The Influence of Human Resources Management on Employee Engagement Mediated by Positive Emotions and Knowledge Management On 3 Star Hotel Employees in Samarinda City

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Abstract

This study aims to analyze the influence of Human Resources Management on Employee Engagement, mediated by Positive Emotions and Knowledge Management, among hotel employees in Samarinda city. Data were collected from 150 hotel employees in Samarinda City using purposive sampling. Data analysis was conducted using descriptive statistics to find the mean, and hypothesis testing was performed using SEM AMOS 22. Research results show that Human Resources Management, Positive Emotions, Knowledge Management have a positive effect on Employee Engagement. Meanwhile, the role of Positive Emotions and Knowledge Management can partially mediate the influence of Human Resources Management on Employee Engagement. The managerial implication of this research is that management must maintain a leadership style by appreciating and communicating openly with employees. Apart from that, it is necessary to improve a supportive work environment and always pay attention to the balance of work and personal life. Management also needs to maintain training or workshops for employees as well as increase the dissemination of information and solutions regarding projects and problems faced.

Keywords: human resources management, positive emotions, knowledge management, employee engagement

INTRODUCTION

Tourism is a strategic sector in national development, as mandated in Law No. 10/2009 on Tourism. The rapidly growing tourism trend in Indonesia reflects the changing preferences of travelers who are now more aware of mental health, want unique experiences, rely on digital reviews, and are interested in destinations with local characteristics (Mashabi & Widyanti, 2023). In this ecosystem, the hospitality industry plays a central role as a provider of accommodation and services that support traveler satisfaction (Putri et al., 2024).

With increasing competition and demands for service excellence, the hospitality sector faces the challenge of ensuring that its employees remain emotionally and professionally engaged. *Employee engagement* is a key element in maintaining service quality, customer loyalty, and overall

organizational performance. Employees who have a high level of engagement will show passion, dedication, and commitment in providing the best service (Ibrahim et al., 2024). Xu et al. (2024) showed that employee engagement in the hotel industry is a determining factor in maintaining operational stability, especially in uncertain times such as post-pandemic.

The same phenomenon is seen in Samarinda, East Kalimantan-a city that is developing as a buffer for the Capital City of the Archipelago (IKN). Three-star hotels such as Zoom, Horison, and Puri Senyiur have experienced increasing occupancy rates since 2023. The high occupancy rate shows the great potential of the hotel industry in this region, but also presents new challenges in employee management. Based on field observations, some hotels are experiencing problems such as increased employee turnover, burnout due to high workloads, and limited training and self-development. This condition indicates the need for a human resource management strategy that is not only operationally oriented, but also on the emotional and knowledge aspects of employees.

To overcome these challenges, effective *Human Resources Management (HRM)* practices are essential in improving *employee engagement*. HRM includes activities such as training, incentives, career promotion systems, and participation in decision-making, all of which contribute to employee engagement (Vuong & Sid, 2020). In addition, *positive emotions* such as pride, enthusiasm, and satisfaction at work have been shown to mediate the relationship between HRM and *employee engagement*, creating an emotional connection that strengthens loyalty to the organization (Juchnowicz et al., 2024).

However, previous studies have shown inconsistent results regarding the effectiveness of positive emotions as mediators. Organizational context, work culture, and industry type are factors that influence the significance of the relationship. In addition, there are still few studies that integrate *Knowledge Management (KM)* as a mediator with *positive emotions*. In fact, KM has an important role in supporting employee engagement by increasing access to organizational information, encouraging collaboration, and building confidence in carrying out tasks (Juan et al., 2018).

This study aims to fill this gap by replicating and modifying the model of Juchnowicz et al. (2024), which was previously conducted in the public sector in Poland, and adapting it to the hospitality context in Indonesia. The main focus of this study is to analyze the effect of HRM on *employee engagement* mediated by *positive emotions* and *knowledge management* simultaneously, on employees of 3-star hotels in Samarinda City.

Table 1. Report on East Kalimantan's Highest Hotel Occupancy Rate Rise as of September 2023
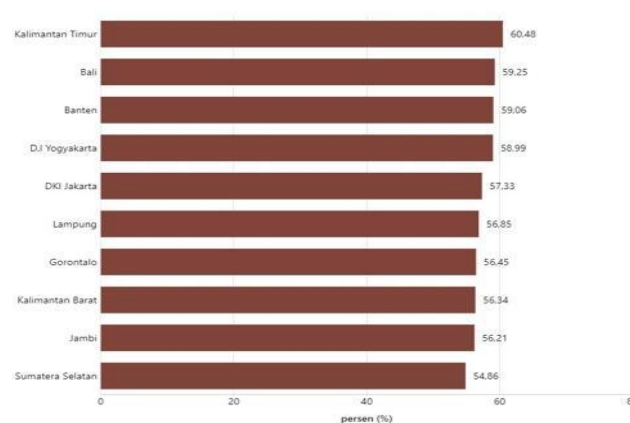
Source: BPS (2023)

LITERATURE REVIEW AND HYPOTHESES

Human Resources Management (HRM) and Employee Engagement (EE)

Human Resources Management (HRM) is defined as a set of policies, practices, and systems that influence the behavior, attitudes, and performance of employees in an organization (Dessler, 2020). HRM practices include recruitment, training and development, performance management, compensation, and employee participation. According to Boxall & Purcell (2016), HRM plays an important role in shaping a work environment that supports employees' emotional engagement and commitment to the organization.

Employee Engagement is a psychological condition in which employees feel enthusiastic, energized, and actively involved in their work (Kahn, 1990). This engagement is reflected in work enthusiasm, dedication, and absorption to the task. Engagement is considered an important key in improving performance and organizational loyalty (Schaufeli et al., 2002).

A study by Zhang & Long (2024) in the Malaysian hospitality industry found that HRM has a significant effect on engagement because it can increase a sense of ownership and job satisfaction. Research by Alfes et al. (2013) also confirmed that consistently applied HRM can strengthen employees' positive experiences, which in turn increases attachment to the organization. Research by Kossyva et al. (2024) in six European countries concluded that organizational support through HRM practices increases employee motivation and active role. Based on these theories and findings, a hypothesis was formulated:

H1: Human Resources Management has a positive influence on Employee Engagement.

Human Resources Management and Positive Emotions

Positive emotions refer to pleasant affective states such as happiness, satisfaction, enthusiasm, and pride that arise when a person is engaged in their work (Fredrickson, 2001). In an organizational context, positive emotions can strengthen social relationships, increase creativity, and improve resilience to stress (Lindebaum et al., 2018).

Research by Juchnowicz et al. (2024) showed that HRM that provides self-development opportunities, positive working relationships, and appropriate rewards can increase employees' positive emotions. Yeoman (2017) also emphasized the importance of "meaningful work" as a key driver of psychological well-being. In Indonesia, a study by Fortuna (2020) showed that HRM that includes training and reward systems have a positive impact on feelings of happiness and satisfaction at work. Based on the description above, the hypothesis proposed is:

H2: Human Resources Management has a positive influence on Positive Emotions

Human Resources Management and Knowledge Management

Knowledge Management (KM) is a systematic process of acquiring, storing, sharing, and using knowledge to improve organizational efficiency and innovation (Dalkir, 2017). HRM plays a role in creating an environment that supports a culture of knowledge sharing through training, teamwork, and open communication.

Kossyva et al. (2024) showed that HRM can create a climate that encourages knowledge sharing in the labor-intensive service sector. Durant (2012) added that the work structure established by HRM can facilitate KM across departments. Malik et al. (2020) emphasized that capabilities (training), motivation (recognition), and opportunities (access to information) facilitated by HRM are the main foundations for KM implementation. Based on the description above, the hypothesis proposed is:

H3: Human Resources Management has a positive influence on Knowledge Management

Positive Emotions and Employee Engagement

The positive emotions that employees experience at work have significant implications for work engagement. According to Fredrickson (2001), positive emotions expand mindsets and build psychological resources that support engagement. Employees who feel happy, satisfied, and valued tend to show high commitment and motivation.

Juchnowicz et al. (2024) proved that positive emotions can strengthen morale, creativity, and sustainability of work engagement. Spearmana (2021) mentioned that employees with high levels of positive emotions show better professional activity and engagement. Rachmayani's (2015) study in Indonesia supports that feeling happy can make work feel lighter, even though it is objectively hard. Based on the description above, the hypothesis proposed is:

H4: Positive Emotions have a positive influence on Employee Engagement.

Knowledge Management and Employee Engagement

Access to knowledge and involvement in the information sharing process provides a sense of belonging and increases employee contribution. Juan et al. (2018) found that participation in KM encourages innovative behaviors that strengthen engagement. Gallardo-Gallardo et al. (2013) showed that KM increases a sense of responsibility and active involvement in organizational activities.

Research by Kossyva et al. (2024) also shows that KM acts as an emotional and cognitive foundation that strengthens engagement, especially in the knowledge-based service sector. Based on the description above, the hypothesis proposed is:

H5: Knowledge Management has a positive influence on Employee Engagement

Positive Emotions as a Mediator between HRM and Employee Engagement

Based on research conducted by *Juchnowicz et al., (2024),* with majority employee respondents (77%) working in the private sector, while 20% work in the public sector in Poland, states that *Human Resources Management* (including: good atmosphere and good relationships at work, opportunities to use and develop competencies, adequate remuneration, and work-life balance) has a positive impact on employees' *Positive Emotions* (reducing fatigue and strengthening positive emotions). As a result, by strengthening positive emotions, it increases *Employee Engagement*. HR practices geared towards positive employee experiences are key determinants of employee engagement and thus can deliver desired work outcomes. Research conducted by *Ashkanasy, (2003)* with student management class respondents of UK universities that employees who maintain *Positive Emotions* are less likely to experience job burnout, which can impact the level of *Employee Engagement*. Thus, HRM practices that encourage positive emotions can increase employee engagement. Based on the description above, the hypotheses proposed are:

H6: The role of *Positive Emotions* mediates the effect of *Human Resources Management* on *Employee.*

Knowledge Management as a Mediator between HRM and Employee Engagement

Based on research conducted by *Kossyva et al., (2024)* with talented employee respondents from six European countries, namely the UK, Poland, Italy, Germany, Portugal and Greece, who work

in knowledge-intensive services such as computer services, telecommunications, engineering services, scientific research and development, financial services activities and market research, it is stated that *Human Resources Management* on *Employee Engagement* mediated by Knowledge Management is positively related because *Human Resources Management* encourages a supportive and positive work environment that motivates employees to perform their job duties in an extraordinary manner. In addition, this study found that when employees feel organizational support through HRM practices that increase *Knowledge Management*, motivation, and opportunities, and strong Employee Engagement within the company. Research conducted by Papa et al., (2020) with respondents of companies operating in various sectors, including manufacturing and services such as ICT, food and beverage, textile, and automotive industries in Italy, said that *Human Resources Management* practices oriented towards *Knowledge Management* are positively related to *Knowledge Management* processes, such as knowledge acquisition, distribution, interpretation, and storage. In addition, it was found that some HRM practices are important to facilitate knowledge acquisition activities and influence *Employee Engagement*. Research conducted by Alfes & Shantz, (2011) on service sector employee respondents in the UK states that *Knowledge Management* mediates *Human Resources Management* on *Employee Engagement* is positively related This relationship is very important because it shows that the way employees perceive HRM practices can affect their level of engagement at work the strength of the relationship between employee engagement and behavioral outcomes is influenced by factors such as perceptions of organizational support, trust, and leader-member exchange. Based on the above description, the proposed hypothesis is:

H7: The role of *Knowledge Management* mediates the effect of *Human Resources Management* on *Employee.*

Figure 1. Conceptual Framework
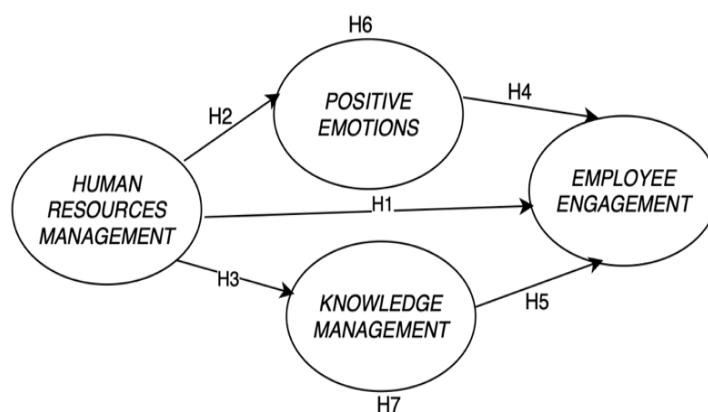
Source: *(Juchnowicz et al., 2024) and (Kossyva et al., 2024)*

METHODS

This research is a development and modification of the studies conducted by Juchnowicz et al. (2024) and Kossyva et al. (2024), which is adjusted to the context of the hotel industry in Indonesia, especially in three-star hotels in Samarinda City. Modifications were made in several aspects, namely changes in geographic context and sector from previous research in Europe to focus

on hospitality in Indonesia, as well as the addition of knowledge management variables as mediators that have not been discussed simultaneously in previous models. In addition, the measurement indicators in this study were also adjusted to be more relevant to the organizational culture and characteristics of the local workforce.

The type of research used is correlational research, because it aims to explain the relationship between variables that are relevant to the phenomenon under study. This study uses a cross-sectional approach, namely data collection is carried out once in a certain period. The unit of analysis in this study is the individual, namely employees of three-star hotels in Samarinda City. Data collection was carried out in natural conditions (noncontrived settings), namely at the respondent's workplace without any manipulation of the environment from the researcher.

There are four main variables in this study. Human Resources Management (HRM), Positive Emotions (PE), and Knowledge Management (KM) are the independent variables, while Employee Engagement (EE) is the dependent variable. All variables were measured using a five-point Likert scale, with a range from 1 (strongly disagree) to 5 (strongly agree), designed to capture respondents' perceptions and attitudes towards each statement item in the questionnaire.

The research data were obtained from two types of sources: primary data collected through distributing questionnaires to hotel employees, and secondary data derived from internal company documents and relevant scientific literature. The sampling technique used was purposive sampling, which is a non-probability technique in which the sample is selected intentionally based on certain criteria in accordance with the research objectives. Although the total population of hotel employees can be identified, the purposive method is still used because this study requires respondents with specific characteristics, such as having a minimum of one year of work experience in a three-star hotel. This aims to make the data obtained more representative and relevant to the variables under study.

The data analysis method used is Structural Equation Modeling (SEM) with the help of AMOS software. This technique was chosen because it is able to test the causal relationship between variables simultaneously and assess the overall suitability and strength of the research model.

RESULT AND DISCUSSION

This section presents the results of hypothesis testing based on the research model that has been developed. The main purpose of testing is to determine the direct and indirect effects of Human Resources Management (HRM) variables on Employee Engagement (EE), with Positive Emotions (PE) and Knowledge Management (KM) as mediating variables. *The* positive effect of *Human Resources Management* mediated by *Positive Emotions* on *Employee Engagement,* The positive effect of *Human Resources Management* mediated by *Knowledge Management* on *Employee Engagement,* The decision to test this hypothesis is made by comparing the *p-value* with a significant level of 0.05 or 5% and a confidence level of 95%. The basis for making hypothesis decisions is carried out with the following conditions:

- If the *p-value* <0.05 then, H0 fails to be accepted, Ha is accepted.
- If *p-value* > 0.05 then, H0 is accepted, Ha fails to be accepted

The discussion of each research hypothesis is as follows:

H1 - The Influence of *Human Resources Management* on *Positive Emotions*

The first hypothesis tests the effect of *Human Resources Management* on *Positive Emotions,* with the following:

H01   *Human Resources Management* does not have a positive influence on *Positive Emotions*

Ha1   *Human Resources Management* has a positive influence on *Positive*

Based on the hypothesis test results in table 4.10, *the estimate* value of 0.798 shows a beta sign in accordance with the proposed hypothesis, where *Human Resources Management* has a positive influence on *Positive Emotions*. Based on the test results above, a *p-value* of $0.000 \le 0.05$ (alpha 5%) is obtained so that Ha1 is supported and it can be interpreted that statistically there is a positive influence of *Human Resources Management* on *Positive Emotions,* This finding supports the research of Juchnowicz et al. (2024) which shows that positive HRM practices, such as training and rewards, create a work atmosphere that encourages positive emotions such as enthusiasm and job satisfaction.

Table 2. Hypothesis Test Results Ha1

Hypothesis	Estimation (β)	Prob.	Decision
Human Resources Management has a positive influence on *Positive Emotions*	0,798	0,000	H1 is supported

Source: Results of data processing using AMOS 22

H2 - The Effect of *Human Resources Management* on *Knowledge Management*

Table 3. Hypothesis Test Results Ha2

Hypothesis	Estimation (β)	Prob.	Decision
Human Resources Management has a positive influence on *Knowledge Management*	0,811	0,000	H2 is supported

Source: Results of data processing using AMOS 22

The first hypothesis tests the effect of *Human Resources Management* on *Knowledge Management,* with the following:

H01   *Human Resources Management* does not have a positive influence on *Knowledge Management*

Ha2   *Human Resources Management* has a positive influence on *Knowledge*

Based on the results of hypothesis testing in table 4.10, *the estimate* value 0.811 shows a beta sign in accordance with the proposed hypothesis, where *Human Resources Management* has a positive influence on *Knowledge Management*. Based on the test results above, the *p-value* of 0.000 ≤ 0.05 (alpha 5%) is obtained so that Ha2 is supported and it can be interpreted that statistically there is a positive influence of *Human Resources Management* on *Knowledge Management*, that is, the better the implementation of *Human Resources Management*, the more *Knowledge Management* increases in employees.

H3 - The Effect of *Human Resources Management* on *Employee Engagement*

The first hypothesis tests the effect of *Human Resources Management* on *Employee Engagement* with the following:

H01 *Human Resources Management* does not have a positive influence on *Employee Engagement*

Ha13*: Human Resources Management* has a positive influence on *Employee.*

Based on the results of hypothesis testing in table 4.10, *the estimate* value 0.350 shows a beta sign in accordance with the proposed hypothesis, where *Human Resources Management* has a positive influence on *Employee Engagement*. Based on the test results above, the *p-value* of 0.009 ≤ 0.05 (alpha 5%) is obtained so that Ha3 is supported and it can be interpreted that statistically there is a positive influence of *Human Resources Management* on *Employee Engagement*, meaning that the better the implementation of *Human Resources Management*, the more *Employee Engagement* increases in employees.

Table 4. Hypothesis Test Results Ha3

Hypothesis	Estimation (β)	Prob.	Decision
Human Resources Management has a positive influence on *Employee Engagement*	0,350	0,009	H3 is supported

Source: Results of data processing using AMOS 22

H4 - the effect of *Positive Emotions* on *Employee Engagement*

Table 5. Hypothesis Test Results Ha4

Hypothesis	Estimation (β)	Prob.	Decision
Positive Emotions have a positive influence on *Employee Engagement*	0,200	0,028	H4 is supported

Source: Results of data processing using AMOS 22

The first hypothesis tests the effect of *Positive Emotions* on *Employee Engagement* with the following:

H01 *Positive Emotions* does not have a positive influence on *Employee Engagement*

Ha4 *Positive Emotions* has a positive influence on *Employee*

Based on the results of hypothesis testing in table 4.10, *the estimate* value of 0.200 shows a beta sign in accordance with the proposed hypothesis, where *Positive Emotions* have a positive influence on *Employee Engagement*. Based on the test results above, the *p- value* of $0.028 \leq 0.05$ (alpha 5%) is obtained so that Ha4 is supported and it can be interpreted that statistically there is a positive effect of *Positive Emotions* on *Employee Engagement*, meaning that the better the application of *Positive Emotions*, the more *Employee Engagement* increases in employees.

H5 - the effect of *Knowledge Management* on *Employee Engagement*

The first hypothesis tests the effect of *Knowledge Management* on *Employee Engagement* with the following:

H01   *Knowledge Management* does not have a positive influence on *Employee Engagement*

Ha5   *Knowledge Management* has a positive influence on *Employee*

Based on the results of hypothesis testing in table 4.10, *the estimate* value 0.266 shows a beta sign in accordance with the proposed hypothesis, where *Knowledge Management* has a positive influence on *Employee Engagement*. Based on the test results above, a *p-value* of $0.007 \leq 0.05$ (alpha 5%) is obtained so that Ha5 is supported and it can be interpreted that statistically there is a positive effect of *Knowledge Management* on *Employee Engagement*, meaning that the better the application of *Knowledge Management,* the more *Employee Engagement* increases in employees.

Table 6. Hypothesis Test Results Ha5

Hypothesis	Estimation (β)	Prob.	Decision
Knowledge Management has a positive influence on *Employee Engagement*	0,266	0,007	H5 is supported

Source: Results of data processing using AMOS 22

H6 - the effect of *Human Resources Management* on *Employee Engagement* mediated by *Positive Emotions*

Table 7. Hypothesis Test Results Ha6

Hypothesis	Estimation (β)	Prob.	Decision
Human Resources Management mediated by *Positive Emotions* has an influence on Employee Engagement	0,1596	0,006	H6 is supported

Source: Results of data processing using AMOS 22

This hypothesis examines the effect of *Human Resources Management* on *Employee Engagement* mediated *Positive Emotions* as follows:

H01 : *Human Resources Management* mediated by *Positive Emotions* does not have a positive influence on *Employee Engagement*

Ha6 : *Human Resources Management* mediated by *Positive Emotions* has a positive influence on *Employee Engagement*

For hypothesis 6 in the sobel *test* model, the *estimate* value is 0.1596, which means that statistically *Positive Emotions* have a mediating role in influencing *Human Resources Management* on *Employee Engagement.* With a *p-value* of 0.006< 0.05 where statistically there is a significant influence on the mediating role of *Positive Emotions* in influencing *Human Resources Management* on *Employee Engagement*. So, it can be concluded that there is a positive influence between *Human Management* on *Employee Engagement* mediated by *Positive Emotions.*

H7 - the effect of *Human Resources Management* on *Employee Engagement* mediated by *Knowledge Management*

This hypothesis examines the effect of *Human Resources Management* on *Employee Engagement* mediated *Positive Emotions* as follows:

H01 : *Human Resources Management* mediated by *Knowledge Management* does not have a positive influence on *Employee Engagement*

Ha7 : *Human Resources Management* mediated by *Knowledge Management* has a positive influence on *Employee Engagement*

For hypothesis 7 in the sobel *test* model, the *estimate* value is 0.2157, which means that statistically *Knowledge Management* has a mediating role in influencing *Human Resources Management* on *Employee Engagement.* With a *p-value* of 0.004 <0.05 where statistically there is a significant influence on the mediating role of *Knowledge Management* in influencing *Human Resources Management* on *Employee Engagement*. So, it can be concluded that there is a positive influence between *Human Management* on *Employee Engagement* mediated by *Knowledge Management.*

Based on all the results of testing hypotheses H1 to H7, it can be concluded that Human Resources Management directly and indirectly has a significant effect on Employee Engagement. Positive Emotions and Knowledge Management are proven as mediators that strengthen the relationship. This indicates that effective human resource management not only improves engagement through formal policies, but also through emotional support and knowledge management within the organization.

Table 8. Hypothesis Test Results Ha7

Hypothesis	Estimation (β)	Prob.	Decision
Human Resources Management mediated by *Knowledge Management* has an influence on Employee Engagement	0,2157	0,004	H7 is supported

Source: Results of data processing using AMOS 22

Table 9. Summary of Hypothesis Test Results

Code	Relationship between	Estimation (β)	p-value	Decision
H1	HRM → Positive Emotions	0,798	0,000	Accepted
H2	HRM → Knowledge Management	0,811	0,000	Accepted
H3	HRM → Employee Engagement	0,350	0,009	Accepted
H4	Positive Emotions → Employee Engagement	0,200	0,028	Accepted
H5	Knowledge Management → Employee Engagement	0,266	0,007	Accepted
H6	HRM → PE → Employee Engagement (mediation)	0,1596	0,006	Accepted
H7	HRM → KM → Employee Engagement (mediation)	0,2157	0,004	Accepted

Source: Results of data processing using AMOS 22

CONCLUSION AND SUGGESTION

This study concludes that *Human Resources Management* (HRM), Positive Emotions, and Knowledge Management have a significant influence on Employee Engagement. The majority of respondents, who are women aged 20-35 with 1-5 years of service, indicated that good HRM practices, such as open communication and appreciation to employees, can increase their engagement'. In addition, positive emotions such as pride and satisfaction strengthen employees' relationship with their work. Effective Knowledge Management, through access to information and training, also supports increased employee engagement. Therefore, companies are advised to continue developing HRM policies that support work-life balance, provide fair compensation, and create a work environment that supports and reinforces positive emotions. In addition, improving knowledge management through continuous training and effective knowledge sharing systems will help strengthen overall employee engagement.

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