THE INFLUENCE OF KNOWLEDGE MANAGEMENT ON EMPLOYEE PERFORMANCE AND INNOVATIVE WORK BEHAVIOR AT PT. PBT SITE BUKIT ASAM

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Abstract

This research aims to analyze the influence of knowledge management on employee performance and innovative work behavior at PT. PBT Site Bukit Asam. A quantitative approach using the census method was used, involving 30 respondents from various departments. Data was collected through a questionnaire with a Likert scale and analyzed using Partial Least Square (PLS) with software SmartPLS version 4.0. The research results show that knowledge management positive and significant effect on employee performance (t = 14.114, p = 0.000) and innovative work behavior (t = 9.465, p = 0.000). Knowledge management facilitates the creation, storage, transfer, and application of knowledge so that employees can work more effectively, efficiently, and innovatively. PT. PBT Site Bukit Asam needs to realize the importance of knowledge management and investing resources to develop and implement the system of knowledge management effective way to improve the quality of human resources and company competitiveness. This research shows the importance of knowledge management for PT. PBT Site Bukit Asam in improving the quality of human resources and competitiveness. It is recommended that companies invest sufficient resources to develop and implement the system sustainably.

Keywords: Knowledge Management, Employee Performance, Innovative Work Behavior

INTRODUCTION

In the era of globalization and rapid technological development, knowledge management has become an important aspect that can determine the success of an organization (Pelealu, 2022). Knowledge is an asset that not only helps employees in carrying out daily tasks but also encourages innovation and continuous improvement at various levels of the organization. Fata Sabita (2023) suggests that knowledge management includes a series of processes that aim to manage, document, and disseminate existing knowledge within the organization, which ultimately contributes to improving employee performance and organizational innovation. PT. PBT Site Bukit Asam, as a company operating in the mining sector, faces operational challenges that require optimization of human resources through the use of appropriate knowledge. Sabita (2023) also emphasized that good knowledge management does not only involve storing information but also the process of sharing it and applying it in everyday situations. In this case, the implementation of effective knowledge management is expected to improve employee performance and promote innovative work behavior. This is in line with research conducted by Wardhana (2022), which shows that the use of a knowledge management system can create an environment conducive to collaboration and innovation.

However, even though the importance of knowledge management has been recognized, there is a research gap in the application of this concept in PT. PBT Site Bukit Asam. Khaerana (2021) in his research in different sectors also highlighted that even though companies already have great potential in terms of knowledge, often this knowledge is not documented or shared in an efficient way, thus hindering improving employee performance. This gap is exacerbated by the existence of information silos within companies, which separate departments and hinder the flow of knowledge that would otherwise spur cross-functional collaboration. In companies such as PT. PBT Site Bukit Asam, effective knowledge management should not only focus on stored knowledge, but also on the knowledge sharing process. Sanjaya's research (2023) states that a work environment that supports knowledge sharing can improve employee performance. Sanjaya also points out that when employees feel supported and have access to relevant information, they are more likely to produce innovations and work more productively. However, in reality, many companies

still face difficulties in building a work environment that supports this culture of knowledge sharing.

In addition, research conducted by Siswanto (2019) in the MSME sector shows that organizations often fail to document the knowledge possessed by experienced employees, which causes the loss of this knowledge when they leave the organization. In the context of PT. PBT Site Bukit Asam, this situation could also be a serious problem, considering that many employees with special technical skills have the potential to retire or move to other companies. If this knowledge is not transferred to younger or new employees, then the company will have difficulty maintaining optimal levels of performance (Amalou, 2024). Furthermore, Amelia and Tania (2023) highlighted the importance of work competency in improving employee performance. They found that high work competence, when combined with a work environment that supports knowledge sharing, has a significant influence on employee productivity. Employees who have access to the right knowledge and work in a supportive environment will be better able to complete their tasks more efficiently and generate new ideas that can increase innovation. In this context, PT. PBT Site Bukit Asam needs to ensure that employees not only have access to relevant information but are also encouraged to develop and share that knowledge to achieve company goals.

Research by Hariadi (2020) also found that knowledge management can improve a company's reputation by increasing employee performance. In the case of PT. PBT Site Bukit Asam, improving employee performance through good knowledge management will not only increase productivity, but also improve the company's reputation in the eyes of stakeholders. This is important, especially in the highly competitive mining industry, where reputation and innovation can be determining factors in a company's long-term success. Based on various previous studies, it is clear that knowledge management has a significant impact on employee performance and innovation in organizations. However, there is still a gap between theory and practice, especially in PT. PBT Site Bukit Asam, related to the systematic and effective implementation of knowledge management. Therefore, this research aims to analyze the influence of knowledge management on performance employees and innovative work behavior at PT. PBT Site Bukit Asam. Apart from that, this research also aims to identify

factors that support and hinder the successful implementation of knowledge management in this company and provide recommendations for future improvements.

REVIEW OF LITERATURE

Knowledge Management

Knowledge Management (KM) is a process that involves identifying, creating, managing, and distributing knowledge within an organization to support improved employee performance. One important component in KM is how organizations collect and share knowledge to ensure that employees can maximally utilize existing information in carrying out their tasks. Research by Febriani et al. (2023) shows that knowledge management plays an important role in achieving organizational goals, especially by improving individual performance and team collaboration (Febriani, 2023). According to Wahid Wachyu Adi Winarto (2020), Knowledge Management not only includes the creation and storage of knowledge, but also requires organizations to actively share that knowledge through effective knowledge sharing mechanisms. Research shows that effective knowledge sharing affects employee performance and can significantly improve their innovative capabilities (Winarto, 2020). In another study by Cut Sarah (2020), transformational leadership factors and a supportive organizational climate also play an important role in encouraging knowledge-sharing behavior among employees. This suggests that knowledge management and good leadership are key to building an effective knowledge-sharing culture in organizations.

Employee Performance

Employee performance is the result achieved by employees in carrying out their duties and responsibilities. According to the definition of Salman et al. (2021), employee performance includes both the quality and quantity of work performed by employees within a certain time. KM has been shown to have a significant influence on employee performance in various sectors. In a study by Wahyu Adi Winarto (2020), KM showed a positive influence on improving the performance of Micro, Small, and Medium Enterprises (MSMEs) in Pemalang, where knowledge sharing played a major role in improving employee productivity (Winarto, 2020). The study by Yunia Siade and Tania (2024) at PT Bukit Asam also showed that effective KM has a direct impact on employee performance. Their results found that KM

plays an important role in creating an organizational culture that encourages improved performance and innovation (Siade & Tania, 2024). In addition, another study by Rezki Febi Febriani et al. (2023) showed that good communication and innovative behavior supported by KM can significantly improve employee performance at Astra Credit Companies Malang.

Innovative Work Behavior

Innovative work behavior is defined as individual efforts to introduce new ideas, products, or processes that can improve organizational performance. According to Janssen (2000), innovative work behavior plays a key role in creating innovation in the workplace, especially in organizations that promote KM. Research by Yunia S. et al. (2024) found that innovative work behavior is an important mediation between KM and employee performance. This suggests that employees who are actively involved in knowledge sharing are more likely to generate innovative ideas that can be applied in daily work. Research conducted by Rado Permata et al. (2023) on the SME sector in Jambi City showed that innovative work behavior significantly mediates the effect of knowledge sharing on employee performance. This study highlights that innovative behavior is a major catalyst for improving performance, especially in the context of good knowledge sharing (Permata et al., 2023).

Suryanto et al. (2023) also found that innovative behavior serves as an important mediator in the relationship between work environment and KM with employee performance. Their research shows that innovative behavior is the main factor that encourages employees to apply the new knowledge they gain through knowledge sharing, which ultimately contributes to better performance.

Working Environment

A supportive work environment is one of the key factors that influence KM and innovative behavior. The work environment includes various aspects, both physical and non-physical, that can affect the way employees work and interact with each other. According to Sedarmayanti (2015), a good work environment facilitates better interaction and communication between employees, which ultimately improves the process of knowledge sharing and collaboration within the organization. Sarah (2020) emphasized that an organizational climate that supports knowledge sharing is essential in building a culture of

innovation. Their research shows that employees who work in a supportive environment are more likely to share knowledge and collaborate in creating innovative solutions (Sarah, 2020). In research at PT Semen Indonesia by Tri Cicik Wijayanti (2021), a good work environment was shown to play an important role in increasing the effectiveness of KM-based training. A supportive environment allows employees to apply the knowledge they gain in their daily work, which ultimately improves organizational performance.

RESEARCH METHOD

This research uses a quantitative approach to analyze the influence of Knowledge Management on employee performance and innovative work behavior at PT. PBT Site Bukit Asam. The population of this research is all employees of PT. PBT Site Bukit Asam. As a sample, 30 respondents were selected from various departments using the census method to get a representative picture of the application of Knowledge Management in the company. Data collection was carried out by distributing questionnaires to all selected respondents. The questionnaire measures three main variables: Knowledge Management, innovative work behavior, and employee performance. Each questionnaire item was measured using a 5-point Likert scale, with options ranging from 1 (strongly disagree) to 5 (strongly agree).

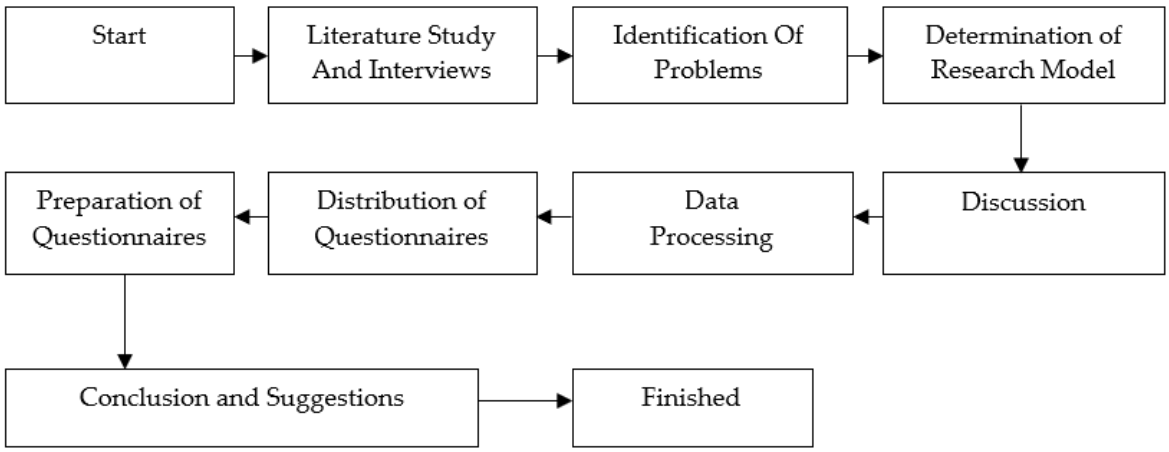

Figure 1.
Conceptual Framework

The questionnaire questions are divided into several sections covering aspects of knowledge management, innovative behavior, and performance results.

1. Independent Variable (X1)

   Knowledge Management includes the creation, storage, sharing, and application of knowledge within the organization.

2. Mediation Variable (Y1)

   Innovative Work Behavior is defined as an employee's tendency to generate and implement new ideas in the workplace.

3. Dependent Variable (Y2)

   Employee performance is measured based on productivity, target achievement, and work efficiency.

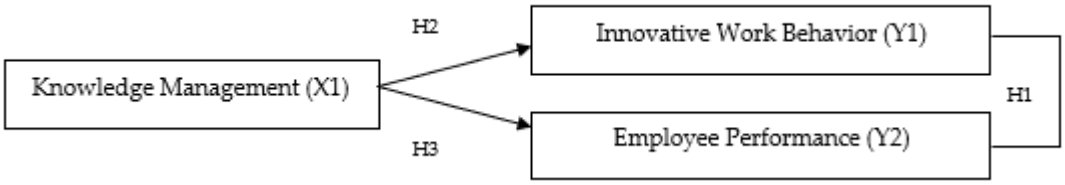

Figure 2.

Research Model

For data analysis, SmartPLS software version 4.0 was used, which is a statistical analysis tool based on Partial Least Square (PLS). PLS was chosen because of its ability to process models with many latent variables and a relatively small sample size. This analysis consists of two stages: measurement model testing and structural model testing. At the measurement model stage (outer model), validity and reliability tests are carried out to test the consistency and accuracy of the measuring instrument. The validity test was carried out using a loading factor, where the value received was ≥ 0.7, while the reliability test was carried out using composite reliability with a minimum value of 0.7. The next stage is testing the structural model (inner model), where the research hypothesis is tested by looking at the path coefficient value and the level of statistical significance (t-value). This hypothesis testing aims to see whether there is a significant influence between Knowledge Management on employee performance and innovative work behavior.

RESULTS AND DISCUSSION

Validity Test

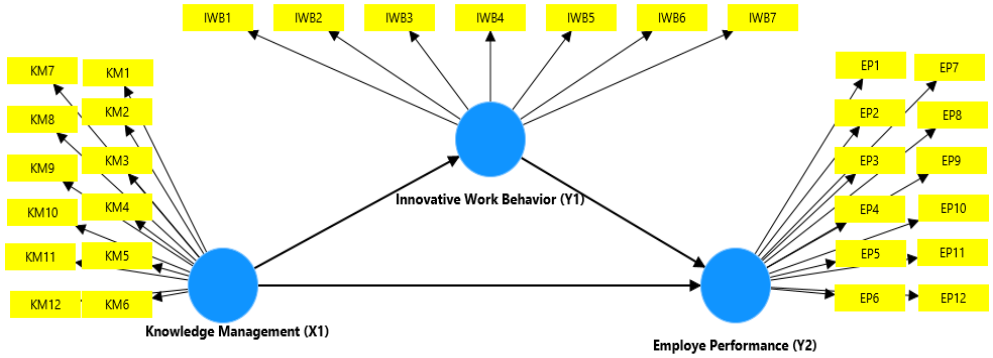

Figure 3.
Latent Variabel Model

Table 1.
Convergent Validity

	Employee Performance (Y2)	Innovative Work Behavior (Y1)	Knowledge Management (X1)	Status
EP1	**0.629**			Valid
EP2	**0.745**			Valid
EP3	**0.889**			Valid
EP4	**0.805**			Valid
EP5	**0.598**			Valid
EP6	**0.760**			Valid
EP7	**0.816**			Valid
EP8	**0.825**			Valid
EP9	**0.785**			Valid
EP10	**0.826**			Valid
EP11	**0.859**			Valid
EP12	**0.767**			Valid
IWB1		**0.582**		Valid
IWB2		**0.784**		Valid
IWB3		**0.844**		Valid
IWB4		**0.808**		Valid
IWB5		**0.841**		Valid
IWB6		**0.776**		Valid
IWB7		**0.833**		Valid
KM1			**0.696**	Valid
KM2			**0.824**	Valid

	Employee Performance (Y2)	Innovative Work Behavior (Y1)	Knowledge Management (X1)	Status
KM3			**0.712**	Valid
KM4			**0.722**	Valid
KM5			**0.806**	Valid
KM6			**0.739**	Valid
KM7			**0.843**	Valid
KM8			**0.804**	Valid
KM9			**0.789**	Valid
KM10			**0.715**	Valid
KM11			**0.801**	Valid
KM12			**0.816**	Valid

Source: Primary data processed in 2024

Table 2.
Composite Reliability

	Employee Performance (Y2)	Innovative Work Behavior (Y1)	Knowledge Management (X1)	Status
EP1	**0.629**	0.544	0.466	Valid
EP2	**0.745**	0.610	0.661	Valid
EP3	**0.889**	0.600	0.740	Valid
EP4	**0.805**	0.525	0.689	Valid
EP5	**0.598**	0.502	0.344	Valid
EP6	**0.760**	0.673	0.663	Valid
EP7	**0.816**	0.612	0.604	Valid
EP8	**0.825**	0.578	0.654	Valid
EP9	**0.785**	0.449	0.702	Valid
EP7	**0.816**	0.612	0.604	Valid
EP8	**0.825**	0.578	0.654	Valid
EP9	**0.785**	0.449	0.702	Valid
EP10	**0.826**	0.641	0.644	Valid
EP11	**0.859**	0.636	0.735	Valid
EP12	**0.767**	0.537	0.566	Valid
IWB4	0.550	**0.808**	0.538	Valid
IWB5	0.638	**0.841**	0.635	Valid
IWB6	0.619	**0.776**	0.443	Valid
IWB7	0.579	**0.833**	0.531	Valid
KM1	0.561	0.470	**0.696**	Valid
KM2	0.654	0.557	**0.824**	Valid

	Employee Performance (Y2)	Innovative Work Behavior (Y1)	Knowledge Management (X1)	Status
KM3	0.411	0.449	**0.712**	Valid
KM4	0.472	0.511	**0.722**	Valid
KM5	0.661	0.568	**0.806**	Valid
KM6	0.587	0.558	**0.739**	Valid
KM7	0.747	0.545	**0.843**	Valid
KM8	0.715	0.637	**0.804**	Valid
KM9	0.724	0.653	**0.789**	Valid
KM10	0.657	0.567	**0.715**	Valid
KM11	0.564	0.546	**0.801**	Valid
KM12	0.661	0.693	**0.816**	Valid

Source: Primary data processed in 2024

Reliability Test

This indicator test aims to measure the validity and reliability of the model. Convergent validity shows the extent to which an indicator measures the same construct. Discriminant validity shows the extent to which a construct is different from other constructs. Composite reliability measures the internal consistency between indicators in a construct. These three criteria are important to ensure that the model used is valid and reliable in measuring the variables studied.

Table 3.
Convergent Validity

	Composite reliability (rho_a)	Average Variance Extracted (AVE)	Status
Knowledge Management (X)	0.943	0.599	Reliable
Innovative Work Behavior (Y1)	0.920	0.618	Reliable
Employee Performance (Y2)	0.946	0.608	Reliable

Source: Primary data processed in 2024

Test the Structural Model

Model suitability testing (model fit) is done by comparing the estimates produced by SmartPLS with cut-off or predetermined criteria. SmartPLS estimation results with these criteria are shown in Table 4.

Table 4.
Model Fit Test Results

	Cut Off	Estimated model	Explanation
SRMR	< 0.10	0.10	Good
d_ULS	Output Confidence Interval Larger Original Sample (OS)	5.267	Good
d_G	Output Confidence Interval Larger Original Sample (OS)	5.267	Good
Chi-square	$\mathcal{X}2$ Statistics	∞	Not Good
NFI	Approaching value 1	n/a	Not Good

Source: Primary data processed in 2024

Hypothesis Testing

The structural model is a hypothesis test that describes the relationship and influence between latent variables based on substantive theory. Hypothesis testing is carried out by comparing the Sig. alpha (0.05) with p-value. Analysis using SmartPLS obtained results as shown in Table 5.

Table 5.
Hypothesis Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Status
Innovative Work Behavior (Y1) <-> Employee Performance (Y2)	0.739	0.760	0.082	9.061	0.000	Proven
Knowledge Management (X1) <-> Employee Performance (Y2)	0.811	0.826	0.057	14.114	0.000	Proven
Knowledge Management (X1) <-> Innovative Work Behavior (Y1)	0.735	0.755	0.078	9.465	0.000	Proven

Source: Primary data processed in 2024

Inferential Analysis

To carry out inferential analysis in this research, the tools used are Partial Least Square (PLS), namely variance-based SEM with SmartPLS software version 3.0. The PLS test sequence is indicator test, model suitability test (fit model), and hypothesis testing.

Indicator Test

This indicator test aims to measure the validity and reliability of the model. Convergent validity shows the extent to which an indicator measures the same construct. Discriminant validity shows the extent to which a construct is different from other constructs. Composite reliability measures the internal consistency between indicators in a construct. These three criteria are important to ensure that the model used is valid and reliable in measuring the variables studied.

Table 6.
Convergent Validity

	Composite Reliability (rho_a)	Average Variance Extracted (AVE)	Status
Knowledge Management (X)	0.943	0.599	Reliable
Innovative Work Behavior (Y1)	0.920	0.618	Reliable
Employee Performance (Y2)	0.946	0.608	Reliable

Source: Primary data processed in 2024

Table 7.
Convergent Validity

	Employee Performance (Y2)	Innovative Work Behavior (Y1)	Knowledge Management (X1)	Status
EP1	**0.629**			Valid
EP2	**0.745**			Valid
EP3	**0.889**			Valid
EP4	**0.805**			Valid
EP5	**0.598**			Valid
EP6	**0.760**			Valid
EP7	**0.816**			Valid
EP8	**0.825**			Valid
EP9	**0.785**			Valid
EP10	**0.826**			Valid

	Employee Performance (Y2)	Innovative Work Behavior (Y1)	Knowledge Management (X1)	Status
EP11	**0.859**			Valid
EP12	**0.767**			Valid
IWB1		**0.582**		Valid
IWB2		**0.784**		Valid
IWB3		**0.844**		Valid
IWB4		**0.808**		Valid
IWB5		**0.841**		Valid
IWB6		**0.776**		Valid
IWB7		**0.833**		Valid
KM1			**0.696**	Valid
KM2			**0.824**	Valid
KM3			**0.712**	Valid
KM4			**0.722**	Valid
KM5			**0.806**	Valid
KM6			**0.739**	Valid
KM7			**0.843**	Valid
KM8			**0.804**	Valid
KM9			**0.789**	Valid
KM10			**0.715**	Valid
KM11			**0.801**	Valid
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Source: Primary data processed in 2024

Table 8.
Composite Reliability

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EP12	**0.767**	0.537	0.566	Valid
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IWB7	0.579	**0.833**	0.531	Valid
KM1	0.561	0.470	**0.696**	Valid
KM2	0.654	0.557	**0.824**	Valid
KM3	0.411	0.449	**0.712**	Valid
KM4	0.472	0.511	**0.722**	Valid
KM5	0.661	0.568	**0.806**	Valid
KM6	0.587	0.558	**0.739**	Valid
KM7	0.747	0.545	**0.843**	Valid
KM8	0.715	0.637	**0.804**	Valid
KM9	0.724	0.653	**0.789**	Valid
KM10	0.657	0.567	**0.715**	Valid
KM11	0.564	0.546	**0.801**	Valid
KM12	0.661	0.693	**0.816**	Valid

Source: Primary data processed in 2024

Model Fit Test

Model suitability testing (model fit) is done by comparing the estimates produced by SmartPLS with cut-off or predetermined criteria. SmartPLS estimation results with these criteria are shown in Table 9.

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Model Fit Test Results

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Source: Primary data processed in 2024

Hypothesis Testing

The structural model is a hypothesis test that describes the relationship and influence between latent variables based on substantive theory. Hypothesis testing is carried out by comparing the Sig. alpha (0.05) with p-value. Analysis using SmartPLS obtained results as shown in Table 10.

Table 10.
Hypothesis Test Results

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Source: Primary data processed in 2024

Knowledge Management has a positive and significant effect on employee performance

Based on Table 5 above, it can be seen that the t statistics value is 14,114 > 1.96 and the p value is 0.000 < 0.05, which means that knowledge management positive and significant effect on employee performance. This indicates that the implementation is getting better knowledge management in an organization, and employee performance will also increase. This finding is in line with research by Fauzi et al. (2022) which states that knowledge management has a positive and significant influence on employee performance. Knowledge management facilitates the process of creating, storing, transferring and applying knowledge (Alami et al., 2021), so that employees can obtain the information and knowledge needed to complete their tasks effectively and efficiently (Dalkir, 2023). This increase in work effectiveness and efficiency will ultimately have an impact on improving overall employee performance. Implementation knowledge management which effectively allows employees to access, share and utilize knowledge optimally (North & Kumta, 2022). This can increase employees' understanding of work, facilitate decision making, and encourage innovation (Secundo et al., 2021). Thus, knowledge management has an important role in increasing employee competence and capability, which in turn will improve their performance. Besides that, knowledge management can also increase employee motivation and commitment (Gottschalk, 2021). When employees feel empowered and involved in the process of knowledge management, they will be more motivated to contribute and improve their performance (King, 2021). Knowledge management can also strengthen culture a positive organization, where knowledge is valued and shared openly (Alrawashdeh et al., 2021).

Knowledge Management has a positive and significant effect on Innovative Work Behavior

Based on Table 5 above, it can be seen that the t statistics value is 9,465 > 1.96 and the p value is 0.000 < 0.05, which means that knowledge management positive and significant effect on innovative work behavior. This means that implementation knowledge management Good ones can encourage employees to be more innovative in carrying out their work. Knowledge management facilitates the exchange of ideas and knowledge between employees (Argote & Fahrenkopf, 2022), thus encouraging the creation of new and innovative solutions in solving problems. Supportive work environment knowledge management will foster

employee creativity and innovation (Haldin-Herrgard, 2023). Employees will be more motivated to develop new ideas and try new things when they have access to relevant information and knowledge (Lichtenthaler, 2022). Knowledge management can also help employees to identify innovation opportunities and develop better solutions. Besides that, knowledge management can improve employees' ability to solve problems and make creative decisions (Nonaka & Takeuchi, 2021). With access to extensive knowledge and information, employees can develop broader perspectives and produce more innovative solutions.

Knowledge Management has a positive and significant effect on Employee Performance and Innovative Work Behavior

Based on Table 5 above, it can be seen that the t statistics value is 9.061 > 1.96 and the p-value is 0.000 < 0.05, which means that knowledge management has a positive and significant influence on employee performance and innovative work behavior. Knowledge management has an important role in improving the quality of human resources in organizations (Rahab & Prabowo, 2021). By applying knowledge management Effectively, organizations can improve employee performance, encourage innovation, and ultimately increase organizational competitiveness. Knowledge management is not just about collecting and storing information, but also about how to manage and utilize that knowledge effectively to achieve organizational goals (Smith & McKeen, 2021). Therefore, organizations need to pay serious attention to implementation knowledge management and creating an organizational culture that supports learning and innovation (Teece, 2021). Implementation knowledge management Success requires commitment from all members of the organization, from leaders to implementing employees (Wahyuni & Arif, 2023). Leaders need to provide the necessary support and facilities to management, while employees need to be active in sharing knowledge and continuing to learn to improve their competence.

CONCLUSION

This research shows that knowledge management has a positive and significant influence on employee performance and innovative work behavior at PT. PBT Site Bukit Asam. The better the implementation knowledge management, the higher the employee performance and their tendency to innovate. This shows that knowledge management is an

important factor in improving the quality of human resources and company competitiveness. Knowledge management facilitate the process of creating, storing, transferring and applying knowledge in the work environment, so that employees can obtain the information and knowledge needed to complete their tasks effectively, efficiently and innovatively. Therefore, PT. PBT Site Bukit Asam needs to realize its importance knowledge management and invest sufficient resources to develop and implement the system knowledge management effective.

Based on the research results that have been obtained, the suggestions that researchers give regarding this research are that it is hoped that PT. PBT Site Bukit Asam can further improve marketing knowledge so that in the future employee performance and innovative work behavior will be better. Apart from that, the researcher also hopes that future researchers can develop this research by adding research theory, adding research variables that influence employee performance and innovative work behavior. The limitations of research writing are the limited time used during the research and the research sample which is still minimal, namely 30 respondents.

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