

THE INFLUENCE OF KNOWLEDGE MANAGEMENT, WORK ABILITY AND WORK ATTITUDE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS A MEDIATING VARIABLE (CASE STUDY AT THE CENTRAL STATISTICS AGENCY OF EAST NUSA TENGGARA PROVINCE)



^{1*}Fhifie Daryanto, ²Thomas Ola Langoday, ³Henny A Manafe

^{1,2,3}Master Degree in Management, Faculty of Economics and Business,
Katolik Widya Mandira University Kupang - Indonesia

E-mail:

¹fhifiedaryanto23@gmail.com (corresponding author)

²thomasolalangoday01@gmail.com

³hennyunwira@gmail.com

ABSTRACT

This study examines the influence of knowledge management, work ability, and work attitude on employee performance and job satisfaction, as well as the mediating role of job satisfaction in the relationship between these variables and employee performance at BPS NTT Province. A quantitative research design was employed, with data collected from 86 respondents through questionnaires, interviews, and observations. Data were analyzed using descriptive and inferential statistical techniques with the assistance of SmartPLS software. The findings indicate that work ability and work attitude have a significant positive effect on employee performance, whereas knowledge management does not directly influence employee performance. However, knowledge management, work ability, and work attitude each significantly affect job satisfaction. Furthermore, job satisfaction has a significant positive effect on employee performance and mediates the relationships between knowledge management, work ability, work attitude, and employee performance. These results highlight the critical role of job satisfaction in enhancing performance and underscore the importance of strengthening employees' competencies and attitudes within public sector organizations.

Keywords: Performance; Job Satisfaction; Knowledge Management; Work Ability; Work Attitude

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INTRODUCTION

Employee performance is critical to the overall success of the company and the company must have employees who are able to complete their tasks well. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2015).

Job satisfaction is an important part of self-actualization. Job satisfaction is closely related to the performance produced by employees (Syahmirza dan Prawitowati, 2022). The sense of satisfaction that a worker has with their job is called job satisfaction, this level of satisfaction is noticed by various parties because it is related to the conditions of work and the company (Sinambela, 2019).

Knowledge management is a company's strategy in innovating to improve employee satisfaction (Khammarnia dkk, 2015). Knowledge management focuses on organization and providing essential knowledge, wherever and whenever it is needed. Good knowledge management in the company can also have an impact on employee satisfaction levels (Becerra -Fernandez and Sabherwal, 2010).

A worker's ability to complete his or her tasks consists of the knowledge and skills they have. A company succeeds when it has capable, skilled, and passionate employees, so that satisfactory work results can be expected. Ability shows the potential of a person to do a certain job or task (Fauzi, 2021).

Work attitude is very important to carry out activities in the company. Attitude is how a person relates to people, objects, and events in their environment as described by their perspective. To do the job well and effectively, every worker must have a good work attitude (Mangkunegara, 2015).

The Central Statistics Agency (BPS) of East Nusa Tenggara province is one of the vertical agencies of BPS that carries out the duties and functions of BPS in the implementation of statistical activities in the regions, especially in East Nusa Tenggara Province, as stated in Presidential Regulation Number 86 of 2007 concerning the Central Statistics Agency and Regulation of the Head of BPS Number 7 of 2008 concerning the Organization and Work Procedures of the Central Statistics Agency. The list of Budget implementation (DIPA) of BPS NTT Province comes from the State Budget. From the data obtained, it can be seen that there is an increase in the achievement of budget realization where the realization of the budget in 2022 is Rp.26,167,891,000 or 98.65% of the budget of Rp.26,527,144,000 and the realization of the budget in 2023 is Rp.42,101,725,913 or 98.90% of the budget of Rp.42,571,720,000, but the realization achievements in 2022 and 2023 have not reached 100%, meaning that there are still several achievements that have not been realized.

The implementation of activities carried out by BPS NTT Province in the Human Resources (HR) factor greatly affects the quality produced. The increasing need for data from ministries and institutions has an impact on the increase in the number of survey activities. Many surveys are often conducted simultaneously, while the number of professional statistical human resources (HR) is still limited. This limitation causes data needs to be met optimally, and appropriate competency standards to support the implementation of activities and human resource management have also not been properly formed. In achieving the performance of BPS NTT Province, Human Resources (HR) are needed who have optimal capacity and capability, factors that affect the performance of these employees include knowledge management, abilities and work attitudes (Marwansyah, 2019).

This research is also supported by Khotimah and Riadi (2023) the results of research found by stating that knowledge management does not have a positive and

significant influence on employee performance. Meanwhile, research found Rembang et al (2023) that knowledge management has a significant effect on employee performance; Astuti and Pratama (2021) explained that work ability has no effect and is not significant to employee performance. Meanwhile, the research conducted Haya et al (2023) states that work ability has a positive and significant effect on employee performance; Porotu, o et al (2021) explained that attitude does not have a direct effect on performance. Meanwhile, the research conducted by Siregar et al (2023) explained that work attitude has a positive and significant effect on employee performance; Ariansy and Kurnia (2022) explained that job satisfaction has no effect on employee performance, but contrary to research conducted by Dethan et al (2023) those who believe that job satisfaction has a positive and important influence on employee performance; Research conducted by Agustina et al (2022) stated that knowledge management has no significant effect on job satisfaction. Meanwhile, in the research conducted by Syamsuddin et al (2022) explaining that knowledge management affects job satisfaction; Research conducted by Sembiring et al (2021) that work ability has a negative and insignificant effect on job satisfaction. Meanwhile, in the research conducted by Simanjorang (2020) explaining that there is a positive and significant influence between work ability on job satisfaction; Research conducted by Austin dan MN (2021) explains that attitude has no effect on satisfaction. Meanwhile, in the research conducted by Muslim (2023) explaining that attitude affects employee job satisfaction.

The results of the study that are not in line prove that there are still many conflicting studies on the relationship between Knowledge Management, Work Ability, Work Attitude, Job Satisfaction and Employee Performance. Therefore, based on the difference in the results of the study, the researcher was interested in conducting a research entitled "The Influence of Knowledge Management, Work Ability and Work Attitude on Employee Performance Through Job Satisfaction as a Mediation Variable (Case Study at the Central Statistics Agency of East Nusa Tenggara Province)"

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESIS

Employee Performance

Performance is defined as the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2015). Performance is the level of achievement of the implementation of activity programs or policies in realizing the company's goals, objectives, visions and missions through the strategic planning of a company. By using the success standards set by the company, employee performance can be identified and measured (Moeheriono, 2014).

Job Satisfaction

Satisfaction refers to how a person as a whole views their work (Wibowo, 2016). A person who has a high level of job satisfaction has a positive attitude towards their job (Sinambela, 2019). Job satisfaction is an employee's attitude towards their job as it relates to the work environment, cooperation, compensation received, and physical and psychological factors. Satisfied employees will work well, be more enthusiastic, be active and perform better (Sutrisno, 2016).

Knowledge Management

Knowledge management is the activity of an organization or company to develop knowledge and utilize it as a company's wealth (Asari ddk, 2023). Knowledge

management is a series of activities used by organizations, whether institutions or companies, to identify, create, explain, and apply knowledge to be reused, known, and learned so that it can achieve organizational goals (Hendrawan, 2019). Research conducted by Asmara et al (2023) states that knowledge management has a significant effect on employee performance.

Workability

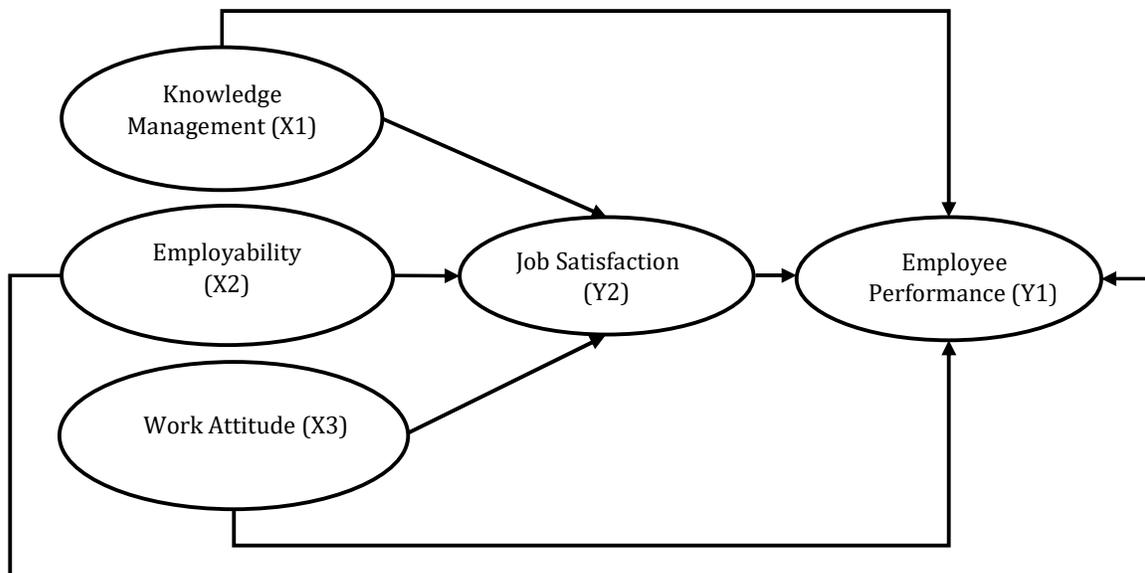
Employability is the current capacity of an individual to perform various tasks in a job (Fauzi, 2021). Employability is one of the elements in maturity related to knowledge or skills that can be obtained from education, training and experience (Koleangan et al, 2017). Research conducted by Squirrel dkk (2020) stated that work ability has a positive and significant effect on employee performance.

Work Attitude

Attitude is a tendency used to give feedback in a good or bad way to something (Rivai, 2014). If we have a good attitude towards work then we will work hard and well, a good attitude motivates us to be able to do things effectively and efficiently (Wibowo, 2016). Work attitudes contain positive or negative evaluations that an employee has regarding aspects of their work environment (Robbins dan Coulter, 2016). Most research on organizational behavior relates to three attitudes, namely job satisfaction, job engagement, and organizational commitment (Frey et al, 2019). Research conducted by Nelson and Panjaitan (2023) states that work attitudes have a significant effect on employee performance.

This study will explore the extent to which independent variables influence job satisfaction, as well as their impact on employee performance, thus providing deeper insight into the factors that affect overall company performance.

The following research framework aims to investigate the complex relationship between Knowledge Management, Work Ability, Work Attitude, and Employee Performance, considering the role of Job Satisfaction as a mediating variable.



Source : created by the author, 2024

Figure 1
Research Framework

The following is a research hypothesis formulated based on the framework of thinking and research objectives that have been explained earlier:

- H1: An overview of Employee Performance, Job Satisfaction, Knowledge Management, Job Satisfaction and Work Attitude at the Central Statistics Agency of East Nusa Tenggara Province which is quite good.*
- H2: Knowledge Management has a Significant Effect on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province.*
- H3: Employability has a Significant Effect on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province.*
- H4: Work Attitude has a Significant Effect on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province.*
- H5: Knowledge Management has a Significant Effect on Job Satisfaction at the Central Statistics Agency of East Nusa Tenggara Province.*
- H6: Work Ability has a Significant Effect on Job Satisfaction at the Central Statistics Agency of East Nusa Tenggara Province.*
- H7: Work Attitude has a Significant Effect on Job Satisfaction at the Central Statistics Agency of East Nusa Tenggara Province.*
- H8: Job Satisfaction has a Significant Effect on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province.*
- H9: Job Satisfaction is able to mediate the significant influence of knowledge management on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province.*
- H10: Job Satisfaction is able to mediate a significant influence of Work Ability on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province.*
- H11: Job Satisfaction is able to mediate the significant influence of Work Attitude on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province.*

METHOD

This research is a quantitative research, a research method used to research on a specific population or sample, data collection using research instruments, quantitative or statistical data analysis with the aim of testing hypotheses (Sugiyono, 2013). The research was conducted at the Central Statistics Agency of East Nusa Tenggara Province, located on Jalan R. Suprpto No. 5 Kupang. In this study, the population is all employees who work at BPS NTT Province which is 86 people, so the sample in this study is all employees.

The data collection technique in this study uses questionnaires used to collect data from respondents regarding their perceptions of knowledge management, work ability, work attitudes, job satisfaction and employee performance. The questionnaire includes structured questions that ask for respondents' responses where the respondents choose one answer that has been provided in the list of questions and measured using a likert scale. The documentation study technique used to collect internal documents is in the form of performance reports from BPS NTT Province.

Descriptive statistical analysis is a technique used to summarize and describe data systematically. The purpose of descriptive statistical analysis is to provide a clear picture of the characteristics of the observed data, helping to understand the patterns present in the data without making further conclusions or making inferences related to the population as a whole (Riduwan, 2013).

Table 1
Achievement of maximum scores for the population's perception of a particular object

No.	Total Score	Criterion
1	1% - 20%	Very Bad
2	21% - 40%	Not Good
3	41% - 60%	Pretty Good
4	61% - 80%	Good
5	81% - 100%	Excellent

Source: (Riduwan, 2013)

Inferential statistical analysis in this study uses the Partial Least Square (PLS) approach to evaluate the data and reveal the relationship between the constructs to be tested (Ghozali & Latan, 2015). The PLS approach in inferential statistical analysis is favored because of its high flexibility and does not require many statistical assumptions. The main strength of PLS lies in its ability to be applied without having to meet strict requirements, such as large sample numbers or the need for strong theory (Ghozali & Latan, 2015). In addition to being used to check relationships between latent variables, PLS also plays a role in confirming validity (Ghozali & Latan, 2015).

Measurement Method or Outer Model

Validity Test

The validity test is an important stage in the development and application of questionnaires in research. Through processes such as content validity, convergent validity, average variance extracted (AVE), and discriminant validity, researchers can verify the reliability of the measurement instruments used and ensure the accuracy of the results (Ghozali & Latan, 2015).

Reliability Test

The reliability test aims to evaluate the level of consistency of the measuring tool in recording a concept or the consistency of the response given by the respondent to the statement item in a questionnaire or research instrument. One of the commonly used methods to test reliability is using composite reliability, where a variable is considered reliable if it has a composite reliability value ≥ 0.7 (Sekaran, 2014).

Structural Model or Inner Model

Internal models, which include internal relationships, structural models, and substantive theories, describe the interactions between hidden variables based on theoretical foundations. Structural model evaluation involves the use of R-square to measure variations in dependent variables, the Q-square Stone-Geisser test to test the relevance of predictions, and the t-test and significance of the coefficient of structural path parameters (Ghozali & Latan, 2015).

Hypothesis Testing

The testing process is carried out by evaluating the value of the path coefficient in the model, then, an evaluation is carried out on the value of the coefficient in the internal testing of the model to test the hypothesis. If the statistical t-value is greater than the t-value of the table and the significance value is less than 0.05 (α 5%), the hypothesis is acceptable (H_a). Conversely, if the statistical t-value is lower than the table t-value and has a significance value of more than 0.05 (α 5%), then the hypothesis will be rejected (H_o) (Ghozali & Latan, 2015)

RESULTS AND DISCUSSION

Respondent Characteristics

In this study, the characteristics of the respondents were analyzed using various factors, including: work position, gender, age, skills/training, level of education and length of service. The following is an overview of the respondent's characteristics:

Table 2
Respondent's Job Position

No	Job Position	Sum	Percentage (%)
1	Functional Statistics	45	52,32
2	Functional Computer Infrastructure	6	6,98
3	Functional Budget Analysis	1	1,16
4	Functional Analysis of HR Apparatus	2	2,33
5	Functional State Budget Financial Manager	2	2,33
6	Functional Archivist	1	1,16
7	Functional Goods/Services Procurement Manager	3	3,49
8	Functional Financial Institutions of the State Budget	5	5,81
9	General Functional	21	24,42
	Sum	86	100

Source : Analysis Results, 2024

Most of the respondents came from Functional Statistics with a presentation of 52.32%.

Table 3
Characteristics of Respondents by Gender

No	Gender	Sum	Percentage (%)
1	Male	38	44,19
2	Woman	48	55,81
	Sum	86	100

Source : Analysis Results, 2024

There were more female respondents than men, as many as 48 women and 38 men out of a total of 86 respondents.

Table 4
Characteristics of Respondents by Age

No	Age (Years)	Sum	Percentage (%)
1	> 50	7	8,14
2	41 – 50	23	26,74
3	31 – 40	31	36,05
4	< 30	25	29,07
	Sum	86	100

Source : Analysis Results, 2024

Respondents were more dominant at the age of 31-40 years as many as 31 people with a percentage of 36.05%.

Table 5
Characteristics of Respondents Based on Ownership of Certificates of Expertise

No	Certificate Ownership	Sum	Percentage (%)
1	Exist	76	88,38
2	None	10	11,62
	Sum	86	100

Source : Analysis Results, 2024

A total of 76 respondents have skills as evidenced by the ownership of a certificate of expertise/skills.

Table 6
Characteristics of Respondents Based on Education Level

No	Education	Sum	Percentage (%)
1	Doctor (S3)	12	13,95
2	Master (S2)	20	23,26
3	Bachelor (S1) / Diploma IV	47	54,65
4	Diploma III	4	4,65
5	High School / Vocational School	3	3,49
	Sum	86	100

Source : Analysis Results, 2024

Respondents in this study have an education that is considered to help them understand and utilize their ability to improve company performance.

Table 7
Characteristics of Respondents Based on Length of Service

No	Tenure	Sum	Percentage (%)
1	> 10 Years	49	56,98
2	5-10 Years	29	33,72
3	< 5 Years	6	6,98
4	< 2 Years	2	2,32
	Sum	86	100

Source : Analysis Results, 2024

The majority of employees have a working period of more than 10 years, which is as many as 49 people or 56.98%, this shows that most employees have long work experience.

Descriptive Statistical Analysis

The use of Descriptive Statistical Analysis to analyze data from respondents to provide an overview of the achievement of maximum scores measured through the population's perception of an object.

Table 8
Descriptive Statistical Analysis

No.	Variable	Variable Score	Category
1	Employee Performance	86,66	Excellent
2	Job Satisfaction	78,84	Good
3	Knowledge Management	81,45	Excellent
4	Workability	82,58	Excellent
5	Work Attitude	86,40	Excellent

Source : Analysis Results, 2024

Based on table 8, if referring to hypothesis 1 (H1) which states that employee performance, job satisfaction, knowledge management, work ability, and work attitude at BPS NTT Province that is quite good is rejected.

Inferential Statistical Analysis (PLS)

Outer Model Analysis

Outer Model analysis is an analysis used to provide evidence of causality of the relationship between indicators and latent variables (Ghozali & Latan, 2015). The analysis of the Outer model test included the tests on Table 9 Convergent Validity, Table 10 Discriminant Validity, Table 11 Composite Reliability, Average Variance Extracted (AVE) and Cronvach's Alpha.

Table 9
Convergent Validity Test Outer Value

	Knowledge Management (X1)	Ability Work (X2)	Work Attitude (X3)	Employee Performance (Y1)	Job Satisfaction (Y2)
K.1				0,854	
K.2				0,951	
K.3				0,951	
K.4				0,941	
K.5				0,867	
K.6				0,810	
K.7				0,956	
K.8				0,910	
K.8				0,876	
KK.1					0,730
KK.2					0,854
KK.3					0,816
KK.4					0,718
KK.5					0,815
KMK.1					0,732
KMK.2					0,749
KMK.3					0,929
KMK.4					0,875
KMK.5					0,753
MP.1	0,748				
MP.2	0,809				
MP.3	0,733				
MP.4	0,716				
SK.1			0,777		

SK.2	0,774
SK.3	0,804
SK.4	0,800

Source : Analysis Results, 2024

The Outer Loading value of each variable indicator has reached the ≥ 0.7 so that it can be said that all selected indicators are valid for use in the next analysis (Analysis Results, 2024).

In the discriminant validity test, two variables are considered different from each other. Discriminant validity is achieved if the correlation value of a variable with itself is greater than its correlation value with other variables. The cross-loading value, which is the correlation value between each question item to the variable itself, is greater than the correlation value with the other variables (Ghozali & Latan, 2015). The following is the cross loading value of each indicator:

Table 10
Cross Loading Value

	Knowledge Management (X1)	Employability (X2)	Work Attitude (X3)	Employee Performance (Y1)	Job Satisfaction (Y2)
K.1	0,808	0,843	0,826	0,854	0,846
K.2	0,893	0,906	0,902	0,951	0,920
K.3	0,878	0,890	0,899	0,941	0,897
K.4	0,815	0,837	0,834	0,867	0,830
K.5	0,759	0,768	0,784	0,810	0,780
K.6	0,887	0,909	0,906	0,956	0,926
K.7	0,838	0,875	0,867	0,910	0,884
K.8	0,810	0,854	0,835	0,876	0,852
KK.1	0,714	0,703	0,671	0,709	0,730
KK.2	0,763	0,815	0,789	0,819	0,854
KK.3	0,767	0,807	0,787	0,791	0,816
KK.4	0,700	0,675	0,686	0,686	0,718
KK.5	0,758	0,781	0,758	0,801	0,815
KMK.1	0,729	0,732	0,676	0,712	0,724
KMK.2	0,603	0,749	0,696	0,659	0,659
KMK.3	0,894	0,929	0,921	0,923	0,924
KMK.4	0,803	0,875	0,817	0,848	0,845
KMK.5	0,673	0,753	0,645	0,677	0,691
MP.1	0,748	0,693	0,627	0,668	0,682
MP.2	0,809	0,729	0,721	0,775	0,748
MP.3	0,733	0,685	0,700	0,659	0,682
MP.4	0,716	0,665	0,682	0,699	0,712
SK.1	0,699	0,727	0,777	0,738	0,696
SK.2	0,724	0,740	0,774	0,756	0,732
SK.3	0,713	0,731	0,804	0,761	0,785
SK.4	0,729	0,753	0,800	0,763	0,746

Source : Analysis Results, 2024

The cross-loading value of each indicator for each variable is greater than the cross-loading value for the other variables. This shows that these selected indicators have a high discriminant validity to build their respective variables (Analysis Results, 2024)..

In testing the constructs studied, a composite reliability test was also carried out to measure the internal consistency which was assessed to reach ≥ 0.7 (Sekaran, 2014). Average Variance Extracted (AVE) is the average percentage of variance values extracted between the question items of a variable. To meet a good standard the AVE value of each question item must be ≥ 0.5 (Ghozali & Latan, 2015). Reliability testing using composite reliability can be ensured again by using the cronbach alpha value. This is done to determine the reliability value of each variable, it is said to meet the Cronbach alpha requirements if it has a \geq value of 0.7 (Sekaran, 2014). The following is a table of the results of the composite reliability, Average Variance Extracted (AVE) and cronbach alpha tests:

Table 11
Composite Reliability, AVE and Cronbach's Alpha

	Cronbach's Alpha	rho_A	Composite Reliability	Mean Variance Extracted (AVE)
Knowledge Management (X1)	0,743	0,746	0,839	0,566
Employability (X2)	0,867	0,887	0,905	0,658
Work Attitude (X3)	0,798	0,798	0,868	0,622
Employee performance (Y1)	0,965	0,967	0,970	0,804
Job Satisfaction (Y2)	0,846	0,851	0,891	0,622

Source : Analysis Results, 2024

The composite reliability and cronbach's alpha values of all constructs have reached the \geq condition of 0.7, therefore it can be said that all these constructs have good reliability conditions from the existing conditions. The AVE value has reached the ≥ 0.5 provision, therefore the AVE value for each variable is worth using (Analysis Results, 2024).

Hypothesis Testing

Direct Impact Test

Direct influence testing was carried out by testing structural models, testing the direct influence of the relationship between the variables of Knowledge Management (X1), Work Ability (X2), and Work Attitude (X3) on the variables of Employee Performance (Y1); the effect of the variables Knowledge Management (X1), Work Ability (X2), and Work Attitude (X3) on the variables of Job Satisfaction (Y2); and the effect of the Job Satisfaction variable (Y2) on the Employee Performance variable (Y1). The results of this test can be seen from the t-statistical values and p-values between the following independent and dependent variables.

Table 12
Direct Influence Path Coefficient

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y1	0,096	0,089	0,063	1,528	0,127
X2 -> Y1	0,233	0,253	0,108	2,160	0,031
X3 -> Y1	0,318	0,313	0,070	4,515	0,000
Y2 -> Y1	0,355	0,348	0,090	3,945	0,000
X1 -> Y2	0,290	0,286	0,087	3,329	0,001

X2 -> Y2	0,502	0,503	0,094	5,332	0,000
X3 -> Y2	0,206	0,208	0,072	2,851	0,005

Source : Analysis Results, 2024

1. Knowledge Management Has a Significant Effect on Employee Performance (H2)

Based on the results of the direct influence test in Table 12, it can be seen that the influence of Knowledge Management on Employee Performance obtained a t-statistical value of 1.528 which is smaller than the t-table of 1.96 ($1.528 < 1.96$). Likewise, the p-value is 0.127 which is greater than the alpha level value of 5% ($0.127 > 0.05$). Based on these results, it is concluded that the Second Hypothesis (H2) which states that Knowledge Management has a significant effect on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province is rejected.

This finding is supported by the results of interviews with employees who stated that knowledge discovery has not been fully supported by a formal and effective system, the ideas and experiences they have have not been systematically documented where discussions are carried out between employees whose results are rarely immortalized in the form of documents, the knowledge sharing process has not been well structured where there is no internal discussion forum that is consistently used to share experiences and Learning, training or learning received is not always applied in work practice due to the mismatch between new knowledge and daily operational needs.

2. Employability has a significant effect on employee performance (H3)

Based on the results of the direct influence test in Table 12, it can be seen that the effect of Employability on Employee Performance obtained a t-statistical value of 2.160 greater than the t-table of 1.96 ($2.160 > 1.96$). Likewise, the p-value is 0.031 which is smaller than the alpha level 5% ($0.031 < 0.05$). Based on these results, it is concluded that the Third Hypothesis (H3) which states that Employability has a significant effect on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province is accepted.

The educational background of the employees illustrates that BPS NTT Province has qualified employees, this can help employees to understand their duties well and carry out daily work. The ability of employees to use technical knowledge and skills effectively greatly affects the quality of work output.

Problem-solving and decision-making are core abilities that affect the effectiveness of employees' work in completing complex and dynamic tasks, these abilities are essential to ensure that the solutions taken are precisely based on accurate information and aligned with the company's goals. Employees who can evaluate and choose the most relevant approach will generate information that is useful for problem-solving and quick decision-making and can complete tasks more efficiently.

3. Work Attitude Has a Significant Effect on Employee Performance (H4)

Based on the results of the direct influence test in Table 12, it can be seen that the influence of Work Attitude on Employee Performance obtained a t-statistical value of 4.398 greater than the t-table of 1.96 ($4.398 > 1.96$). Likewise, the p-value of 0.000 is smaller than the alpha level value of 5% ($0.000 < 0.05$). Based on these results, it is concluded that the Fourth Hypothesis (H4) which states that Work Attitude has a significant effect on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province is accepted.

Work attitudes reflect how an employee views their work, including a sense of responsibility, loyalty, commitment, time utilization, motivation to make the best contribution to the company, and discipline. A good employee work attitude at BPS

NTT Province provides a sense of responsibility for the company's tasks and target achievements, ensuring that work is carried out in accordance with the set standards so that it is more consistent in achieving targets. The results of this study confirm that work attitude is one of the key factors that affect employee performance at BPS NTT Province. A good work attitude encourages better work results, increases productivity and strengthens the quality of data and services.

4. Knowledge Management Has a Significant Effect on Job Satisfaction (H5)

Based on the results of the direct influence test in Table 12, it can be seen that the influence of Knowledge Management on Job Satisfaction obtained a t-statistical value of 3.435 greater than the t-table of 1.96 ($3.435 > 1.96$). Likewise, the p-value is 0.001 which is smaller than the alpha level 5% ($0.001 < 0.05$). Based on these results, it is concluded that the Fifth Hypothesis (H5) which states that Knowledge Management has a significant effect on Job Satisfaction at the Central Statistics Agency of East Nusa Tenggara Province is accepted.

The discovery of new knowledge allows employees to expand their insights and skills, the collection of ideas and employee experiences creates a sense of appreciation and recognition, knowledge sharing improves collaboration between employees, applies new knowledge in appropriate daily tasks, this increases the sense of engagement and contributes to higher job satisfaction. Effective knowledge management can create a sense of belonging and participation, employees who have relevant information and resources feel more empowered and committed to their work, employees who continue to learn and develop themselves are more satisfied with the self-development opportunities provided, the same is the case at BPS NTT Province.

5. Job Ability Has a Significant Effect on Job Satisfaction (H6)

Based on the results of the direct influence test in Table 12, it can be seen that the effect of Employability on Job Satisfaction obtained a t-statistical value of 5.428 greater than the t-table of 1.96 ($5.428 > 1.96$). Likewise, the p-value of 0.000 is smaller than the alpha level value of 5% ($0.000 < 0.05$). Based on these results, it is concluded that the Sixth Hypothesis (H6) which states that Job Ability has a significant effect on Job Satisfaction at the Central Statistics Agency of East Nusa Tenggara Province is accepted.

Good employability reflects employees who have adequate knowledge, skills, and expertise in carrying out their duties, employees are better prepared to face challenges in their work, recognition and appreciation for competence increase motivation, appreciation, and satisfaction at work. The application of good skills creates a sense of satisfaction at work, because employees feel that they contribute to the success of the company, high work ability plays an important role in increasing job satisfaction at BPS NTT Province.

6. Work Attitude Has a Significant Effect on Job Satisfaction (H7)

Based on the results of the direct influence test in Table 4.18, it can be seen that the effect of Work Attitude on Job Satisfaction obtained a t-statistical value of 2.918 greater than the t-table of 1.96 ($2.918 > 1.96$). Likewise, the p-value is 0.004 which is smaller than the alpha level of 5% ($0.004 < 0.05$). Based on these results, it is concluded that the Seventh Hypothesis (H7) which states that Work Attitude has a significant effect on Job Satisfaction at the Central Statistics Agency of East Nusa Tenggara Province is accepted.

A good work attitude towards work creates a more pleasant work experience, a balance between expectations and the reality of work, supports harmonious relationships with colleagues and superiors, discipline and maximum use of time. This

strong engagement provides a greater sense of personal accomplishment and job satisfaction as employees feel like they are an important part of the company's success. These factors also strengthen the findings of the significant influence of work attitude on job satisfaction in BPS NTT Province.

7. Job Satisfaction Has a Significant Effect on Employee Performance (H8)

Based on the results of the direct influence test in Table 4.18, it can be seen that the effect of Job Satisfaction on Employee Performance obtained a t-statistical value of 3.952 greater than the t-table of 1.96 ($3.952 > 1.96$). Likewise, the p-value of 0.000 is smaller than the alpha level value of 5% ($0.000 < 0.05$). Based on these results, it is concluded that the Eighth Hypothesis (H8) which states that Job Satisfaction has a significant effect on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province is accepted.

This illustrates that employees feel satisfied with their work so that they are more motivated to work productively, consistently, and with quality. Providing salaries that match their contributions and performance, adequate career development improves employee competence, jobs provided, and relationships with colleagues and superiors that support team collaboration and better decision-making are supporting factors in increasing job satisfaction.

Indirect Influence Test

The indirect influence test was carried out to test the structural model of the mediating role of the Job Satisfaction variable (Y2) in its task to mediate the relationship between Knowledge Management (X1) to Employee Performance (Y1), Work Ability (X2) to Employee Performance (Y1), and Work Attitude (X3) to Employee Performance (Y1). The test results can be seen from the t-statistical value and p-value between independent variables to dependent variables through the following variables:

Table 13
Indirect Influence Test

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y2 -> Y1	0,103	0,099	0,039	2,668	0,008
X2 -> Y2 -> Y1	0,178	0,176	0,058	3,099	0,002
X3 -> Y2 -> Y1	0,073	0,073	0,033	2,209	0,028

Source : Analysis Results, 2024

1. Job Satisfaction Mediates the Significant Influence of Knowledge Management on Employee Performance (H9)

Based on the results of the indirect influence test in Table 13, it can be seen that the influence of Knowledge Management on Employee Performance through Job Satisfaction as a mediator, obtained a t-statistical value of 2.591 greater than the t-table of 1.98 ($2.591 > 1.96$). Likewise, the p-value is 0.010 which is smaller than the alpha level value of 5% ($0.010 < 0.05$). Based on these results, it is concluded that the Ninth (H9) hypothesis which states that Job Satisfaction is able to mediate a significant influence of Knowledge Management on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province is accepted.

When knowledge management is mediated by job satisfaction, its effect on employee performance shows significant results, meaning that job satisfaction plays

an important role as an important intermediary that amplifies the impact of knowledge management. When knowledge management gets better and utilized in daily tasks, employees will feel satisfied in their work. This job satisfaction then motivates them to work efficiently, which can improve their performance. These findings emphasize the importance of the role of job satisfaction in strengthening the relationship between knowledge management and employee performance.

Optimal performance at the Central Statistics Agency of East Nusa Tenggara Province can be achieved by strengthening the relationship between knowledge management and job satisfaction. Employees who feel supported through effective knowledge management tend to be more satisfied, motivated, and able to make maximum contributions to the company. Investment in knowledge management is a strategic step to improve organizational performance in a sustainable manner.

2. Job Satisfaction Mediates the Significant Influence of Employability on Employee Performance (H10)

Based on the results of the indirect influence test in Table 13, it can be seen that the influence of Employability on Employee Performance through Job Satisfaction as a mediator, obtained a t-statistical value of 3.183 greater than t-table 1.98 ($3.183 > 1.96$). Likewise, the p-value is 0.001 which is smaller than the alpha level 5% ($0.001 < 0.05$). Based on these results, it is concluded that the Tenth Hypothesis (H10) which states that Job Satisfaction is able to mediate a significant influence of Employability on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province is accepted.

This study found that job satisfaction functions as a mediating variable that strengthens the influence of work ability on performance. High employability increases job satisfaction because employees feel more confident, competent, and valued by the company, encouraging employee motivation and commitment so that they work harder and more productively, employees who are satisfied with their work tend to provide better performance in terms of quantity, quality, and innovation in completing tasks.

These findings affirm that employability as a key element that must be continuously improved to encourage optimal performance, to maximize its impact must also be considered as well as increasing job satisfaction, improving the quality of training relevant to work needs, creating opportunities to develop skills and experience through diverse assignments, ensuring a supportive work environment and providing fair appreciation so that employees feel valued for their work contribution.

3. Job Satisfaction Mediates the Significant Influence of Employability on Employee Performance (H11)

Based on the results of the indirect influence test in Table 13, it can be seen that the influence of Work Attitude on Employee Performance through Job Satisfaction as a mediator, obtained a t-statistical value of 2.286 greater than t-table 1.98 ($2.286 > 1.96$). Likewise, the p-value is 0.022 which is smaller than the alpha level value of 5% ($0.022 < 0.05$). Based on these results, it is concluded that the Eleventh (H11) hypothesis which states that Job Satisfaction is able to mediate a significant influence of Work Attitude on Employee Performance at the Central Statistics Agency of East Nusa Tenggara Province is accepted.

Job satisfaction is an intermediary that explains how work attitudes can affect employee performance, employees who have a positive work attitude such as discipline, responsibility, and effective use of time will feel more satisfied with their

work, high job satisfaction makes employees feel valued and motivated so that it can improve their performance, when employees feel satisfied with their work they will try harder, contribute more, and show higher performance.

Based on the results of statistical analysis, the relationship between work attitudes to employee performance through job satisfaction shows a significant influence, in this case job satisfaction as a mediator explains why a good work attitude will lead to better performance, employees who are satisfied with their work tend to show greater motivation to improve performance.

R-Square, F-Square, and Q-Square values

1. R-Square Value

The value of R² ranges from 0 to 1. A higher R² value indicates a greater ability of independent variables to explain dependent variables (Ghozali & Latan, 2015). The following is the R² value table:

Table 14
R-Square Value

	R Square	Category
Employee Performance (Y1)	0,961	0,959
Job Satisfaction (Y2)	0,948	0,946

Source : Analysis Results, 2024

Based on the table of test results, the magnitude of the explanation of the variables of Knowledge Management, Work Ability, and Work Attitude to Employee Performance was 0.961 or 96.10% (strong model), while the rest was explained by other factors that were not explained in this study. Furthermore, the amount of explanation of Knowledge Management, Work Ability, and Work Attitude to Job Satisfaction is 0.948 or 94.80% (strong model), while the rest is explained by other factors that are not explained in this study.

2. F-Square Value

According to the f-square assessment criteria proposed by (Henseler et al., 2009), the value is interpreted as follows: $0.02 \leq f \leq 0.15$ indicate a small effect, $0.15 \leq f \leq 0.35$ indicate a moderate effect, and $f \geq 0.35$ indicate a large effect. The following is the table of F - Square Value :

Table 15
F-Square Value

	Original Sample (O)	Category
Knowledge Management (X1) -> Employee Performance (Y1)	0,026	Low
Knowledge Management (X1) -> Job Satisfaction (Y2)	0,215	Moderate / Moderate
Employability (X2) -> Employee Performance (Y1)	0,092	Low
Employability (X2) -> Job Satisfaction (Y2)	0,465	Big
Work Attitude (X3) -> Employee Performance (Y1)	0,268	Moderate / Moderate
Work Attitude (X3) -> Job Satisfaction (Y2)	0,091	Low
Job Satisfaction (Y2) -> Employee Performance (Y1)	0,169	Moderate / Moderate

Source : Analysis Results, 2024

Based on the test results in the table, it was found that a large F2 value or effect size with a value of > 0.35 on the effect of Work Ability on Job Satisfaction. Medium / moderate effect size is on the influence of Knowledge Management on Job Satisfaction, Work Attitude on Employee Performance, and Job Satisfaction on Employee Performance. Apart from that, it is a low influence.

3. Q-Square Value

This measure is a form of validation in PLS to declare the suitability of the model's predictions (Predictive relevance). A Q2 value above 0 indicates that the model has a prediction. Q2 interpretation value 0.02; 0.15 and 0.35 (weak, moderate, and strong) (Ghozali & Latan, 2015). The following is the table of Q – Square Value :

Table 16
Q-Square Value

	SSO	SSE	Q ² (=1-SSE/SSO)	Category
Employee Performance (Y1)	688,000	166,488	0,758	Strong
Job Satisfaction (Y2)	430,000	182,312	0,576	Strong

Source : Analysis Results, 2024

Based on the test results in the table, it can be seen that the value of Q2 of the Employee Performance variable is 0.758 (strong prediction accuracy) and the Q2 value of the Job Satisfaction variable is 0.576 (strong prediction accuracy).

CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis, employee performance, job satisfaction, knowledge management, work ability, and work attitude at the Central Statistics Agency of East Nusa Tenggara Province are in the very good category. However, knowledge management does not have a significant direct effect on employee performance, even though the direction is positive. On the other hand, work ability, work attitude, and job satisfaction have been proven to have a significant effect on employee performance. In addition, knowledge management, work ability, and work attitude have a significant effect on job satisfaction. Job satisfaction has also been proven to be able to mediate the influence of knowledge management, work ability, and work attitudes on employee performance

Based on the results of the study, it is recommended that organizations strengthen the implementation of knowledge management through intensive training, knowledge sharing culture, and the use of information technology to encourage innovation and performance improvement. The development of employability needs to be improved through continuous training programs that focus on improving technical skills and mastery of the latest work tools. In addition, a positive work attitude must continue to be built through the enforcement of discipline, responsibility, and appreciation for good performance. Job satisfaction also needs to be maximized by creating a balance between workload and rewards, a conducive work environment, and relevant incentives. Finally, periodic monitoring and evaluation is needed to ensure that performance improvement strategies remain effective and deliver optimal results.

Based on the results of the study, there are several suggestions for future research so that the developed model becomes more comprehensive, the researcher is then advised to add variables such as leadership style, work motivation, organizational commitment, organizational culture, and work-life balance to strengthen the research

model. The addition of these variables is important to explain the indirect influences and psychological factors that may strengthen or moderate the relationship between knowledge management, work ability, work attitude, job satisfaction, and employee performance.

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