

Research Article

The Influence of Knowledge Management and Creativity on Employee Performance of Creative Industry in Bandar Lampung

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Abstract: This study investigates the impact of knowledge management and creativity on employee performance within the creative industry sector in Bandar Lampung. Employing a quantitative methodology, data were gathered through the distribution of structured questionnaires. The research sample comprised 140 employees representing various subsectors of the creative industry, including application development, architecture, interior design, visual communication design, product design, fashion, film, photography, handicrafts, culinary arts, music, publishing, advertising, performing arts, fine arts, television, and radio. To examine the relationships between the independent variables and the dependent variable, multiple linear regression analysis was utilized. The findings indicate that both knowledge management and creativity exert a positive and statistically significant effect on employee performance. This implies that enhanced knowledge management practices and elevated levels of employee creativity contribute to improved work outcomes. Consequently, organizations are encouraged to enhance their knowledge management frameworks and cultivate a creative work environment to boost employee productivity and support the achievement of organizational objectives.

Keywords: Creativity; Employee Performance; Knowledge Management.

1. Introduction

The creative industry represents a modern economic concept that emphasizes information and creativity, relying more on ideas, knowledge, skills, and talent rather than physical resources, making human resources the central production factor [1]. When managed effectively, this industry can generate employment opportunities and help reduce poverty [2]. This aligns with current economic trends that increasingly prioritize creative ideas in producing knowledge-based products. In this context, creative ideas are manifested through knowledge management, which drives the development of innovative and creative outputs, a phenomenon known as the creative economy [3]. (Zhao et al., 2024). As ideas are the primary input in this economy, strengthening human resources becomes essential [2], highlighting the need for systems that can manage and optimize human potential, such as performance management systems.

A performance management system is designed to assist organizations in planning, organizing, and providing appropriate feedback on employee performance [4]. Employee performance plays a crucial role in achieving organizational success and refers to an individual's contribution toward organizational goals, including task effectiveness and target achievement. Good performance can be seen through increased productivity, adaptability to new technologies, and high motivation [5]. Effective performance meets or exceeds established standards and is largely influenced by employees' knowledge, skills, competencies, and behaviors. High performance is typically measured by how well employees complete assigned tasks and the quality of outcomes achieved [6]. To improve performance, organizations must focus on knowledge management, as it enables employees to access the necessary information and knowledge to carry out their responsibilities efficiently.

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Knowledge management refers to the process of managing organizational knowledge and has become increasingly recognized as essential in today's business environment. Effective knowledge management enhances operational efficiency, reduces costs, accelerates innovation, and supports better decision-making [7]. As a widely adopted concept in the 21st century, it encompasses a broad range of activities aimed at managing, creating, and enhancing intellectual assets [8]. It involves organizational processes such as knowledge creation, retrieval, storage, transfer, and application, often through activities like internal discussions, program monitoring, and professional training [9]. Knowledge management is seen as a strategic discipline that helps organizations retain institutional knowledge and manage risks by applying tools and methods to identify and control uncertainties. Its significance lies in its ability to boost learning efficiency, foster creativity, and ultimately enhance competitive advantage [8], [10]. Moreover, by capturing, documenting, and exchanging knowledge, organizations can cultivate creativity, an essential element for driving innovation and sustaining performance in dynamic business environments.

Creativity can be defined as the generation of novel and valuable ideas by individuals or groups [11]. Employee creativity significantly contributes to organizational growth and success, as creative individuals can influence their peers and enhance overall task performance [12]. In today's dynamic and competitive business environment, creativity serves as a critical driver of innovation and organizational performance [13]. Research by [14] highlights that employees who are given the freedom to experiment and explore new ideas tend to perform better. Creative employees often contribute to achieving company goals and improving operational efficiency through process improvements and more effective work methods. Furthermore, creative thinking helps employees find solutions to everyday challenges, thereby boosting productivity [15]. Creativity is shaped not only by internal factors such as intellectual ability and personality but also by external factors like work environment, motivation, and recognition [16]. Both internal and external influences on creativity directly impact employee performance, which in turn determines organizational success. To fully harness creativity's potential, organizations must implement supportive strategies, one of the most crucial being effective knowledge management.

The effective implementation of knowledge management can enhance employee performance, raising interest in whether employee performance is influenced by both knowledge management and creativity. Several studies suggest that these two factors are interrelated in impacting performance, knowledge management fosters an environment that supports creativity, while creativity leverages existing knowledge to improve performance [9]. Although many studies report a significant positive effect of knowledge management on employee performance, inconsistencies exist. For instance, when employees have easy access to organizational knowledge, they can generate new ideas that enhance product, service, and process outcomes [8]. However, most research focuses on the organizational level, with limited exploration of its effects at the individual employee level, leaving the relationship between knowledge management and employee performance not fully understood [17]. [18] found no significant impact of knowledge management on performance, suggesting the influence of other factors. Conversely, [19] confirmed that creativity has a significant positive effect on employee performance, particularly when employees possess specialized problem-solving skills that improve effectiveness and accuracy. On the other hand, [20] found no significant influence of creativity on performance in the technology sector, indicating the need to examine this relationship across different industries and cultures. Furthermore, most studies are not specific to the creative industry, where knowledge management poses unique challenges. [21] found that knowledge loss is common in this sector when employees exit the organization, highlighting the need for effective knowledge management to retain critical organizational knowledge.

As one of the most promising cities in Indonesia's creative economy sector, Bandar Lampung requires a deeper understanding of knowledge management practices that facilitate knowledge exchange and collaboration to spark creativity [2]. This study aims to examine the influence of knowledge management and creativity on employee performance within the city's creative industries. The sector includes 16 sub-sectors, such as design, culinary arts, music, and media, with 36,113 business units and 447 creative economy actors, the majority of whom are university students [2]. In this context, knowledge management is seen as a key driver in enhancing employee performance by enabling value creation and supporting competitive advantage [21]. Therefore, this study focuses on how both knowledge management and

creativity contribute to sustaining business growth and competitiveness in the creative industry of Bandar Lampung.

2. Preliminaries or Related Work or Literature Review

2.1. Knowledge Management

Knowledge management is a process involving the creation, sharing, acquisition, transfer, and application of knowledge, supported by infrastructure, skills, and top management commitment to enhance its effectiveness [10]. It encompasses a set of tools, techniques, and strategies used to preserve, analyze, organize, and share understanding and experience, aiming to transform raw data into useful information and ultimately into actionable knowledge. As an organization-specific approach focused on exploiting and developing organizational knowledge, knowledge management contributes to internal efficiency and external business growth. The core of this process is knowledge itself, which is categorized into tacit knowledge (personal, experience-based insights) and explicit knowledge, which is formalized and documented [7], [8].

2.2. Creativity

Creativity is a complex and multidimensional concept, making it difficult to define operationally. A simple and widely accepted definition of creativity is the ability to create something new, which manifests in human actions. The term involves original and novel ideas that provide solutions. Creativity is a mental process in which individuals generate new ideas or products, or combine both, which ultimately become part of their identity [1]. In conclusion, creativity can be defined as an individual's mental process that produces new, effective, and imaginative ideas, processes, methods, or products that are flexible, innovative, and useful in solving problems across various fields [22].

2.3. Employee Performance

Employee performance is a key concept in human resource management, reflecting how well an individual completes assigned tasks and achieves outcomes aligned with organizational goals [23]. Employee performance is the quality and quantity of work produced by an individual in fulfilling responsibilities. To achieve high performance, employees must have sufficient motivation, the ability to complete tasks, and favorable opportunities from the organization [6]. Factors influencing performance include personal factors (skills, motivation, and commitment), leadership factors (guidance and support from managers), team factors (support from colleagues), system factors (work systems and organizational facilities), and contextual or situational factors (environmental pressures and changes) [23].

2.4. Hypothesis

H1: There is a positive and significant effect of knowledge management on employee performance in the creative industry in Bandar Lampung.

H2: There is a positive and significant effect of creativity on employee performance in the creative industry in Bandar Lampung.

3. Proposed Method

3.1. Research Design

This study analyzes the influence of knowledge management and creativity on employee performance in the creative industry in Bandar Lampung. The research uses a quantitative approach, gathering data through structured questionnaires [24]. Primary data is collected via surveys from employees working in Bandar Lampung's creative industries. The population includes all employees from 16 subsectors of the creative industry in the city, such as applications, architecture, interior design, visual communication design, product design, fashion, film, photography, crafts, culinary arts, music, publishing, advertising, performing arts, fine arts, and television and radio. The sample is drawn using non-probability sampling, specifically accidental sampling, with a minimum sample size of 140, calculated by multiplying the 28 indicators of the study by 5 [25].

3.2. Definition of Operational Variables

Operational variables are the determination of constructs so that they become variables that can be measured.

Table 1. Definition of Operational Variables.

No	Variable	Definition	Indicator	Scale
1	Knowledge Management (X1)	Knowledge management is a knowledge process consisting of knowledge creation, sharing, acquisition, transfer and application with infrastructure, skills and top management support that drives and enhances the knowledge management process (Alyoubi et al., 2018).	a. Knowledge Acquisition b. Knowledge Sharing c. Knowledge Retention	Likert
2	Creativity (X2)	Creativity is the ability of an individual to generate new ideas or creative solutions (Wong and Ladkin, 2008).	a. Personality attributes b. Thinking style c. Self-perception d. Situational factors e. Views on ideas f. Attitudes towards new ideas	Likert
3	Employee Performance (X3)	Employee performance is the extent to which an employee performs his/her duties in accordance with the rules set by the institution and demonstrates the behavior expected of him/her (Caliskan and Koroglu, 2022).	a. Task performance b. Contextual performance	Likert

3.3. Instrument Test

Instrument testing in this study includes validity and reliability tests. The validity test evaluates whether a questionnaire accurately measures the intended concept [24]. A questionnaire is considered valid if its items effectively capture the intended measurement, with factor analysis using SPSS version 27.0 applied to assess validity. Items are valid if the Kaiser-Meyer-Olkin (KMO) value, Anti-Image, and Component Matrix are greater than 0.5. The reliability test measures the consistency of the instrument over time, with Cronbach's Alpha used in SPSS to determine reliability. A variable is considered reliable if its Cronbach's Alpha exceeds 0.60 [24].

3.4. Data Analysis Method

The data analysis method used in this study is multiple regression analysis, which examines the influence of several independent variables (X) on a dependent variable (Y) using a linear model. The regression equation is formulated as: $Y = a + b_1X_1 + b_2X_2 + e$, where Y is the dependent variable, X1 is knowledge management, X2 is creativity, and e is the error term. Hypothesis testing is performed using the T-test (partial test) to assess the effect of each independent variable on the dependent variable. A p-value of less than 0.05 indicates a significant effect, while a p-value greater than 0.05 indicates no significant effect. Alternatively, the T-test compares the calculated t-value with the t-table value, where a t-value greater than the table value indicates a significant effect.

4. Results and Discussion

4.1. Instrument Test Result

4.1.1 Validity Test Result

The validity test measures whether a questionnaire accurately assesses the intended concept [24]. In this study, validity was tested using factor analysis with SPSS version 27.0. If the Keiser-Mayer-Olkin (KMO), Anti-Image, and Component Matrix values are greater than 0.5, the items are considered valid. The results of the validity test for all indicators are as follows:

Table 2. Validity Test Result.

Variable	Indicator	KMO	Anti Image	Component Matrix	Result
Knowledge Management (X1)	X1.1	0,776	0,754	0,775	Valid
	X1.2		0,824	0,690	
	X1.3		0,747	0,519	
	X1.4		0,779	0,711	
	X1.5		0,861	0,592	
	X1.6		0,760	0,534	
	X1.7		0,728	0,695	
Creativity (X2)	X2.1	0,859	0,872	0,712	Valid
	X2.2		0,789	0,590	
	X2.3		0,828	0,509	
	X2.4		0,872	0,593	
	X2.5		0,907	0,549	
	X2.6		0,890	0,684	
	X2.7		0,899	0,636	
	X2.8		0,928	0,555	
	X2.9		0,866	0,614	
	X2.10		0,867	0,531	
	X2.11		0,865	0,575	
	X2.12		0,811	0,635	
	X2.13		0,799	0,606	
Employee Performance (Y)	Y.1	0,853	0,824	0,695	Valid
	Y.2		0,851	0,652	
	Y.3		0,847	0,596	
	Y.4		0,841	0,663	
	Y.5		0,868	0,693	
	Y.6		0,888	0,543	
	Y.7		0,843	0,754	
	Y.8		0,885	0,634	

Table 2 shows that the Keiser-Mayer-Olkin (KMO) value, Anti-Image Matrices, and Component Matrix values for Knowledge Management (X1), Creativity (X2), and Employee Performance (Y) are all greater than 0.5, indicating that all indicators are valid and can proceed to the next step.

4.1.2 Reliability Test Result

Reliability testing measures the consistency of an instrument in producing the same data over time. In this study, reliability was tested using SPSS version 27.0 and Cronbach's Alpha. A construct is considered reliable if it yields a Cronbach's Alpha value greater than 0.60. The

results of the reliability tests for knowledge management, creativity, and employee performance are as follows:

Table 3. Reliability Test Result.

Variable	Indicator	Reability Statistic	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Result
Knowledge Management (X1)	X1.1	0,756	0,589	0,699	Reliable
	X1.2		0,521	0,719	
	X1.3		0,371	0,751	
	X1.4		0,548	0,709	
	X1.5		0,437	0,734	
	X1.6		0,365	0,747	
	X1.7		0,500	0,721	
Creativity (X2)	X2.1	0,851	0,624	0,832	Reliable
	X2.2		0,500	0,841	
	X2.3		0,419	0,846	
	X2.4		0,502	0,841	
	X2.5		0,457	0,844	
	X2.6		0,593	0,836	
	X2.7		0,542	0,838	
	X2.8		0,463	0,844	
	X2.9		0,522	0,840	
	X2.10		0,442	0,845	
	X2.11		0,486	0,842	
	X2.12		0,536	0,839	
	X2.13		0,514	0,840	
Employee Performance (Y)	Y.1	0,808	0,556	0,781	Reliable
	Y.2		0,521	0,787	
	Y.3		0,467	0,794	
	Y.4		0,528	0,785	
	Y.5		0,561	0,782	
	Y.6		0,419	0,802	
	Y.7		0,629	0,770	
	Y.8		0,501	0,789	

Table 3. shows that all variables have Cronbach's Alpha values > 0.6 , and the "Cronbach's Alpha if Item Deleted" values exceed the "Corrected Item-Total Correlation," indicating that the research instruments are reliable.

4.2. Quantitative Analysis and Hypothesis Testing

This study uses a multiple linear regression analysis approach to determine knowledge management and creativity on employee performance. The level of confidence is 95% or $\alpha = 0.05$.

Table 4. Multiple Linear Regression Test Results and Hypothesis Testing.

Coefficients						
Model	Unstandardized Coefficients		Standardize d Coefficients	t hitun g	t tabel	Sig.
	B	Std. Error	Beta			
						Result

1	(Constant)	9,47 0	1,264		7,491		0,00 0	
	X1	0,16 6	0,075	0,204	2,205	1,977	0,02 9	Ha Accepted
	X2	0,53 5	0,047	0,411	4,270	1,977	0,00 0	Ha Accepted
a. Dependent Variable: Y								

Based on Table 4, the multiple linear regression equation is $Y = 0.204X_1 + 0.411X_2$, where both knowledge management (X1) and creativity (X2) have a positive and significant effect on employee performance (Y). The standardized coefficient for X1 is 0.204 ($p = 0.029$), indicating that improved knowledge management significantly enhances employee performance. Similarly, the coefficient for X2 is 0.411 ($p = 0.000$), suggesting that higher creativity also significantly boosts performance.

The hypothesis testing using the T-test shows that both variables have a significant partial effect on employee performance in the creative industry in Bandar Lampung. For knowledge management (X1), $t\text{-count} = 2.205 > t\text{-table} = 1.977$ and $p < 0.05$, confirming Hypothesis 1. For creativity (X2), $t\text{-count} = 4.270 > t\text{-table} = 1.977$ and $p < 0.05$, confirming Hypothesis 2. Thus, both hypotheses are accepted, indicating significant individual contributions of knowledge management and creativity to employee performance.

4.3. Discussion

4.3.1 The Influence of Knowledge Management on the Performance of Creative Industry Employees in Bandar Lampung

The findings show a significant positive relationship, indicating that effective knowledge management enhances overall employee performance. Organizations can improve performance by promoting knowledge-sharing practices such as training, seminars, and collaborative activities. This aligns with [10], who emphasized that knowledge management, through the creation, sharing, and application of knowledge, boosts employee skills, innovation, and organizational value. This is supported by [17], who also found a positive link between knowledge management and employee outcomes. Effective knowledge management helps employees become more adaptive, motivated, and capable of growth. In the context of Bandar Lampung's creative industry, the stronger the implementation of knowledge management, the higher the employee performance, reinforcing prior empirical findings and offering deeper insights into its organizational importance.

4.3.2 The Influence of Creativity on the Performance of Creative Industry Employees in Bandar Lampung

The results show that creativity has a positive and significant impact on employee performance in Bandar Lampung's creative sector, indicating that higher levels of employee creativity lead to better performance. These findings align with previous studies by [19] & [3], which found that creative employees are more effective, timely, and accurate in completing tasks, and that both creativity and work culture contribute significantly to individual performance. Thus, fostering creativity within the workplace can be an effective strategy to boost employee performance and enhance organizational competitiveness.

5. Conclusions

Based on the analysis and discussion, it can be concluded that both knowledge management and creativity have a positive and significant influence on employee performance in the creative industry in Bandar Lampung. The findings support both initial hypotheses, showing that the more effectively knowledge management and creativity are implemented, the greater their impact on enhancing employee performance. However, this study has limitations, including its focus on a specific region and industry, which may restrict the generalizability of the findings. Future research is recommended to expand the sample across different sectors and regions, and to consider additional variables such as organizational culture or leadership style to gain a more comprehensive understanding of the factors influencing employee performance.

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