of its mission and objectives. The significance of knowledge management within organizations is growing, as it functions as a vital instrument to enhance interactions through the efficient

dissemination of information, ultimately leading to improved performance. According to [12], a correlation exists between knowledge management and employee performance. [74] additionally corroborates this conclusion, asserting that knowledge management has the potential to impact employee performance. The findings of this study are consistent with prior research conducted by studies [75]-[77], [4]-[16], which indicate that knowledge management exerts a positive and significant influence on employee performance.

5. Conclusion

The primary conclusion from this study conducted at RSD Dr. Soebandi Jember is that knowledge management exerts a beneficial influence on employee competence. The proficiency of the administrative personnel at RSD Dr. Soebandi Jember impacts employee performance. Third, knowledge management exerts a positive influence on the performance of employees at RSD Dr. Soebandi Jember.

Based on these findings, it is advised to persist in advancing knowledge management and employee skills to improve overall performance.

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