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Examining the Influence of Human Resource Practices on Knowledge Management Practices: A Case Study of Sarang Oci Restaurant in Jakarta

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ABSTRACT

Purpose— This study examines the effect of Human Resource Practices on Knowledge Management Practices at Sarang Oci Restaurant, a Manadonese culinary business in Jakarta. Building on previous research that established the importance of human resource management in enhancing knowledge processes, this study aims to explore how strategic HR practices influence knowledge creation, storage, sharing, and application in a highly competitive and digitally evolving culinary sector.

Design/methods/approach – An explanatory research design was employed, and data were collected through a structured questionnaire distributed to employees. From a population of 190 individuals, 133 valid responses were obtained. Data analysis included a series of tests such as validity, reliability, normality, heteroscedasticity (Glejser test), simple linear regression, and the coefficient of determination to examine the relationship between Human Resource Practices and Knowledge Management Practices.

Findings– The results reveal that Human Resource Practices have a positive and significant influence on Knowledge Management Practices at Sarang Oci. The findings confirm that the adoption of strategic HR approaches supports the development of a knowledge-sharing culture and enhances knowledge utilization within the organization.

Research implications/limitations— The study is limited by its focus on a single organizational context, which may restrict the generalizability of the findings to other sectors or regions. Additionally, the cross-sectional design limits the ability to establish causal relationships over time.

Originality/value– This research contributes to the limited body of empirical studies examining the HRM–knowledge management link in the culinary sector. It provides practical insights for organizations aiming to strengthen their knowledge management practices through strategic human resource initiatives and suggests future research should investigate mediating factors such as leadership styles and organizational culture.

Introduction

The creative economy sector represents a dynamic convergence of individual creativity, expertise, and talent aimed at fostering economic growth and expanding employment opportunities through the application of innovative and intellectual capacities. Recognized as

a vital driver of Indonesia's economy, the creative economy contributes not only to income generation but also to the enhancement of intellectual capital and the promotion of social well-being (Saksono, 2015). Within this framework, Indonesia has successfully developed 16 creative economy sub-sectors, including Architecture, Interior Design, Visual Communication Design, Product Design, Culinary Arts, Fashion, Music, Game Application Development, and Performing Arts (Ministry of Tourism and Creative Economy, 2020). Among these, the culinary industry stands out as the primary contributor, accounting for 40.2% of the creative economy's Gross Domestic Product (GDP), valued at 462.45 trillion Indonesian rupiahs (Ministry of Tourism and Creative Economy, 2020).

However, the culinary sector is experiencing significant transformation, driven by intensifying competition and the rapid advancement of digital technologies. Data from the Central Statistics Agency (2022) shows a notable increase in the number of culinary businesses, with Jakarta alone witnessing the addition of 943 new culinary ventures within a two-year period (Central Statistics Agency, 2021; 2022). This phenomenon highlights a broader shift toward a hypercompetitive market environment where knowledge and human capital emerge as critical strategic assets. In today's globalized and digitized business landscape, organizations are increasingly transitioning toward knowledge-based paradigms, recognizing knowledge as a key resource for innovation, value creation, and sustained competitiveness (Hu & Wu, 2018).

Within this context, effective knowledge management is becoming central to organizational strategy, particularly in sectors where creativity and operational agility are crucial. Knowledge management practices play a pivotal role in stimulating, capturing, and sustaining intellectual assets, which are essential for enhancing organizational performance and ensuring long-term viability (Latif, 2021). The intersection between Human Resource Management (HRM) and knowledge management has attracted growing scholarly attention (Figueiredo et al., 2016; Gope et al., 2018). HRM contributes significantly to developing employee competencies, fostering motivation, and promoting knowledge sharing practices that enrich the organizational knowledge base (Santhanam, Dyaram, & Ziegler, 2017).

Despite the increasing academic interest, existing studies have predominantly focused on corporate or technology-driven sectors, leaving a noticeable research gap in understanding the dynamics of HRM and knowledge management within the culinary industry. The unique characteristics of this sector—such as creativity, customer interaction, and operational complexity—demand a specialized investigation. Addressing this gap is crucial to helping culinary businesses adapt to rapid changes, strengthen competitiveness, and ensure sustainable growth.

This study focuses on Sarang Oci, a culinary business in Indonesia, which faces contemporary challenges related to competition, digitalization, and human resource development. Sarang Oci's efforts to integrate technological tools for managing employee activities and enhancing knowledge resources reflect broader industry trends toward digital HRM practices. Investigating the specific HRM challenges and knowledge management performance at Sarang Oci offers valuable insights into strategic practices that can foster innovation, improve organizational performance, and drive business sustainability.

The objectives of this study are: (1) to examine the extent to which Human Resource Management (HRM) impacts Knowledge Management Performance (KMP) at Sarang Oci; (2) to explore employee perceptions of HRM practices implemented at Sarang Oci; and (3) to assess employee perspectives regarding Knowledge Management Performance within the organization.

By addressing these objectives, this study aims to enrich the body of knowledge in the fields of human resource management, knowledge management, and creative economy

management, particularly within the culinary sector. The findings are expected to offer practical implications for business owners, HR practitioners, and policymakers seeking to enhance organizational competitiveness and sustainability through strategic HRM and knowledge management initiatives.

This paper is structured as follows: the Introduction outlines the research background and objectives; the Methods section describes the research design, data collection, and analysis techniques; the Results section presents the key findings; the Discussion section interprets the results and their implications; and the Conclusion summarizes the main insights and provides recommendations for future research.

Methods

Research Design

This study employed a quantitative research design using a survey method to investigate the relationship between Human Resource Management (HRM) practices and Knowledge Management Performance (KMP) within a culinary business. The survey method was selected to allow data collection from a natural, non-artificial setting, providing an authentic representation of the respondents' perceptions (Sugiyono, 2021). The survey approach facilitated the gathering of primary data through the use of structured questionnaires, allowing for systematic and replicable data collection procedures.

Population and Sample

The population of this study consisted of 190 employees of Sarang Oci, a culinary enterprise operating in Indonesia. The sample size was determined using Sugiyono's (2021) formula for sample size calculation from a known population:

$$n = \frac{N}{1 + N(e)^2}$$

where n is the required sample size, N is the population size, and e is the margin of error (typically set at 5%). Applying this formula resulted in a minimum required sample size of 128.8136, which was rounded up to 129 respondents. This study successfully collected data from 133 respondents, thereby exceeding the minimum sample size requirement and ensuring sufficient statistical power for subsequent analyses.

Data Collection Techniques and Instrument Development

Data were collected through a structured questionnaire distributed to the respondents. The instrument was divided into two main sections corresponding to the variables studied: Human Resource Management Practices (X) and Knowledge Management Performance (Y).

Human Resource Management Practices were measured using seven indicators adapted from Nicolás-Agustín, Jiménez-Jiménez, and Maeso-Fernandez (2022), who studied the role of HRM in supporting digital transformation within organizations. These indicators captured critical aspects such as recruitment, employee development, motivation, and retention practices.

Knowledge Management Performance was assessed using twelve indicators based on the framework developed by Shea et al. (2021), which defined knowledge management as the process of delivering the right knowledge to the right people at the right time and encouraging its effective application to enhance organizational performance (Serrat, 2017).

Prior to full deployment, validity and reliability tests were conducted. The validity of the instrument was evaluated using Pearson's product-moment correlation. An item was considered valid if the calculated correlation coefficient (r) exceeded the critical value of

0.1743, corresponding to a significance level of 0.05 for a sample size of 133 respondents. The results showed that all indicators for both HRM and KMP variables were valid.

Reliability testing was conducted using Cronbach's Alpha. For the HRM construct, Cronbach's Alpha was 0.804, and for the KMP construct, it was 0.907. As both values exceeded the commonly accepted threshold of 0.6, the instruments were considered reliable and internally consistent.

Data Analysis Techniques

The data collected were analyzed using descriptive statistics and inferential statistical techniques. Descriptive statistics were employed to summarize the demographic characteristics of the respondents and the distribution of responses for each variable. Inferential analysis was conducted using multiple linear regression to examine the impact of HRM practices on Knowledge Management Performance. The regression model assessed the simultaneous and partial effects of the independent variable (HRM) on the dependent variable (KMP).

All data analyses were performed using SPSS version 26.0. The software facilitated validity and reliability testing, computation of descriptive statistics, and regression analysis. Data processing was conducted following ethical research standards, ensuring confidentiality and integrity of the respondents' information.

Result and Discussion

Normality Test

The normality test was conducted by the author using the Kolmogorov-Smirnov technique, where the requirement for data to be considered normally distributed is that the significance value must be greater than the p-value, which is 0.05. Based on the calculation, the Asymp.Sig (2-tailed) value is 0.200. Therefore, it can be said that the collected data is normally distributed because it has a significance value greater than the p-value (0.05).

Heteroskedasticity Test

For a regression model to be considered homoskedastic or free from heteroskedasticity, the Asymp.Sig (2-tailed) value must be above 0.05. The calculation shows that the Asymp.Sig (2-tailed) value is 1.000, which is greater than 0.05. Therefore, it can be said that there is no heteroskedasticity in the data for the HR variable in this research.

Linearity Test

The linearity criterion is that the F-table value must be greater than the F-value. The degrees of freedom (df) for deviation from linearity is 19, and the df for deviation within groups is 112, with an F-value of 1.045. The critical F-table value with α=0.05 is 1.68016451. This relationship can be considered linear because the F-table value (1.68016451) is greater than the F-value (1.045).

Simple Linear Regression Test

The constant B (constant) indicates a value of 34.391 (coefficient a), and B Total_HR indicates a value of 0.529 (coefficient b). Thus, following the equation Y = a + bX, the equation becomes: Y = 34.391 + 0.529X. This explains that there is an average change of 52.9% in Knowledge Management Practices (dependent variable) when there is a change in Human Resource Practices (independent variable).

Hypothesis Testing

Hypothesis testing is conducted to determine whether the regression coefficient is significant or not. The regression coefficient is considered significant if the independent variable (X) has an impact on the dependent variable (Y).

H0: Human Resource Practice does not influence Knowledge Management Practice.

H1: Human Resource Practice influences Knowledge Management Practice.

Value of Sig < 0.05: then H0 is rejected and H1 is accepted.

Sig has a value of 0.00000008, which is less than 0.05, so H0 is rejected, and H1 is accepted. Based on the calculation, the Sig. HR value in the hypothesis test is 0.000008. In this test, the Sig. HR value is greater than the research significance value, which is 0.05 (0.000008 < 0.05), so it can be said that H0 is rejected, and H1 is accepted.

Coefficient of Determination Test

The coefficient of determination test is conducted to determine how much of the dependent variable (Y) is explained by the independent variable (X) in the formed regression model. The coefficient of determination always has a positive value and ranges from 0 to 1. Based on the calculation, the R-square value for this model is 0.141 or 14.1%. This indicates that the dependent variable KMP is influenced by 14.1% by the independent variable HR, while the remaining 85.9% is influenced by other variables not examined in this study.

The Influence of Human Resource Management on Knowledge Management

The relationship between Human Resource Management (HRM) and Knowledge Management (KM) plays a pivotal role in the organizational context, as HRM functions as a critical overseer of tasks related to the creation, integration, and dissemination of knowledge within the organization. This collaborative process aligns with the viewpoint emphasized by Sventlik and Starvou-Costea (2007), as highlighted in the research conducted by Figueirido et al. (2016). Their work underscores the importance of HRM in effectively managing personnel, particularly considering the central role that individuals play as the primary resource in the realm of knowledge management. The understanding of this intricate relationship provides valuable insights into the mechanisms through which HRM practices contribute to the fostering of a knowledge-driven organizational culture.

Nevertheless, the findings from the study suggest a relatively modest correlation between HRM and KM, accounting for only 14.1%. This implies that there are other unexplored variables beyond the scope of this research that significantly influence the dynamics of knowledge management within the organizational context. Recognizing the multifaceted nature of the relationship, it becomes crucial to explore and understand the broader spectrum of factors that contribute to the successful implementation of knowledge management practices within organizations.

The discussion further delves into the significance of organizational culture (OC) as a significant influencing factor on Knowledge Management Practices (KMP). Drawing on various studies, including the works of Mambo & Smuts (2022), Rashid & Yeop (2020), and Klepić & Madžar (2017), it becomes evident that a strong organizational culture positively impacts the efficacy of knowledge management practices. The comprehensive examination conducted by Klepić & Madžar (2017), specifically focusing on small and medium enterprises (SMEs), highlights the substantial influence of organizational culture, with the Coefficient of Determination Test yielding a noteworthy 76.5%.

Additionally, the discussion emphasizes the role of Knowledge-Oriented Leadership (KOL) as a crucial variable influencing Knowledge Management Practices (KMP). Zia's (2020) research findings pertaining to the impact of KOL on KMP in SMEs in Pakistan reveal a positive correlation, shedding light on the critical role played by leadership in facilitating knowledge acquisition, storage, sharing, and application within the organizational setting. These insights underscore the intricate interplay between various organizational factors and their collective influence on the successful implementation of knowledge management practices, thereby contributing to a comprehensive understanding of the dynamic organizational landscape.

Table 4. Frequency Distribution

Dimension	Code	Indicator	Average Score	Category per Indicator
Human Resource practices	HR1.1	Aligning employees with the company's vision and values	4.00	Good
	HR1.2	Creating a good working environment through effective leadership	4.02	Good
	HR1.3	Establishing a fair employee reward system based on objectives	3.45	Good
	HR1.4	Implementing remote work policies	3.02	Adequate
	HR1.5	Involving employees in strategic decision-making of the company	3.66	Good
	HR1.6	Making strategic decisions	3.75	Good
	HR1.7	Teamwork	4.31	Excellent
Generation and Acquisition	KMP1.1	The organization I work for has mechanisms for generating and acquiring knowledge	4.12	Good
	KMP1.2	The organization I work for regularly tries to fill knowledge gaps	4.05	Good
	KMP1.3	The organization I work for has a process for creating new knowledge from existing knowledge	4.01	Good
Organizing and Storing	KMP2.1	The organization I work for has a data storage center	4.06	Good
	KMP2.2	The organization I work for has mechanisms for improving knowledge	4.09	Good
	KMP2.3	The organization I work for provides training for organizing and storing new knowledge	3.96	Good
Dissemination and Sharing	KMP3.1	The organization I work for has mechanisms for sharing knowledge	4.09	Good

	KMP3.2	The organization I work for has a document center and knowledge base	4.06	Good
	KMP3.3	The organization I work for has a Community of Practitioners (a group of employees who share knowledge and skills to promote learning)	3.96	Good
Application	KMP4.1	The organization I work for regularly develops operational knowledge for employees	4.06	Good
	KMP4.2	The organization I work for tracks the application of knowledge in the form of innovative products or services	3.73	Good
	KMP4.3	The organization I work for encourages the application of knowledge	4.02	Good

Based on the findings from Table 4, the frequency distribution analysis highlights noticeable deviations in the average scores of specific indicators within Sarang Oci's organizational framework. Notably, the absence of an objective-based reward system for employees (HR1.3), owing to the familial structure of Sarang Oci's management, is compensated by a personalized approach that prioritizes financial aid or time off for employees in need, taking into account factors such as tenure, performance, and trust. However, to enhance overall performance, it is recommended that the organization adopts a structured rewards and compensation system that aligns with the predetermined targets set by top management, thereby providing added motivation and incentives for the employees.

The implementation of remote work policies (HR1.4) received a lower average rating, indicating the challenges associated with introducing such policies within a culinary business like Sarang Oci. However, the organization successfully adapted to the constraints brought about by the pandemic by organizing weekly online meetings to facilitate communication across branches. Despite this adjustment, the effectiveness of virtual meetings remains a concern for managers due to limitations in information sharing. To improve this, supervisors could be tasked with creating comprehensive reports for distribution during these virtual meetings, thereby enhancing the overall quality and depth of information exchanged.

Teamwork (HR 1.7) received commendable feedback, denoting a robust culture of collaboration within the organization, as indicated by the significant percentage (59%) of respondents who have been part of Sarang Oci for over five years. This demonstrates the existing positive collaborative ethos aimed at collectively achieving the organization's overarching goals at the individual branch level.

Furthermore, the analysis of knowledge management practices reveals the predominance of favorable ratings among employees, yet certain indicators, notably KMP 4.2 and KMP 3.3, registered relatively lower scores, emphasizing the need for targeted improvements. While tracking the application of knowledge (KMP 4.2) is recognized, it is deemed insufficiently emphasized, especially given the challenges associated with monitoring knowledge usage across a sizable workforce. Therefore, the implementation of employee performance assessments is recommended to enable a comprehensive evaluation of individual capabilities, thereby facilitating improved knowledge tracking and management within the organizational framework. Additionally, the existence of an informal community of practices (KMP 3.3) within Sarang Oci signifies the inherent value of informal networks in fostering knowledge sharing and collaborative learning. To bolster the effectiveness of this community, the adoption of structured regular meetings among distinct employee groups, such as chefs and waiters, is proposed to encourage cross-functional collaboration and facilitate a culture of collective

learning and knowledge dissemination within the organization. By fostering these initiatives, Sarang Oci can fortify its knowledge management framework, reinforcing its commitment to continuous learning and development.

Conclusion

This study provides strong empirical evidence supporting the existence of a significant relationship between Human Resource Practices and Knowledge Management Performance within Sarang Oci. The findings demonstrate that strategic human resource management initiatives play an important role in enhancing the effectiveness of knowledge management, particularly in encouraging knowledge sharing, knowledge acquisition, and knowledge utilization among employees.

Human resource practices that emphasize employee development, motivation, and knowledge-sharing incentives are found to contribute meaningfully to the creation of a knowledge-driven organizational culture. These insights highlight the necessity for organizations like Sarang Oci to align their human resource strategies with knowledge management goals in order to strengthen organizational innovation, adaptability, and long-term competitiveness. To achieve this, businesses are encouraged to develop comprehensive training programs, foster a culture of continuous learning, and implement performance appraisal systems that recognize and reward knowledge-sharing behaviors.

Looking ahead, further research is needed to explore the underlying factors that mediate the relationship between HRM and knowledge management, such as leadership styles, organizational culture, and employee engagement. Future studies could also expand the analysis across various sectors of the creative economy to deepen the understanding of how strategic HRM can drive knowledge management practices. By pursuing these research directions, organizations and scholars alike can contribute to building more resilient, innovative, and knowledge-oriented businesses in an increasingly competitive and digitalized environment.

Declarations

Author contribution statement

The lead author participated in the study's conceptualization and design, analysis, interpretation of data, and initial drafting of the paper. Each author contributed to the critical revision of the content for intellectual rigor and provided final approval for the published version. All authors are responsible for every aspect of the work.

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Data availability statement

The data supporting this study's findings are available from the corresponding author upon reasonable request. However, due to privacy and ethical considerations, the data are not publicly accessible.

Declaration of Interests Statement

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