

# THE ROLE OF KNOWLEDGE MANAGEMENT, INNOVATION, MOTIVATION AND JOB SATISFACTION IN IMPROVING EMPLOYEE PERFORMANCE (CASE: INDONESIA)

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## Keywords

*Knowledge management, innovation, motivation, job satisfaction, employee performance*

## ABSTRACT

The purpose of this study is to examine how knowledge management affects employee creativity, motivation, and work satisfaction in Indonesia's printing sector. In 2024, questionnaires were randomly delivered to PT Penerbit Erlangga Group Jakarta employees in order to gather cross-sectional data. In order to investigate a particular population or sample, data were gathered using a quantitative approach based on positivism. Research tools were used to collect data, which were then statistically evaluated to test hypotheses. The findings indicate that while knowledge management has no detrimental effects on employee performance, it does have a favorable impact on employees' motivation, creativity, and job satisfaction in Indonesia's printing industry. Furthermore, employee performance is not positively impacted by innovation, but it is positively impacted by job satisfaction and motivation. The managerial ramifications of these results underscore how critical it is for printing companies to concentrate on initiatives that raise employee engagement and satisfaction, foster innovation, and enhance staff knowledge and abilities.

## INTRODUCTION

Every organization wants good and quality employee performance results so that it can generate great profits. Since human resources are crucial to the operation of the business and the accomplishment of its objectives, they must be managed well in order to guarantee that work is done on schedule and according to plan. Therefore, to be able to achieve organizational goals, employees who have good performance are needed who can increase the organization's competitive advantage (Hadijah, 2023). Human resource problems are still in the spotlight and the focus of organizations to survive in the era of globalization, this is also what happens in printing industry companies. Human resources are the primary factor that significantly influences how well organizational activities are implemented. Human resources are also important in achieving the company's success and goals and improving organizational performance (Chakraborty & Biswas, 2020).

One of the aspects faced in an agency is how to make employees work efficiently and have an impact on increasing productivity (Prasetyo et al., 2021). One of the factors that affects employee performance is knowledge management. Knowledge Management (KM) is a strategy that can create, acquire, transfer, and lead to the use of knowledge in order to improve organizational performance (Obeso et al., 2020). Knowledge management is a source of knowledge in an organization that is understood by every employee, especially managers, because knowledge management is the key to the success of an organization (Rezaei et al., 2021). Knowledge management is knowledge defined as a combination of knowledge, utilization, and identification of knowledge ownership (Pellegrini et al., 2020). Knowledge Management (KM) is the process in a company's performance by designing and implementing tools, processes, systems, structures, and cultures to develop or improve, create, share,

and use knowledge (Areed et al., 2021). Knowledge management is one of the most important elements in the 21st century that has been achieved in the identification and various creative and innovative knowledge that can bring excellence to the company. Knowledge management has a positive and significant effect on employee performance (Lam et al., 2021).

Other factors that affect employee performance are innovation, motivation, and employee satisfaction at work. This is also what happens to employees of printing industry companies. Innovation is the ability to apply creative solutions to problems and opportunities to improve or to enrich human life (Gajdzik & Wolniak, 2022). Innovation is a special tool for companies, where innovation can export or take advantage of changes that occur as opportunities to run different businesses (Edeh et al., 2020). It can be presented as discipline, learning, and practice. Some authors argue that the extent to which innovation is applied in business models can result in new work patterns and new products, which support sustainable performance (Jabbour et al., 2020).

Employee motivation is crucial to ensuring that the assigned work is completed in accordance with the operating standards of the business. Motivation is the power that allows a person to act towards a certain goal (Hattie et al., 2020). Motivation questions how to encourage employee morale to work hard by exerting all their abilities and skills to realize the company's goals (Forson et al., 2021; Mulyani et al., 2020; Pancasila et al., 2020). Furthermore, motivation is a set of attitudes and values that influence individuals to achieve certain things according to individual goals (Seven, 2020; Wijayanto & Riani, 2021). Motivation is a change in energy in a person that is characterized by the emergence of feelings and preceded by a response to a goal (Wasserman & Wasserman, 2020). Motivated employees are more autonomy and freedom-oriented and more self-motivated compared to less motivated employees, thus leading to development opportunities in their favor. Employee motivation can be categorized as intrinsic and extrinsic (Emmanuel & Nwuzor, 2021). Self-satisfaction, which is correlated with intrinsic motivation, is demonstrated by accomplishments, acknowledgment, progress, the task itself, accountability, and personal development. Extrinsic motivation arises when there are triggering factors from outside the employee such as safety, working conditions, company policies, status, compensation, and interpersonal relationships (Yusuf, 2021).

Meanwhile, job satisfaction is a positive perception of a person's level of job satisfaction that is generated based on evaluation (Judge et al., 2020). Another definition is that job satisfaction is generated from employees' perception of how well employees work to produce essential value values (Luthans et al., 2021). Employees who have high motivation and loyalty to the company show that they feel job satisfaction.

Given the significance of the role that employees play in a business or organization, it's critical to consider the variables that influence workers' job satisfaction. To boost staff morale, commitment, and discipline, job satisfaction must be generated as much as feasible. A pleasant and loving emotional attitude toward one's work is what is meant by job satisfaction. Work performance, discipline, and morale all show this mentality. This contentment is experienced both within and outside of the workplace, or in combination. The way an employee feels about their work is reflected in their level of job satisfaction. This is evident in the way that employees view their surroundings and the task they do. Conversely, unsatisfied workers will view work in disparate ways and with a negative attitude. The organization ought to be able to identify instances of job unhappiness among its employees.

Thus, this study attempted to discuss the role of knowledge management, innovation, motivation and job satisfaction in printing industry companies in understanding, explaining, and predicting employee performance improvements. The reason the researcher conducted research on printing industry companies is because they want to know the role of knowledge management, innovation, motivation and the role of job satisfaction in employee performance. Some of the programs that have been run by printing industry companies will certainly have an impact on employees. And with high employee performance, it will be positively proportional to the achievement of the company's performance.

Based on the above presentation, the purpose of this study is to analyze the influence of knowledge management on innovation, performance, motivation, and job satisfaction of employees in the printing industry, as well as to analyze the influence of innovation, motivation, and job satisfaction on employee performance in the industry. The expected benefit of this research is to help industries/companies understand the factors that affect employee performance so that they can design a good knowledge management system to increase innovation, motivation, and employee job satisfaction. In addition, this study is also expected to be a reference for further research on the concept

of knowledge management and its influence on innovation, motivation, job satisfaction, and employee performance, as well as identify other aspects that need to be tested to complement the theory of knowledge management.

## METHODS

This study uses a quantitative method. Cross-sectional data was collected from employees of PT Penerbit Erlangga Group Jakarta in 2024, with independent variables such as innovation, motivation, and job satisfaction, as well as dependent variables namely knowledge management and employee performance.

The variables measured using the Likert scale from 1 to 5, include knowledge management which is divided into acquisition, sharing, storage, and utilization of knowledge, as well as employee performance which includes quality, quantity, timeliness, effectiveness, and independence. Innovation is measured through behavior, products, processes, markets, and strategies, while motivation is measured based on responsibility, work performance, and opportunities to move forward. Job satisfaction is measured through the job itself, salary, supervision, co-workers, and working conditions.

Data was collected using questionnaires that were randomly distributed to employees of PT Gelora Aksara Pratama, PT Temprint, and other printing industries through random sampling techniques. Data testing includes validity, reliability, and feasibility tests of the model to ensure accuracy, consistency, and conformity with the proposed model. The validity of the indicator is evaluated through factor analysis, with a minimum loading factor of 0.55 to be considered valid. The sample was drawn using purposive sampling with respondents who met the research criteria, and the results were processed to test the hypothesis that had been set.

## RESULTS

**Table 1.** Results of the Knowledge Management Hypothesis Test on Innovation

Hypothesis	Estimate	P-Value	Results
H1: There is a positive influence of Knowledge Management on Innovation	0,969	0,00	H1 supported

### H1: There is a positive influence of Knowledge Management on Innovation

The H1 test shows an estimate value of 0.969 and a p-value of 0.00 with a p-value smaller than 0.05, so it can be concluded that H1 is supported and can be interpreted that Knowledge Management has a positive effect on Innovation. This can also be interpreted that the better the Knowledge Management perceived by employees or the higher the frequency and intensity of Knowledge Management that occurs, can increase the Innovation felt by employees on the things contained in the interaction.

**Table 2.** Results of the Knowledge Management Hypothesis Test on Employee Performance

Hypothesis	Estimate	P-Value	Results
H2 : There is a positive influence of Knowledge Management on Employee Performance	0,923	0,30	H2 is not supported

### H2: There is a positive influence of Knowledge Management on Employee Performance

The H2 test shows an estimate value of 0.923 and a p-value of 0.30 with a p-value greater than 0.05, so it can be concluded that H2 is not supported and can be interpreted that Knowledge Management does not have a positive effect on Employee Performance. This can also be interpreted that the better the Knowledge Management perceived by employees or the higher the frequency and intensity of Knowledge Management that occurs, it cannot improve employee performance felt by employees on the things contained in the interaction.

**Table 3.** Results of the Knowledge Management Hypothesis Test on Motivation

Hypothesis	Estimate	P-Value	Results
H3: There is a positive influence of Knowledge Management on Motivation	0,896	0,00	H3 supported

**H3: There is a positive influence of Knowledge Management on Motivation**

The H3 test shows an estimate value of 0.896 and a p-value of 0.00, with a p-value smaller than 0.05, it can be concluded that H3 is supported and can be interpreted that Knowledge Management has a positive effect on Motivation. This can also be interpreted that the better the Knowledge Management perceived by employees or the higher the frequency and intensity of Knowledge Management that occurs, it can increase the motivation felt by employees for the things contained in the interaction.

**Table 4.** Results of the Knowledge Management Hypothesis Test on Job Satisfaction

Hypothesis	Estimate	P-Value	Results
H4: There is a positive influence of Knowledge Management on job satisfaction	0,804	0,00	H4 supported

**H4: There is a positive influence of Knowledge Management on Job Satisfaction**

The H4 test showed an estimate value of 0.804 and a p-value of 0.00, with a p-value smaller than 0.05, it can be concluded that H4 is supported and can be interpreted that Knowledge Management has a positive effect on Job Satisfaction. This can also be interpreted that the better the Knowledge Management perceived by employees or the higher the frequency and intensity of Knowledge Management that occurs, can increase the Job Satisfaction felt by employees for the things contained in the interaction.

**Table 5.** Results of Innovation Hypothesis Test on Employee Performance

Hypothesis	Estimate	P-Value	Results
H5: There is a positive influence of Innovation on Employee Performance	(0,18)	0,96	H5 is not supported

**H5: There is a positive influence of Innovation on Employee Performance**

The H5 test shows an estimate value of (0.18) and a p-value of 0.96 with a p-value greater than 0.05, it can be concluded that H5 is not supported and can be interpreted that Innovation does not have a positive effect on Employee Performance. This can also be interpreted that the better the Innovation perceived by employees or the higher the frequency and intensity of the Innovation that occurs, it cannot improve Employee Performance felt by employees on the things contained in the interaction.

**Table 6.** Results of the Motivation Hypothesis Test on Employee Performance

Hypothesis	Estimate	P-Value	Results
H6: There is a positive influence of Motivation on Employee Performance	(0,70)	0,05	H6 supported

**H6: There is a positive influence of Motivation on Employee Performance**

The H6 test shows an estimate value of (0.70) and a p-value of 0.05 with a p-value that is less than or equal to 0.05, so it can be concluded that H6 is supported and can be interpreted that Motivation has a positive effect on Employee Performance. This can also be interpreted that the better the motivation perceived by employees or the higher the frequency and intensity of the motivation that occurs, can improve employee performance felt by employees on the things contained in the interaction.

**Table 7.** Results of the Job Satisfaction Hypothesis Test on Employee Performance

Hypothesis	Estimate	P-Value	Results
H7: There is a positive influence of Job Satisfaction on Employee Performance	(0,95)	0,02	H7 supported

**H7: There is a positive influence of Job Satisfaction on Employee Performance.**

The H7 test shows an estimate value of (0.95) and a p-value of 0.02 with a p-value smaller than 0.05, so it can be concluded that H7 is supported and can be interpreted that Job Satisfaction has a positive effect on Employee Performance. This can also be interpreted that the better the Job Satisfaction perceived by employees or the higher the frequency and intensity of Job Satisfaction that occurs, it can improve Employee Performance felt by employees on the things contained in the interaction.

**Discussion**

**H1: There is a positive influence of Knowledge Management on Innovation**

The study's hypothesis test yielded a p-value of 0.969, meaning that the impact of knowledge management on innovation has a significance value of less than 0.05 and an estimated value of 0.00. These results imply that Knowledge Management has a positive effect on Innovation. This shows that

the higher the Knowledge Management perceived by employees working in the Printing Industry in Indonesia, the more influential the Innovation will occur. Research conducted by Lam et al. (2021) shows that KM has a positive effect on employee innovation. Al-Abbadi et al. (2020) in their research also concluded that KM has a positive effect on innovation.

***H2: There is a positive influence of Knowledge Management on Employee Performance***

The influence of knowledge management on employee performance receives a p-value of 0.923 or has a significance value of  $> 0.05$  with an estimated value of 0.30 based on the findings of the hypothesis test in this study. These results imply that Knowledge Management has no positive effect on Employee Performance. This shows that the higher the Knowledge Management perceived by employees working in the Printing Industry in Indonesia has no effect on the Employee Performance that will occur.

***H3: There is a positive influence of Knowledge Management on Motivation***

Based on the results of the hypothesis test in this study, the influence of Knowledge Management on Motivation gets a p-value of 0.896 or has a significance value of  $< 0.05$  with an estimated value of 0.00. These results imply that Knowledge Management has a positive effect on Motivation. This shows that the higher the Knowledge Management perceived by employees working in the Printing Industry in Indonesia, the more influence will affect the motivation that will occur. According to research conducted by Paais & Pattiruhu (2020) shows that *Knowledge Management* has a positive influence on motivation.

***H4: There is a positive influence of Knowledge Management on Job Satisfaction***

Based on the results of the hypothesis test in this study, the influence of Knowledge Management on Job Satisfaction obtained a p-value of 0.804 or had a significance value of  $< 0.05$  with an estimated value of 0.00. These results imply that Knowledge Management has a positive effect on Job Satisfaction. This shows that the higher the Knowledge Management perceived by employees working in the Printing Industry in Indonesia, the more affected the Job Satisfaction that will occur. And this is in accordance with research from Popa et al. (2018) where Knowledge Management has a positive influence on employee job satisfaction.

***H5: There is a positive influence of Innovation on Employee Performance***

Based on the results of the hypothesis test in this study, the influence of Innovation on Employee Performance gets a p-value of (0.18) or has a significance value of  $> 0.05$  with an estimated value of 0.96. These results imply that Innovation does not have a positive effect on Employee Performance. This shows that the higher the Innovation perceived by employees working in the Printing Industry in Indonesia has no effect on the Employee Performance that will occur.

***H6: There is a positive influence of Motivation on Employee Performance***

Based on the results of the hypothesis test in this study, the influence of Motivation on Employee Performance gets a p-value of (0.70) or has a significance value of  $< / = 0.05$  with an estimated value of 0.05. This result implies that Motivation has a positive effect on Employee Performance. This shows that the higher the motivation perceived by employees working in the Printing Industry in Indonesia, the more influence on Employee Performance that will occur. This is in line with research conducted by Sitopu et al. (2021) which shows data where motivation has a positive influence on employee performance. Kuswati (2019) shows that the results of motivation research have a significant influence on employee performance. Research from Freitas (2023)) shows that motivation has a very positive effect on employee performance. And it is also strengthened from the research of Paais & Pattiruhu (2020) that motivation has a positive effect on employee performance.

***H7: There is a positive influence of Job Satisfaction on Employee Performance***

Based on the results of the hypothesis test in this study, the effect of Job Satisfaction on Employee Performance gets a p-value of (0.95) or has a significance value of  $< 0.05$  with an estimated value of 0.02. This result implies that Job Satisfaction has a positive effect on Employee Performance. This shows that the higher Job Satisfaction perceived by employees working in the Printing Industry in Indonesia has an effect on the Employee Performance that will occur. Research conducted by da Cruz Carvalho et

al. (2020) shows that job satisfaction has a very positive effect on employee performance. This is also reinforced by Inayat & Khan (2021)) in his research which said that job satisfaction has a great influence on employee performance. Another study was also conducted by Ingaldi & Dziuba (2021) and showed the results that job satisfaction had a positive effect on employee performance. Research by Paais & Pattiruhu (2020) job satisfaction also has a positive influence on employee performance.

## **CONCLUSION**

The research concludes that Knowledge Management positively influences Innovation, Motivation, and Job Satisfaction among employees in Indonesia's printing industry but does not directly improve Employee Performance. While Innovation does not impact performance, Motivation and Job Satisfaction do. Therefore, enhancing employee knowledge, innovation, and satisfaction requires additional factors such as high motivation. The managerial implications suggest that printing companies should focus on strategies like training, knowledge sharing, incentives for innovation, and strong management support to boost motivation and satisfaction, which in turn improve performance. The study's limitations include its focus on specific variables and a limited respondent base, recommending future research to explore additional variables, different industries, and broader geographical contexts.

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