

# Mediation of Job Satisfaction: The Effect of Knowledge Management on Employee Performance at the Jember Regency Communication and Information Service

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**Abstract.** Employee performance is a crucial aspect that determines organizational success. Increasing competition makes every organization prepare efforts to win the competition. The aim of the research conducted at the District Communication and Information Service was to determine the impact of knowledge management on job satisfaction and employee performance. By using all employees as a population of 129, the sample in this study also consisted of 129 respondents. This research uses descriptive analysis to determine the respondents' descriptions. To determine the validity and reliability of the measuring instrument, a validity and reliability test of the data was carried out. To determine the impact of the independent variable on the intervening variable and the dependent variable, a hypothesis test is carried out. The research results show that knowledge management has a positive impact on job satisfaction. Job satisfaction has a positive impact on employee performance. Knowledge management has a positive impact on employee performance at the District Communication and Information Service.

**Keywords:** knowledge management, job satisfaction, employee performance, Department of Communication and Information.

## 1. Introduction

According to management theory, it is a process that involves various functions to achieve predetermined goals effectively and efficiently [1]. This management process involves planning, organizing, directing, and controlling available resources [2]. In addition to the management concept, employee performance plays a crucial role in enhancing organizational performance. Organizational performance depends on the performance of each individual in an organization. Thus, it is critical to improve employee performance because it will have an impact on organizational performance. The definition of employee performance can be interpreted as work results, which include aspects of quality and quantity obtained by an employee in carrying out tasks in accordance with the responsibilities assigned to him. [3]. Employee performance is something that influences how much these employees contribute to the organization or company

[4]. Improving the performance of both individuals and groups is the center of attention in efforts to improve company performance. Performance can also be seen as the quality and quantity of work done by an employee in accordance with their responsibilities. [5]. So that companies can focus on employee performance, they need to pay attention to factors that can increase employee performance. It is indicated that there are several factors that can increase performance, including knowledge management possessed by employees and job satisfaction felt by employees.

Knowledge is one of the company's intangible assets that is important for the company's performance to increase. Through knowledge of the company's capabilities, external conditions and changes that have occurred, are occurring and will occur can be anticipated [6]. Knowledge can also be interpreted as a combination of elements of experience, values, contextual information and broad insight that can create a frame of mind for evaluating and forming new experiences and information that are then applied in one's mind. The definition of knowledge management can also be interpreted as a process that regulates the creation, dissemination and utilization of knowledge. Employees who have good knowledge management are usually able to manage all the problems they face in the workplace well. Tasks given by the leadership can also be managed well. This indicates that knowledge management can improve employee performance. Research stating that knowledge management can improve performance was carried out by : [7], [8], [9], [10], [11], [12], [13], [14], [15], [16], [17], [18], [19], [9].

The next factor that can also improve employee performance is job satisfaction. According to [20]. The definition of job satisfaction can be said to be a happy emotional condition or positive emotion that comes from evaluating a person's job or work experience. The definition of job satisfaction can be interpreted as the result of employees' perceptions of how well their work provides things that are considered important. The definition of job satisfaction can be interpreted as a worker's assessment of how far his work as a whole satisfies his needs [21]. Satisfaction at work must always be maintained by an employee. Feeling satisfied at work means that employees are happy with the work or tasks assigned to them. Thus, job satisfaction will have a positive impact on employee performance. If employees are satisfied with the work they are doing, all tasks will be completed in accordance with existing SOPs. Research stating that employee job satisfaction can improve employee performance was carried out by: [22], [23], [24], [25], [26], [27], [28], [29], [30], [31], [32], [33], [34], [35], [36], [37], [38], [39], [40], [41], [42], [43], [44], [45], [46], [47], [48], [49], [50], [51], [52]. Meanwhile, several studies state that employee job satisfaction has no impact on employee performance [53], [54], [55].

Employee job satisfaction in a company or organization must continue to be maintained by the leadership. If employees feel satisfied, they will work feeling comfortable. There is a factor that can increase employee job satisfaction, namely knowledge management. Through knowledge of the company's capabilities, external conditions and changes that have occurred, are occurring and will occur can be anticipated [6]. By improving knowledge management, it is hoped that employees can overcome all work-related problems. Problems at work that occur and can be

resolved will make employees feel satisfied at work, this is because the work can be completed on time. Knowledge management has an impact on job satisfaction [56], [57], [58], [59], [60].

The Jember Regency Communication and Informatics Service is one of the agencies that provides reliable communications and information technology infrastructure in Jember Regency. This includes managing communications networks, maintaining information systems, and developing digital services to support government operations and public services. This department is also in charge of managing and sharing official government information with the public. This effort includes organizing various communication activities, such as broadcasting, publishing official information, and managing government social media. In the digital era, the Department of Communication and Information has a strategic role in ensuring that the use of information technology at all levels of society can be accessed and utilized effectively. This involves efforts to increase digital literacy, provide training, and support technology initiatives that can improve government services and openness.

This research aims to provide a response to fluctuations and non-achievement of employee performance targets for the Jember Regency Communication and Information Service in 2023, as depicted in Table 1.1. The results of the analysis show significant variations in employee performance throughout the year. In January, several assessment criteria, such as attendance and discipline, were close to the target, but creativity, teamwork, and technical skills were still below the set standards. Responses to complaints reached targets, but overall, employee performance did not meet the desired standards. The month of February was marked by significant declines in most assessment criteria, especially in attendance, creativity, and teamwork, causing overall performance to decline markedly. While there were small improvements on some criteria in March, most remained below target. This pattern of fluctuation continued throughout the year, with creativity, teamwork, and technical skills tending to plateau or even experience significant declines. Although in October some criteria were close to targets, overall performance remained below expected standards. In the last months of the year, despite improvements in several criteria, continuous fluctuations indicate instability in employee performance. This phenomenon may indicate challenges or obstacles faced by employees of the Jember Regency Communication and Information Service. Therefore, in-depth evaluation is needed to identify factors that influence performance and develop appropriate improvement strategies to achieve set targets. Based on the phenomenon that occurred at the Jember Regency Communication and Information Service, the aim of this research was to determine the impact of knowledge management on employee satisfaction and performance.

## **2. Literature Review**

### **Knowledge Management**

According to [61], knowledge management can be interpreted as an organizational management effort that focuses on sustainable renewal of the company's knowledge sources by designing

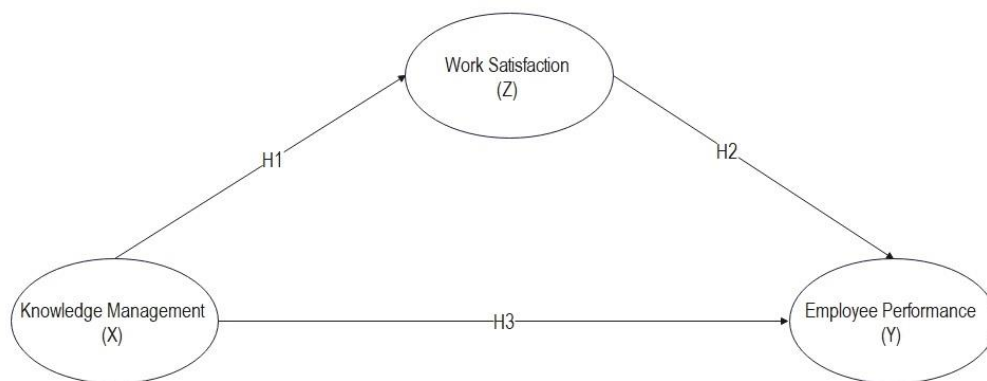
organizational structures, facilitating organizational members, and utilizing information technology with an emphasis on teamwork and dissemination of knowledge.

### Work Satisfaction

According to [20], the definition of job satisfaction can be said to be a happy emotional condition or positive emotion that comes from evaluating a person's job or work experience. The definition of job satisfaction can be interpreted as the result of employees' perceptions of how well their work provides things that are considered important. The definition of job satisfaction can be interpreted as a worker's assessment of how far his work as a whole satisfies his needs [21]. Satisfaction at work must always be maintained by an employee because it will have a positive impact.

### Employee Performance

Performance can be interpreted as the output produced by the functions or indicators of a job or profession within a certain time [3]. According to [62], the meaning of employee performance can be interpreted as the work results achieved by a person in carrying out the tasks assigned to him, which are based on skill, experience, and sincerity as well as a certain time in an organization.



**Figure 1.** Conceptual Framework

### Research Hypothesis

1. Knowledge management (X) has a positive impact on employee job satisfaction (Z).
2. Knowledge management (X) has a positive impact on employee performance (Y).
3. Employee job satisfaction (Z) has a positive impact on employee performance (Y).

### 3. Research Method

The object of this research is the Jember Regency Communication and Information Service. Meanwhile, the research design is quantitative descriptive research. Quantitative descriptive research is research that originates from a problem formulation that guides research to explore or photograph the social situation that will be researched thoroughly, broadly, and in depth [63]. This research aims to determine and analyze the impact of knowledge management on employee job satisfaction and on the performance of Jember Regency Communication and Information Service employees. The total population is 129 who are employees in the department, while the sample is also 129 respondents (saturated sample). This research employed a descriptive analysis approach. Analysis of validity tests and reliability tests is also carried out so that construct validity and reliability are met. To determine the impact of knowledge management on employee satisfaction and performance, it is necessary to test the research hypothesis.

### 4. Result and Discussion

#### Validity Test Results

There are three types of variables in this research, namely the independent variable (knowledge management), the intervening variable (job satisfaction), and the dependent variable (employee performance). Each variable has indicators that serve as the basis for developing the questionnaire. The strengthened questionnaire must be tested to have high validity [64]. The results of the data validity test in this study are shown in Table 1 below.

**Table 1.** Validity Test Results

| Variable                 | Indicator      | Validity Test Value |
|--------------------------|----------------|---------------------|
| Knowledge Management (X) | X1             | 0.939               |
|                          | X2             | 0.905               |
|                          | X3             | 0.898               |
| Work Satisfactoin (Z)    | Z1             | 0.957               |
|                          | Z2             | 0.949               |
|                          | Z3             | 0.940               |
|                          | Z4             | 0.889               |
| Employee Performance (Y) | Y <sub>1</sub> | 0.945               |
|                          | Y <sub>2</sub> | 0.951               |
|                          | Y <sub>3</sub> | 0.964               |
|                          | Y <sub>4</sub> | 0.886               |
|                          | Y <sub>5</sub> | 0.961               |

Based on the calculation results presented in Table 1, it can be seen that the loading factor value of the variables knowledge management, work satisfaction, and employee performance has a value above 0.7 so it is declared to meet the validity indicators of a construct.

### Reliability Test Results

Reliability testing is conducted to determine whether all variables meet the reliability requirements of a construct. There are 3 variables whose reliability must be tested, namely knowledge management, work satisfaction, and employee performance. A variable is said to be reliable if the Cronbach's alpha value is above 0.6. In Table 2, the Cronbach's alpha calculation is presented.

**Table 2.** Reliability Test Results

| Variable                 | Cronbach Alpha Value | Results  |
|--------------------------|----------------------|----------|
| Knowledge Management (X) | 0.901                | Reliable |
| Work Satisfaction (Z)    | 0.951                | Reliable |
| Employee Performance(Y)  | 0.968                | Reliable |

In Table 2 it is presented that the Cronbach's alpha value for each variable, namely knowledge management, job satisfaction and employee performance, has a value above 0.6. Based on these results, it can be concluded that each variable meets the reliability criteria of a construct [65].

### Research Hypothesis Test Results

To determine the effect of the independent variable on the intervening and dependent variables, hypothesis testing was conducted. Based on the research conducted, the hypothesis test results are presented in Table 3 below.

**Table 3.** Hypothesis Test Results

| Influence Between Variables               | Coefficient Value | P-value | Results     |
|---|-------------------|---------|-------------|
| Knowledge Management→Work Satisfaction    | 0,468             | <0,001  | H1 Accepted |
| Knowledge Management→Employee Performance | 0,326             | <0,001  | H2 Accepted |
| Work Satisfaction→ Employee Performance   | 0,462             | <0,001  | H3 Accepted |

## **Discussion**

### **The Influence of Knowledge Management on Satisfaction**

Based on the conducted analysis, knowledge management has a positive and significant influence on employee job satisfaction. The path coefficient value for the knowledge management variable is 0.468, with a P-value of less than 0.001. Therefore, it can be concluded that job satisfaction increases as a result of effective knowledge management among employees at the Jember Regency Communication and Information Service. Thus, it would be good if this knowledge management practice was continued to increase employee satisfaction. The Contingency Theory, introduced by Robert H. Fiedler and James M. Fremd in 1967, supports this result. This theory emphasizes that there is no one management approach or organizational structure that is universal and can be applied in all situations. Organizational effectiveness is highly dependent on various situational factors, including knowledge management. Contingency Theory emphasizes the importance of the match between organizational characteristics and the demands of a particular environment. Good knowledge management can be considered as a situational variable that creates a match between working conditions and individual needs, which in turn increases job satisfaction. Previous research supports this finding, namely that it was conducted by: [66], [67].

The implications of these results are very significant for organizational management. Implementing effective knowledge management is the key to increasing employee job satisfaction. Good knowledge management allows employees to access the information and resources they need to complete their tasks more effectively. Organizations need to focus on developing a knowledge management system that includes training, information technology, and a culture of knowledge sharing. Programs that support the development of employee knowledge and skills can also contribute significantly to job satisfaction. Investments in good knowledge management can provide long-term benefits for organizations by increasing employee retention, productivity, and innovation.

### **The Influence of Knowledge Management on Employee Performance**

The hypothesis test results show that knowledge management has a positive and significant effect on employee performance. The coefficient of the knowledge management variable is 0.326 and the P value is  $<0.001$ . Thus, H2 is accepted, and H0 is rejected, where the second hypothesis states that knowledge management has an impact on employee performance. Knowledge management plays a crucial role in improving employee. Based on existing understanding, knowledge management includes the process of creating, storing, sharing and utilizing knowledge in an organization. Utilization of knowledge that is managed well will contribute to improving employee performance. Research stating that knowledge management has an impact on employee performance was carried out by [10], [12], [13], [14], [15], [16], [17].

### **The Effect of Satisfaction on Employee Performance**

The analysis of the direct effect shows that job satisfaction has a significant and positive impact on employee performance, with a path coefficient of 0.462 and a P-value of less than 0.001. High job satisfaction among employees directly improves their performance. Factors that increase job satisfaction, such as a supportive work environment, fair rewards, and recognition of employee contributions, all contribute to improved performance. Previous research strengthens these findings which found that job satisfaction has a positive and significant effect on employee performance [30], [68], [69].

## **5. Conclusion**

This study draws the following conclusions: knowledge management has a positive impact on employee job satisfaction at the Jember Regency Communication and Information Service. When employees are able to organize and apply the knowledge required to perform the tasks assigned by their leaders, they tend to experience higher job satisfaction. Knowledge management possessed by employees turns out to provide a positive contribution to employee performance. Employees who are skilled in seeking and utilizing workplace-related knowledge tend to perform tasks more successfully. Consequently, employee performance will improve. Job satisfaction among employees at the Jember Regency Communication and Information Service enhances their overall performance.

This study provides the following recommendations: first, knowledge management should continue to be improved for all employees, as it has been proven to positively influence both job satisfaction and performance at the Jember Regency Communication and Information Service. Employee job satisfaction should also be continuously enhanced to further improve employee performance.

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