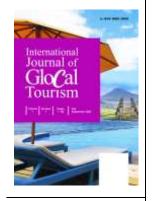# Implementation of Knowledge Management on Hotel and Spa GSA Employee Performance

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Abstract

Purpose: This research is to know the implementation of Knowledge Management conducted by the management of a 5 star hotel and spa in Nusa Dua tourist area, Badung, Bali, Indonesia, for its Guest Service Agent employees.

Research methods: The total respondent on this research is 10 which are Guest Service Agent employees and analysis by using SPSS 25.0. Analyze technique used is a multiple linear regression with personal knowledge, job procedure, and technology as an independent variable and employee performance as a dependent variable.

Findings: Knowledge Management was is effective to improve the employee performance in the hotel researched. The technology variable has a significant effect on the performance of the guest service agent employees, as well as the variables of personal knowledge, job procedures and technology simultaneously positively influencing the performance of guest service agent employees.

Implication: The management needs to pay more attention to the Knowledge Management that has been done and if possible it can be increased again

Keywords: Guest Service Agent, Knowledge Management, employee performance.

INTRODUCTION

The increasing number of tourist visits from year to year makes more and more entrepreneurs look at the business opportunity in accommodation field. Hotel is one type of accommodation which is an important part of tourism (Artini, 2020), because its role is needed in the sustainability of tourism in an area. That statement was proven by increasing amount of hotel from year to year. In the Province of Bali,

the total number of hotels has touched hundreds and is expected to continue to increase.

The hotel and spa researched is one of the best five-star hotels in Badung Regency, Bali. Supported by very adequate facilities, in the development effort, this hotel and spa is necessary to pay attention to the services quality by improving the service quality from the existing departments, which can be started from the Front Office Department.

Front Office is known as "the first and the last impression of the guest", meaning that in this section the first and last impression of the guest is formed. Thus, it can assume that the Front Office is the most important department in the hotel (Sanjang, 2016). Guest Services Agent is a part of the Front Office Department that is in charge of serving the guest check-in and checkout process (Hadi, 2014). In addition, there are several other sections such as Concierge, Telephone Operators, and Guest Relations Officer. Meeting the expectations of tourists requires professional Guest Service Agent employees. In addition, employees need to have good knowledge to provide good service as well. Therefore, as well as ability, employees are also required to have knowledge. Employee knowledge needs to manage properly. With the managing of knowledge or often called Knowledge Management, it will be an important asset to increase the capacity of the organization to work more effectively. But now there are still companies, especially hotels that do not manage knowledge well. Knowledge Management is very important for the company.

The concept of Knowledge Management stems from resources-based idea (Donate and de Pablo, 2015). Knowledge Management is considered as an ability to gain knowledge from the outside of the organization, to convert it into a new strategy and to use and protect it (Ha, 2016). The process of managing knowledge is the key for the success of Knowledge Management system in any organization (Chawla and Saxena, 2016).

Knowledge Management is generally classified into two parts, namely tacit knowledge and explicit knowledge. The purpose of explicit and tacit here is the basic knowledge that exists in each employee. Tacit Knowledge is knowledge which is based on experience, abilities and understanding of a problem that have been met. Whereas Explicit Knowledge is the written, archived, scattered (printed or electronic) knowledge and can use as learning material for others. In practice, managing Explicit

Knowledge is easier because it has been printed in the form of books, journals and other documentation stored in the company. While management for Tacit Knowledge is more difficult because it is still stored in the minds of some people, therefore good management was required in Tacit Knowledge and without ignoring Explicit Knowledge that already exists in the company.

According to Nonaka (in Rahimi, 2011), the process of creating Knowledge in an organization can occur because of the interaction (conversion) between Tacit Knowledge and Explicit Knowledge through the process of socialization, externalization, combination, and internalization. To design a Knowledge Management system that can help an organization to improve employees performance, three components are required, namely the aspects of people, processes, and technology. These three elements of Knowledge Management are important elements to find the successful implementation of the Knowledge Management system. It was stated that Knowledge Management itself is nothing but the integration of people and processes, which is then made possible by technology, to ease the exchange of information, knowledge, and ability to improve organizational performance. Required development of knowledge in each employee will be devoted to the employee's Personal Knowledge. Personal knowledge of employees, especially in the Guest Services Agent section is based on training and experience while working. Especially training and experience about the OPERA system because it is a software that is used daily in the work. Getting regular training is one of the company's efforts to develop the personal knowledge of its employees. According to Dewi (2020), such a training is very important so that employees get additional knowledge.

The better the employee's performance, the better the condition of a company should be. Having employees who have good work performance is an important asset for the company to meet the company's vision and mission. One effort to support or even improve employee's performance is to add Knowledge Management. By implementing Knowledge Management, a company will become aware of the extent and how good the employee's performance is. The main components in Knowledge Management namely people, process and technology will be the company's benchmark in evaluating the performance of its employees. Knowledge Management when applied in a company, then operations of that company should be running well. Having good personal knowledge as a Guest

Services Agent, dealing directly with tourists will have a big impact on the progress of the hotel (Febryani and Puspasari, 2017). Therefore, the management of the company will be able to measure the extent to which Knowledge Management plays a role in improving the performance of hotel employees in general and Guest Services Agents in particular.

RESEARCH METHODS

This research was carried out for 6 months. The object in this research variable is the implementation of Knowledge Management and the performance of Guest Service Agent employees at the hotel and spa.

In order to clarify the variables used in this research, it is necessary to identify the variables used. The variables used in this research are Knowledge Management consisting of personal knowledge, job procedures and technology as independent variables and Employee Performance as the dependent variable. Data used in this research are qualitative and quantitative data. The main data source used in this research was obtained through a questionnaire distribution method using a Likert scale 1-5 scale. The method of determining the sample in this research uses a saturated sampling technique (Sugiyono, 2013), which sets all Guest Service Agent employees as a sample of 10 people.

The data analysis technique used in this research is a quantitative analysis to describe the results of the questionnaire that has been distributed to employees in the Guest Services Agent. After all data is collected, the next step the writers analyze the data so that conclusions can be drawn. The questionnaire used in this research uses a 5 level Likert scale consisting of strongly agree, agree, disagree, disagree and strongly disagree. In order to translating into numbers, each answer is given the following score:

Table 1. Likert Scale Score

No	Perception	Score
1	Strongly agree	5
2	Agree	4
3	Don't really agree	3
4	Disagree	2
5	Strongly disagree	1

In analyzing the data, the writers use the deductive thinking method which is a method derived from general facts. The quantitative descriptive analysis method starts from collecting, processing and then reviewing the observation data so that it can receive easily with the contents and objects of the research conducted. Quantitative descriptive is done to answer research questions that check the relationship between variables.

All analyzes conducted in this research uses SPSS software version 25.0. Data test tool used in this research is multiple regression analyses, which aims to decide the effect of two variables between the independent variable X with the dependent variable Y which will subjected to a statistical regression analysis procedure, which will either show a linear relationship or not (Sugiyono, 2010). For the validity of the data, the data obtained from the field will be tested first using the questionnaire validity test and the questionnaire reliability test. After conducting the validity and reliability test, it is continued with the classic assumption test which starts with the Multicollinearity Test of Heteroscedasticity Test and Normality Test. After the data can declared free from the classical assumption test results, then it can continued with multiple linear analyses with the formula that can described as follows (1):

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + Et \tag{1}$$

Each variable was written in the formula above (Y) Employee Performance, (X1) Personal Knowledge, (X2) Job Procedure, (X3) Technology, obtained from respondents' answers to the questions asked, which are indicators of each variable. Then the respondents' answers in the form of numbers (5, 4, 3, 2, 1) are taken as the value: the acquisition value divided by the largest value multiplied by 100%. Data that have been collected and arranged systematically are then analyzed using quantitative methods in certain populations and samples.

FINDINGS

In developing Knowledge Management at the hotel and spa, the management is very concerned about and oversees the process of its application. The example of the application of Knowledge Management is the implementation of training. The

training is divided into 2 methods. The first method is training that is conducted routinely every month, which is usually coordinated by the Human Resources Department. Usually the training conducted is general training such as appearance, K3 procedures, training on natural disasters and so on. Then the training carried out is incidental or irregular in its implementation, namely training which is of a policy nature, both urgent in nature about new policies, new regulations or just a reminder of the knowledge of each GSA employee.

Validity and Reliability of Instrument

The validity and reliability of the instrument were tested with SPSS software version 25.0. With the overall results of the variables (X1, X2, X3 and Y) declared valid, because they have a value greater than r table that is equal to 0.632. While the reliability test results show that the Cronbach alpha of all variables shows a value of more than 0.70, then the instrument can be declared reliably (Eisingerich and Rubera, 2010).

Respondent Profile

Total number of respondents was 10 who were employees of the Guest Service Agent at the hotel and spa. The number of male respondents is 70% and the number of female respondents is 30%. Most of the respondents are aged 26-30 years with a percentage of 50%. The education level of the most respondents is the diploma educational level with a percentage of 60%. Most of the respondents have worked between 5-10 years with a percentage of 60%.

Multiple Linear Regression Analysis

In this research the program used to test the significance of the relationship between the independent variable (X) and the dependent variable (Y) is SPSS version 25.0. The results of the linear regression output in this research can be seen as follows.

Table 2. Multiple Linear Regression Analysis Result

Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.

		B	Std. Error	Beta		
1	(Constant)	-.686	5.253		-.131	.900
	Personal Knowledge	-.033	.175	-.028	-.187	.858
	Job Procedure	.289	.224	.295	1.292	.244
	Technology	.769	.252	.692	3.057	.022

a. Dependent Variable: Employees Performance.

In Table 3, it can be seen that the constant value is -0,686. To see the effect of independent variables on the dependent variable can be seen from the multiple linear regression formula as follows.

Y = (-0.686) + 0,033 (X1) + 0,289 (X2) + 0,769 (X3).

Based on the formula, the following assumptions are obtained: The value of the constant coefficient of (-0,686), this means that if all independent variables are assumed to be constant at the value of 0 (zero) then the size of the level of employee performance (Y) of (-0,686). The regression coefficient of personal knowledge variable (X1) is (-0.33), this means that every 1% decrease in personal knowledge will reduce employee performance by (-0.33). Job procedure variable regression coefficient (X2) of 0.289, this means that every 1% increase in job procedure will increase employee performance by 0.289. Technology variable regression coefficient (X3) of 0.769, this shows that every 1% increase in technology will increase employee performance by 0.769.

Based on the results of the data process, it can be seen that Knowledge Management is proven to affect the performance of Guest Service Agent employees. From the three Knowledge Management variables that have been presented, it is clear that Knowledge Management has a role in decreasing and increasing employee performance. So it can be stated that if the company wants to improve the employee's performance, the company must develop the knowledge of its each employee.

CONCLUSION

Knowledge Management in this research is divided into 3 variables, namely Personal Knowledge (X1), Job Procedure (X2) and Technology (X3) based on

validity test, reliability test, classic assumption test, multiple linear analysis. The results of the F test states that the three variables significantly influence the implementation of an employee performance of Guest Service Agent at this hotel and spa. It means the application of Knowledge Management in the GSA section has been going well, with good results.

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