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Employee Performance Model Through Job Satisfaction: Knowledge Management, Career Development and Motivation at PT Home Credit West Sumatera

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Abstract: This study aims to examine the effect of Knowledge Management, Career Development, and Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Home Credit Indonesia West Sumatra. By using primary data obtained by collecting questionnaires with a sample of 38 respondents from employees of PT. Home Credit Indonesia, West Sumatra. The method used in this research is Structural Equation Modeling Analysis with Partial Least Square (PLS). The results of this study conclude that: (1) knowledge management has a positive and significant effect on job satisfaction. (2) career development has no positive and significant effect on job satisfaction. (3) motivation has a positive and significant effect on job satisfaction. (4) knowledge management has no positive and significant effect on job satisfaction. (5) career development has a positive and significant effect on employee performance. (6) motivation has no positive and significant effect on employee performance. (7) job satisfaction has a positive and significant effect on employee performance. (8) knowledge management has a positive and significant effect on employee performance through job satisfaction. (9) career development has no positive and significant effect on employee performance through job satisfaction. (10) motivation has a positive and significant effect on employee performance through job satisfaction.

Keywords: Knowledge Management, Career Development, Motivation, Employee Performance and Job Satisfaction

INTRODUCTION

In this era of increasingly rapid globalization, every organization is required to be able to improve its quality in order to be able to meet the existing complex competition. The most basic form of the quality of an organization can be seen through its human resources. Without human resources in a company, the company's activities will not run, therefore if a company

wants to survive in the existing complex competition, the company must have resources that are able to keep up with every development of the times. (Mely Cahyani & Utama, 2019)

With regard to quality human resources, employee performance is the foundation in achieving organizational goals. Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him to achieve work targets. (Ma'ruf, Chair, and Ummul 2020)

Research conducted by (Restyorini 2019) with research results shows the influence of knowledge management on job satisfaction. (Faronsyah 2020) , conducted a study with the results obtained that career development has a positive and significant influence on job satisfaction. (Aprianti and Nidn 2017) , conducted a study with the results obtained that motivation has a positive and significant influence on job satisfaction. (Maria 2020) , conducted a study with the results obtained that knowledge management has a positive and significant influence on employee performance. (Setiyaningrum 2019) , conducted a study with the results obtained that career development has a positive and significant influence on employee performance. (Hakim, Anhar, and Sampurna 2020) , conducted a study with the results obtained that motivation has a positive and significant influence on employee performance. (Syamsir, Hasmin Tamsah, and Hatma 2018) , conducted a study with the results obtained that job satisfaction has a positive and significant influence on employee performance.

Based on the phenomenon of inequality and inequality in research and the title of the research model that has been determined, then the focus of the formulation of this model is :

1. Does Knowledge Management Affect Job Satisfaction?
2. Does Career Development Affect Job Satisfaction?
3. Does Motivation Affect Job Satisfaction?
4. Does Knowledge Management affect Employee Performance?
5. Does Career Development Affect Employee Performance?
6. Does Motivation Affect Employee Performance?
7. Does Job Satisfaction Affect Employee Performance?
8. Does Knowledge Management affect Employee Performance with Job Satisfaction as a mediating variable?
9. Does Career Development Affect Employee Performance with Job Satisfaction as a mediating variable?
10. Does motivation affect employee performance with job satisfaction as a mediating variable?

LITERATURE REVIEW

One of the factors that affect employee performance is knowledge management (*Knowledge Management*). Every employee is required to have management knowledge in order to be able to overcome the problems faced at work. According to (Aufar 2016) knowledge management is a system that allows companies to absorb the knowledge, experience, and creativity of their staff to improve company performance. From the research conducted (Wijayanti and Sundiman 2017) that Knowledge Management has a significant effect on employee performance. Likewise, other researchers, such as (Hasbi 2020) and (Rizwan, Taba, and Sanusi 2020) provide support that there is an influence of knowledge management on employee performance.

Another factor that affects employee performance is career *development*. Career development is needed in order to achieve clear targets that are needed by the company in the future. Career development is an employee's personal efforts to achieve a career plan. According to (Nur Azizah 2019) in his journal, Career Development is shown so that

employees have higher abilities than previously possessed abilities so that they can know their functions and roles and responsibilities in the work environment.

Work motivation as a driving wheel greatly influences work achievement. Without motivation, employees will not succeed in completing the work optimally because there is no will that comes from within the employee itself, there is only a back routine. According to (Ma'ruf, Chair, and Ummul 2020) Providing motivation will greatly affect employee performance, employees with low levels of motivation will be very different from employees who are very highly motivated.

Employees who have high job satisfaction will be very influential in the survival of the company. In (Parimita, Khoiriyah, and Handaru 2018) Employee job satisfaction will be seen from how employees behave towards their work, every company needs to give satisfaction to each employee in their work in order to have a good impact on improving employee performance.

Job satisfaction affects employee performance, as stated by Marihot in (Wijaya 2018) that job satisfaction is a set of employee feelings about whether or not an employee's job is enjoyable, and is one of the important elements in a company to attract and maintain quality employees, which can serve to increase employee morale, reduce absenteeism, improve employee performance, and increase employee loyalty.

RESEARCH METHODS

In this study, Structural Equation Modeling (SEM) analysis was used using the partial least squares (PLS) program. PLS is a component-based approach for testing structural equation models or commonly known as SEM. PLS is based on the idea of having two iterative procedures that use least squares estimation for single and multi-component models. By applying the procedure, this algorithm aims to minimize the variance of all dependent variables, therefore the causes and directions between all variables need to be clearly defined.

PLS is divided into measurement models and structural models. PLS is a powerful method because it is not based on many assumptions. The data does not have to have a multivariate normal distribution (indicators with categorical, ordinal, interval to ratio scales can be used in the same model). Analysis used that is instrument test (outer model), and Inner model test for hypothesis testing.

FINDINGS AND DISCUSSION

Finding

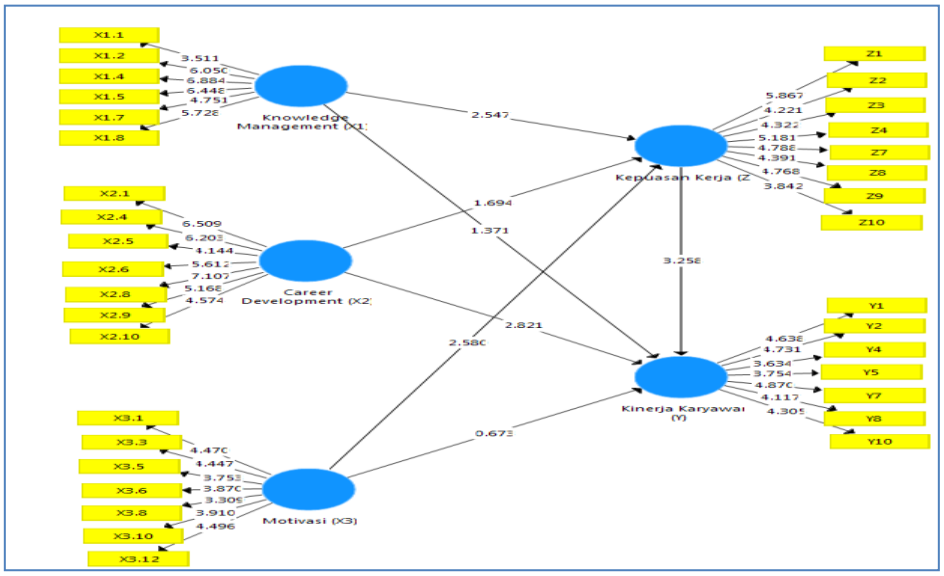

Figure: Inner Model Image

Based on the image of the structural model above, the following model equation can be formed:

a. Equation I model, is an illustration of the magnitude of the influence of the constructs of Knowledge Management, Career development, and Motivation on Job Satisfaction with the existing coefficients plus the level of error which is an estimation error or which cannot be explained in the research model.
   Job Satisfaction = 2,547 X1 + 1,694 X2 + 2,580 X3 + e1
b. Equation II model, is an illustration of the magnitude of the influence of the constructs of Knowledge Management, Career development, and Motivation on Employee Performance with the existing coefficients plus the error rate which is an estimation error or which cannot be explained in the research model.
   Employee Performance = 1.371 X1 + 2.821 X2 + 0.673 X3 + e2

The part that is very necessary for us to pay attention to or analyze is that this structural model is the coefficient of determination (R-Square) and also hypothesis testing. And for the coefficient of determination (R-Square) it also aims to estimate an accuracy in a model. to find out how the value of a variable is influenced by the variation in the value of the independent variable in the research path model. The R-square values obtained from the results are 0.789 and 0.916. Where the ability of variables X1, X2 and X3 in explaining variable Z is 78.9%, the remaining 21.1% is influenced by other variables. And then the ability of the variables X1, X2, X3 and Z in explaining the Y variable is 91.6%, the remaining 8.4% is influenced by other variables. So it can be concluded that the R2 value on the constructs of Employee Performance and Job Satisfaction is categorized as strong because the R2 value is each greater than 0.67.

Discussion

The results of the above study indicate that if *Knowledge Management* increases then Job Satisfaction will also increase. So it can be concluded that the higher *Knowledge Management* an employee has, the employee's job satisfaction will also increase the more tall and increase. *Career Development* is not able to give effect to Job Satisfaction. So from this it shows that job satisfaction will not increase if *Career Development* improved. Motivation increase so Satisfaction Work also will increase. So could concluded that the more tall Owned motivation a employee so satisfaction work employee the also will the more tall and increase. *Knowledge Management* is not able to influence employee performance. So from this it shows that Employee Performance will not increase if *Knowledge Management is* improved. *Career Development* increases then Employee Performance will also increase. So it can be concluded that the higher the *Career Development* owned by an employee, the employee's performance will also be higher and increase. motivation is not able to influence employee performance. So from this it shows that employee performance will not increase if motivation is increased. If job satisfaction increases, employee performance will also increase. It can be concluded that the higher the job satisfaction of an employee, the employee 's performance will also be higher and increase. Job Satisfaction is able to mediate between *Knowledge Management variables* on Employee Performance. So from this it shows that employee performance will increase if *Knowledge Management* and Job Satisfaction are improved. Job Satisfaction is not able to mediate between *Career Development variables* on Employee Performance. So from this it shows that Employee Performance will increase if *Career Development* and Job Satisfaction are increased. Job satisfaction is able to mediate between the variables of motivation on employee performance. So from this it shows that employee performance will increase if motivation and job satisfaction are increased.

This article discusses the variables of knowledge management, career development, motivation, employee performance and job satisfaction. And like previous articles including:

1) Knowledge Management: (Somad et al., 2021), (V. N. Sari & Ali, 2019), (Ali & Sardjijo, 2017), (Chauhan et al., 2019), (Ismail et al., 2022)
2) Career Development: (Sumardi et al., 2022), (Saputra, 2022b),
3) Motivation: (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Prayetno & Ali, 2017), (Masydzulhak et al., 2016), (Putra & Ali, 2022), (Prayetno & Ali, 2020b).
4) Employee Performance: (Prayetno & Ali, 2017), (Munawar & Saputra, 2021), (Riyanto et al., 2017).
5) Job Satisfaction: (Munawar & Saputra, 2022) (Masydzulhak et al., 2016), (Wijaksono & Ali, 2019),

Apart from knowledge management, career development and motivation that affect employee performance and job satisfaction, there are many other factors including:

1) Leadership: (Ali et al., 2016), (Chauhan et al., 2019), (Rajab & Saputra, 2021), (Silitonga et al., 2017), (Widodo et al., 2017), (Sudiantini et al., 2019), (Elmi et al., 2016), (Arifin & Hermawan, 2022).
2) Work Environment: (Ali & Sardjijo, 2017), (Kasman & Ali, 2022), (Sudiantini, 2020)
3) Company Policy: (Saputra & Ali, 2021), (Munawar & Saputra, 2021), (Saputra, 2022a).
4) Education: (Prayetno & Ali, 2020a), (Toto Handiman & Ali, 2019), (V. N. Sari & Ali, 2019), (Ali & Sardjijo, 2017), (Chauhan et al., 2019),
5) Workload: (D. P. Sari & Ali, 2022), (Hermawan, 2022), (Hermawan & Arifin, 2021).

CONCLUSION AND RECOMMENDATION

From the results of research on the Effect of *Knowledge Management, Career Development* and Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Home Credit Indonesia West Sumatra can be concluded that:

1. *Knowledge Management* has a positive and significant effect on Job Satisfaction
2. *Career Development* has no positive and significant effect on Job Satisfaction
3. Motivation has a positive and significant effect on Job Satisfaction at
4. *Knowledge Management* has no positive and significant effect on Employee Performance
5. *Career Development* has a positive and significant effect on Employee Performance
6. Motivation has no positive and significant effect on employee performance
7. Job Satisfaction has a positive and significant effect on Employee Performance
8. *Knowledge Management* has a positive and significant effect on Employee Performance through Job
9. *Career Development* has no positive and significant effect on Employee Performance through Job Satisfaction
10. Motivation has a positive and significant effect on employee performance through job satisfaction

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