Influence of Management Conflict on Hotel Performance through Innovation Capability in Hotels at DKI Jakarta

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Abstract. The hotel industry's ability to innovate is crucial for modernization and competitiveness. A key element among those which affects innovative behavior is the condition of the organization's environment. There are several conflicts that occur in Hotel management in DKI Jakarta, excessive conflict will affect hotel performance, so handling of conflicts is required to be capable of overcome conflicts through employee innovation capabilities. The goal of this particular research aims to evaluate the impact of administration disagreements at hospitality outcomes through creativity capabilities in hotels in DKI Jakarta. The framework of thought in the current research, it is composed of independent variables, namely Knowledge Management Capabilities (KMC), Knowledge Oriented Leadership (KOL), Task Management Conflict (TMC) and Transactive Memory System (TMS) of Hotel employees in DKI Jakarta, The dependent variable is hotel performance, while the intervening variable used is innovation capability. The method used in this study consists of a blend involving numerical and descriptive methods approaches or a "mixed method" approach, this study consists of two main stages with a mixed method approach, namely interviews and questionnaire surveys of hotel employees. This research is planned to start in July to August 2024 and will take place within the scope of Hotel management in DKI Jakarta. The population in this study was 257 employees at Hotels in DKI Jakarta. The researcher took a sample in this study of 40 employees at Hotels in DKI Jakarta.

Keywords: Management Conflict, Hotel Performance and Innovation Capability

1 Introduction

It is commonly acknowledged that the tourism sector is a potent economic engine for contemporary economies. But to remain competitive in the quickly changing industry of today, hotels need to be adaptable and creative in order to satisfy customers' ever-changing and complicated needs. In this sense, hotels must constantly modify their offerings and operational procedures to meet the changing demands of tourists. To increase short-term performance and create a sustained competitive advantage, hotels must be able to create distinctive service offers [1].

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Therefore, a crucial strategic element to support hotel competitiveness in a highly globalized and increasingly competitive market is hotel innovation capability (IC), described as the capacity to introduce additional advancements featuring higher levels of originality in comparison to competitors [2]. The capacity for producing innovative products as well as assistance through efficiently converting the company's knowledge base is known as innovation capability (IC) [3]. Due to the fact that innovation research in the tourism industry is lagging behind other industries and that other forms of dynamic capacities have received more attention recently, IC is a pertinent subject which as rarely examined within the travel industry [4].

A company's capacity for innovation may be influenced through various elements, such as knowledge management capabilities (KMC). The literature has identified effective knowledge management as a means of enhancing innovation skills [5]. The significance pertaining to information management as a precondition for innovation capacities was previously emphasized [6].

Conflict can also affect the increase in innovation and work productivity in a company. Conflict is often seen as a problem that must be avoided or suppressed because it can have negative impacts. However, if conflict is managed well, conflict can be a positive force that can increase individual innovation and productivity. Given that this contact is impacted by elements pertaining to organizational, cultural, and personal systems [7]. According to [8] workplace disagreement can be described in the role of the occurrence of grievances and disagreements because of the way work and tasks are developed between employees, between employees, and between various groups of employees. Ineffective conflict resolution lowers corporate productivity and work-life balance from a psychosocial perspective [9;10].

In order to improve the work innovation of employees at Hotels in DKI Jakarta, the company created SARA (Hotel Management Information System in DKI Jakarta). Then, the presence of SARA is also expected to be able to overcome conflicts that occur at Hotels in DKI Jakarta. The SARA management information system at Hotels in DKI Jakarta can facilitate management decision-making. The management information system was formed with the aim of providing relevant data and information for organizational leaders in completing organizational tasks. The information system is also something essential for business processes such as the communication process [11]. Overall, SARA plays an important role in improving business operations by providing relevant, accurate, and timely data for decision making, increasing efficiency, and facilitating employee innovation.

In this study, the researcher took the object of research at the Hotel in DKI Jakarta which is the largest international hotel and the first hotel in the West Jakarta area. However, there are several problems that occur in hotel management, including several complaints at the hotel regarding hotel services and products. The progress of new initiatives, as evidenced by improvements in service and processes, is very important for the sustainability of this service-oriented industry [12; 13].

To fill the research gap based on previous research [14] the findings in this study discuss the problem of hoteliers who Organizations should provide their employees with the essential expertise about infrastructure and procedures in order to manage corporate

innovation, guaranteeing they are able to perform and thrive. The preliminary phase of this theoretical article represents the progression of expertise administration, company creativity, and service outcomes. This journal is relevant to the study because it has similar studies, namely understanding management, institutional creativity, and hotel performance. The difference in this study emphasizes more regarding the facilitation connection between innovation capability (IC) among knowledge management capability (KMC) with hotel performance (HP). Meanwhile, the researcher chose 4 independent variables, namely Knowledge Management Capabilities (KMC), Knowledge Oriented Leadership (KOL), Transactive Memory Systems (TMSs) and Task Management Conflict (TMC) to conduct digital internal communication.

As stated in the theory, the organizational information theory, which describes the significance of information transmission in order to achieve organizational success, supports the issues that exist in hotels in DKI Jakarta. According to the context of the mentioned issue occurrences, the investigator is motivated in order to conduct a research entitled "The Effect of Management Conflict on Hotel Performance Through Innovation Capabilities in Hotels in DKI Jakarta".

2. Literature Review, Framework & Hypothesis

2.1 Literature Review

2.1.1 Knowledge Management Capabilities (KMC)

The idea of knowledge management is not specific to any one field. There are four verbs that are most commonly utilized to explain the procedure for information administration, namely "using", "creating", "sharing", and "managing". The highest frequently utilized terms are "knowledge", "process", "organization", last, "information" [15]. According to [16], to cut expenses, increase productivity, and reuse best practices, Information administration refers to this process entailing using an organized approach in managing and organizing, as well as distributing of information within an organization. It is the collaborative, integrated process of developing, capturing, managing, and gaining access to an organization's intellectual property.

According to [17], knowledge management is a business strategy tthat facilitates organizations in choosing, acquiring, organizing, and sharing knowledge to enhance day-to-day operations. The goal of knowledge management, according to [18], is to figure out how to send the correct Details for the appropriate individuals during the correct moment in order to workers may produce, exchange, and repurpose knowledge. Knowledge management, according to [19], is the methodical and intentional synchronization Related to individuals, tools, processes, and frameworks to optimize worth via repurposing and creativity. This coordination is made possible by exchanging, developing, and utilizing best practices, knowledge, and previously acquired lessons.

2.1.2 Knowledge Oriented Leadership (KOL)

This idea about KOL was represented first shown within the written works by [20], that described this as a tactic that blends transactional and transformational leadership styles in domains that are very Such guidance is attuned towards the incorporation and development of understanding style claims that, KOLs are crucial for managing knowledge workers effectively, which eventually improves business performance and innovation [21].

According to [22], knowledge-oriented leaders support, reward, and encourage fresh ideas from their staff. KOL typically arises as individuals in charge are viewed as being enthusiastically engaged and committed towards fostering understanding and educational endeavors inside the institution [23]. According to certain research, KOLs combine aspects of communication and motivation with Change-oriented and task-focused guidance [20]. However, transformational leadership works best when it challenges the company's current state, whereas transactional leadership works best when it institutionalizes, strengthens, and refines existing knowledge [24]. In this study, KOL is described as a combination of transformative and managerial guidance approaches, where the leadership group is seen as actively engaging and dedicated to creating the organization's educational atmosphere.

2.1.3 Transactive Memory System (TMS)

Knowledge of what other people know is referred to as transactive memory. To obtain the information they possess, they must engage in transactions with others, such as requesting information and conversing with them [25]. Rather than the work or environment, TMS is more specifically focused and refers to a common knowledge of the team and its members' skills [26]. TMS is a common understanding of what is known, who knows it, and who is in charge of it [27; 28].

A TMS (Transactive Memory System) represents a group of people, their Recollection frameworks, as well as the connections which happen among them [27]. Transactive memory is a collective information system, so it requires the memory systems of all individuals involved, in addition to the specifics of how people interact with each other during communication [27]. As a result, individual memory systems combine to create collective information processing, which ultimately provides members with access to a broader and potentially more useful information base than they could have individually [27].

2.1.4 Task Management Conflict (TMC)

Task-related conflict is also higher probable to happen if there exists a powerful requirement and frequency for employee engagement [29]. Employees that are in a disturbed state due to tense debates regarding duties may give unfavorable feedback or perhaps act rebelliously [21]. Organizations can benefit from task conflict by promoting the sharing of ideas and highlighting various approaches to a problem. However, when employees act irrationally due to protracted and intense disagreements about assignments, task conflict can turn into an unproductive conflict [30]. Based on [29],

task disagreement represents also more likely to arise when employee interaction is necessary and frequent. Task disagreements can make workers irritated, lead to unfavorable comments, as well as including defiant actions [31].

Employees that encounter average degrees in TMC may be inspired to reconsider their work, reconsider the current situation, and ultimately develop creative alternatives. High levels of disagreement, however, may demotivate employees to collaborate, which will hinder the ability to come up with original solutions to issues. On the other hand, it doesn't appear that task conflict should be avoided because some degree of confrontation promotes conversation and idea sharing, which improves the innovation process [32]. Employees find it challenging to question preconceived notions and come up with original answers when they are not exposed to alternative approaches to challenges. Businesses that investigate conflicting viewpoints and take into account substitutes for resolving conflicts can improve decision quality and generate further creative ideas [21].

2.1.5 Conflict Management

Conflict management is something that turns conflict into an advantage. Conflict needs to be managed to be functional. While functional conflict can bring dynamism, non-functional conflict can cause a decline in business performance. Conflict management involves creating strategies that seek to lessen the adverse impacts of conflict while enhancing its positive contributions to improve learning and organizational effectiveness [33]. According to [34], conflict management includes three activities: (1) Encouraging conflict, (2) Minimizing or controlling conflict, and (3) Addressing conflict. Encouraging conflict is essential when organizational units are sluggish in task completion due to insufficient conflict levels. Strategies to stimulate conflict encompass: (a) incorporating members who have different attitudes, behaviors, and viewpoints compared to the established norms, (b) reorganizing the structure through job rotation or reassignment of tasks, (c) disseminating information that contradicts current practices, (d) enhancing competition by offering incentives, promotions, or rewards, and (e) selecting new leaders who adopt a more democratic approach.

2.1.6 Innovation Capability

Innovation holds an essential function within an organization’s capacity for survive, prosper, And obtain an advantageous position [35;36]. It is generally understood to be the acceptance of novel concepts or practices, whether in the form of systems, policies, programs, devices, processes, products, or services that are novel to the An institution’s capacity for creativity is acknowledged to be a crucial means in obtaining an advantage and reaching sustained accomplishment. Consequently, many organizations focus on finding effective ways to foster innovation and addressing obstacles such as resistance to change and internal conflicts that may impede this process [37].

Creativity additionally acts as a primary driver for market benefit. This allows companies to secure a lead through creating innovative offerings, solutions, methods,

or corporate plans [38]. Improving innovation capability relies on the effective integration of human, technological, and organizational resources within an organization, necessitating strong management and leadership.

Innovation capability functions as a mechanism for identifying and nurturing potential innovations that can be integrated into the organization's core operations. It allows the organization to combine efficiency with creative breakthroughs, promoting continuous improvement of its offerings. According to [39], this competence is the ongoing capacity to convert concepts and information into new systems, procedures, and products that benefit the company and its stakeholders. It involves not only excelling at new ventures but also effectively managing core competencies, striking a balance between these two operational models [39].

2.1.7 Performance

According to [40], performance refers to the level of achievement in executing a program, activity, or policy to realize the objectives, aspirations, and purpose of an entity as specified within its tactical plan. Performance more generally as the various actions or activities an organization undertakes during a specific period, measured against standards like past costs, efficiency projections, and management accountability [41].

Performance represents the work outcomes closely tied to a company's strategic objectives, customer satisfaction, and overall economic contribution [42]. It encompasses both Monetary and non-monetary outcomes. In addition, productivity may be defined as the result generated by persons or teams inside a company, coordinated with their power responsibility, to legally, morally, and ethically achieve the organization's goals [43].

2.2 Framework

The framework is a conceptual model of how theories relate to various factors that are considered important. A good conceptual framework can theoretically explain the relationship between variables to be studied. So the relationship between variables can be explained theoretically which includes variables that are independent and dependent. The framework in this research consists of. The variables in this research consist of the variables that are manipulated, the variables that are measured, and the variables that mediate the connection among them. The independent variables observed are knowledge management capabilities, knowledge oriented leadership, transactive memory system, task management conflict. The dependent variable in this study is hotel performance. While the intervening variable used is innovation capability. In this study, the concept that must be built by considering the combination approach of "hotel performance (HP) and Innovation Capabilities (IC) among hotel employees. By doing this, the author highlights how employee Innovation Capabilities (IC) are able to improve hotel performance (HP) against problems that occur through Knowledge Management Capability (KMC) tools in the form of TMS (Transactive Memory

System) and Knowledge Oriented Leadership (KOL) and Task Management Conflict (TMC)". This understanding is important considering that employee innovation capabilities are considered important to change the way employees work and how the workplace will be structured and organized in the future.

The conflict management efforts carried out by Hotels in DKI Jakarta are through the SARA management information system using the Theory Knowledge Management Capabilities (KMC), where knowledge is considered knowledge management (KM) serves as an origin for strategic edge, especially if connected with creativity [44]. Companies applying KM fundamentals aim to enhance business process efficiency, improve service quality, and discover new solutions to meet hotel customer needs [45]. Increasingly, organizations are utilizing KM technologies to help employees improve work tasks by promoting effective communication, sharing ideas, enhancing communication, plus facilitating Expertise distribution, as reducing unproductive behaviors such as knowledge hiding [7]. Nonetheless, employees might not fully grasp how KM tools can boost task efficiency or may not even realize that these tools are accessible within the organization [46]. The ability of employees to manage conflicts stemming from work tasks may be hindered when SARA as a KM technology functions in company activities but is not recognized or misunderstood.

Workplace conflict encompasses grievances and disputes related to job tasks and responsibilities, which may occur Among staff members and their respective managers, between staff members, or among various employee groups [8]. When conflict becomes excessive or is poorly managed, it can adversely affect employee performance and decrease organizational productivity [9;10]. There are three types of organizational conflict: 1. relationship conflict, resulting from personal disagreements; 2. task conflict, arising from differences over task content or outcomes; and 3. process conflict, originating from disagreements about how tasks should be carried out [47].

This research explores task and process conflict, collectively referred to as Task Management Conflict (TMC), with a focus on job design and execution. Modern methods, procedures, technologies, and knowledge management (KM) systems have significantly shaped these areas, especially because the exchange of information and its use remain crucial for companies to successfully create innovative offerings, solutions, and workflows [48]. As a result, the design and execution of tasks that integrate knowledge management (KM) systems are anticipated to influence conflict levels, employees' views regarding dispute management, as well as their readiness to address conflicts. While both individual and group dynamics can affect task and process conflicts, this study centers around an information-driven framework and group task involvement to examine ways in which company environments and resources are able to reduce Task Management Conflict (TMC) and enhance a company's innovation capabilities (IC). The theoretical framework for this research is grounded in these concepts:

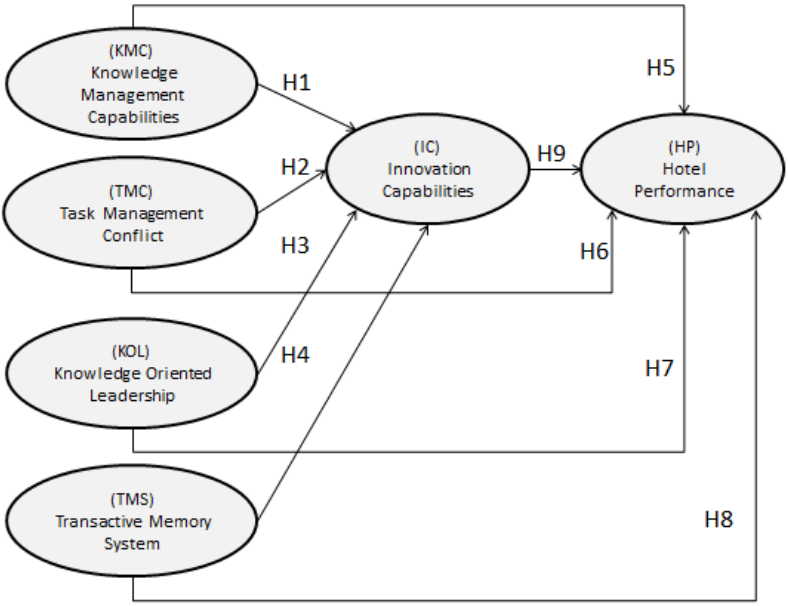

Figure 1. Frime of Mind

2.3 Hypothesis

Development regarding information, dissemination concerning insights, and the implementation of expertise represent the trio of aspects which constitute information handling competencies. Tacit, intricate, and company-specific are the qualities of knowledge management. In addition, it provides businesses with data that may be utilized to establish and sustain long-term connections with customers [49]. According to [44], knowledge management initiatives are typically tied to organizational goals and designed to accomplish certain outcomes, such as the sharing of intelligence, the improvement of performance, the increase of competitive advantage, or the advancement of innovation. Knowledge management has the potential to enhance consumer information and, by extension, innovative skills, according to numerous studies. Knowledge, whether sourced from the external environment or the internal environment, can maximize the internal resources (strengths or weaknesses) owned by the company as the main capital (human capital) which is the capital of the organization, is unique and not easily imitated or cannot be easily purchased anywhere by other organizations. In addition, the knowledge created through the knowledge management process has been proven to increase the company's ability to carry out technical innovation, administrative innovation and managerial innovation [50].

Thus, the researcher formulates the first hypothesis of this study as follows:

H1: Knowledge Management Capabilities (KMC) affect Innovation capability (IC)

Task Management Conflict is necessary for innovation to occur and that the constructive management of this unavoidable counter-position leads to greater

successful implementation of innovation within the workplace. In relation to the capacity for innovation and Task Management Conflict, research conducted by [51] indicates that when TMC levels are moderate, it motivates employees to reconsider their work, question existing assumptions, and, finally, come up with new and creative solutions. Moderate TMC is generally beneficial to organizations (e.g., by promoting idea exchange and displaying different ways of looking at a problem) according to the literature on conflict within organizations [30], but it can become unproductive when disagreements over assignment of tasks, layout, and content become persistent and intense. High levels of engagement between workers are associated with an increase in task-related conflict [29]. Workers may become upset and more likely to provide negative feedback or even act rebelliously if they are involved in stressful debates regarding work [31].

Accordingly, the following is the researcher's second hypothesis for the study:

H2: Task Management Conflict (TMC) affects Innovation capability (IC).

According to [52], Information-focused guidance is defined through a mindset or behavior which proactively encourages the creation, sharing, and application of fresh insights in an observable way. This approach aims to influence collective thinking and achieve better outcomes. Information-focused guidance is defined as one approach in management which integrates visionary with pragmatic elements traits with the ability to communicate and motivate followers [7]. This leadership style fosters an environment where knowledge can freely flow, which in turn influences creativity and innovation. Knowledge-based leadership is leadership that leads to higher productivity of human resources, identifying deficiencies in organizational knowledge, more efficient and effective staffing, product delivery, product delivery and service delivery that provides more added value, satisfaction to customers and employees, prevents continuous repetitive errors, reduces repetitive work, saves time, renews and develops creativity, encourages and innovates, organizes and expands the flow of knowledge from producers to recipients and facilitates various information among employees [53].

So, the following is the third hypothesis that the researcher has developed for this study:

H3: Knowledge Oriented Leadership (KOL) affects Innovation capability (IC).

A Shared Knowledge Structure serves as a framework for understanding how teams identify and exploit individuals' fields in specialization, which in turn facilitates a common understanding of the data at hand [26]. By allowing specialized staff to continuously learn and become experts in their fields, an effective Transactive Remembering System eliminates confusion regarding who should do what [54]. According to [55], trust is positively influenced when employees successfully complete duties. Businesses that invest in a state-of-the-art Transactive Memory System can help their workers build trusting teams and improve organizational coordination between people and groups. Organizations can keep Task Management Conflict levels low or bring them down when they're high by constructing the Transactive Memory System.

Accordingly, the following is the researcher's fourth hypothesis for the study:

H4: Transactive Memory System (TMS) affects Innovation Capability (IC)

In general, there are mixed results for the association between knowledge management capabilities and hotel performance. Organizations should keep investing in knowledge management if they want to see better results [56]. So, businesses need to build their skills and see these chances to integrate their knowledge. There are three distinct kinds of knowledge management capabilities [57]. A divergent perspective on knowledge management exists [58;59] who classify it primarily into two areas: infrastructure of knowledge and knowledge processes. Corporate assets, also known as knowledge infrastructure, are the means by which a company establishes and maintains its foundational systems and services [60]. In the meanwhile, [61] went into detail on how technology infrastructure is now one of the resources and corporate culture that impact the success of the hospitality business. Knowledge infrastructure and corporate effectiveness are directly and significantly related, according to [59]. Businesses may learn a lot about how to enhance their managing knowledge and innovation practices by studying the correlation between hotel performance, corporate innovation, and knowledge management capabilities. That way, they'll be able to outperform the competition and succeed in the commercial world [14].

Thus, the researcher formulates the fifth hypothesis of this study as follows:

H5: Knowledge Management Capabilities (KMC) affect Hotel Performance (HP)

Task Management Conflict among group members has a significant impact on company performance. Task conflict management among team members in an organization is inevitable. If managed well, these conflicts can enhance and refine the performance of the employees involved. Conversely, unmanaged task conflict can be disastrous, especially if it creates animosity among team members or between individual employees. This conflict is considered the most beneficial to organizational performance because it occurs without the intense negative emotions that are common in relationship conflicts. If managed well, task conflict can improve the quality of critical thinking and decision-making processes, which then results in improved organizational performance. Task conflict also has both positive and negative impacts in a company. It has been discovered that task conflict can have both positive and negative consequences. Some studies have found positive impacts [62; 63; 64; 65; 66; 67], while others have found negative effects [64; 68, 69; 70]. Proponents of the practice argue that healthy disagreements on teams improve communication, understanding, and performance because they encourage team members to think critically about problems and share their perspectives on how to solve them. Negative effects theorists [71; 68; 69] presume, either tacitly or in an outright way, that task conflict is disruptive, which in turn reduces team cooperation because arguing one's position is stressful and frustrating, which in turn yields worse performance.

Thus, the researcher formulated the sixth hypothesis of this study as follows:

H6: Task Management Conflict (TMC) affects Hotel Performance (HP)

One blend between the two managerial and inspirational guidance approaches in areas that are extremely susceptible to knowledge creation and integration is known as Knowledge Oriented Leadership (KOL), which was first introduced to the literature by [21;72] cites research that looks at how good leadership might cut down on unethical

and harmful support methods. There has been little focus on how leadership affects employee performance, though [73]. The premise upon which this research rests is the existence of a meaningful correlation between leadership and organizational effectiveness. Numerous research have established the importance of integrating leadership with organizational performance [74; 75]. However, the impact of KOL on hotel performance has received scant attention in the literature. Based on the above statement, recognizing the relationship between KOL and organizational performance and its key constituents is crucial to the current research and is part of its main research gap to clarify the relationship.

Thus, the researcher formulates the seventh hypothesis of this study as follows:

H7: Knowledge Oriented Leadership (KOL) affects Hotel Performance (HP)

According to [27;76], social systems employ a collective memory system known as the Transactive Memory System (TMS) to encode, store, and retrieve information. People are able to access more data using the Transactive Memory System than they could on their own. Using the Transactive Memory System, businesses and other organizations may find the best people for each job. According to [77], the Transactive Memory System is generally effective in enhancing group performance. According to [78], teams who use the Transactive Memory System (TMS) tend to perform better overall. A combination of the transactive memory system, external links, and environmental dynamism combine to predict company performance [79]. Even at low dynamism levels, the favorable correlation between the transactive memory system and business performance holds true regardless of the strength of external links. When dynamism is high, however, weak external linkages have a negative correlation with performance and strong ones a positive one. This is because of the transactive memory system. The variables that limit the TMS-performance link have also been the subject of research [77].

Therefore, the following is the researcher's formulation of the seventh hypothesis:

H8: Transactive Memory System (TMS) affects Hotel Performance (HP)

In comparison to less imaginative company organizations, those with strong innovation capabilities can seize new product and market opportunities more swiftly and react more nimbly to current business opportunities. Even in the face of fierce competition, the company's innovation efforts will ensure that SMEs (small and medium-sized enterprises) have access to fresh perspectives and operational leeway. With any luck, this may lessen the blow of the dangers and difficulties the firm has encountered as a result of the cutthroat nature of the economic world. This study's findings corroborate that the capacity to innovate, it is essential in improving effectiveness as well as growing the value of a company [80;81]. The innovation capability of small and medium-sized enterprises (SMEs) in Pekanbaru was found to be good and, on average, put into practice [82]. This capability was evaluated in this study using the following criteria: learning ability, avenues for creativity, technological efforts, and a culture of innovation, which encompasses concepts like continuous improvement, participation of external individuals, and support from other institutions. When it comes to enhancing their innovation capabilities, SMEs in Pekanbaru have integrated innovative methods into their business processes. These methods include

strategies for assessing the caliber of production materials, manufacturing handles that incorporate machine technology, partnerships with external parties to gain new knowledge, and a culture of constant improvement within the organization.

Thus, the researchers formulated the ninth hypothesis of this study as follows:

H9: Innovation Capabilities (IC) affect Hotel Performance (HP)

3. Research Method

3.1 Research Type and Design

This chapter provides a more in-depth description of this approach applied within this study, which it represented an integrated strategy of numerical and descriptive approaches methodologies. Researchers using a mixed methods strategy integrate quantitative and qualitative techniques into a single study for data collecting and analysis [83]. According to [84], researchers aim to maximize the research's strengths while minimizing its limitations by employing a mixed methodologies strategy. In the first part, we cover the practical and ethical considerations, as well as the reasoning for, utilizing a mixed methods approach. Section 2 delves into the quantitative research phases, including data collecting in the field, questionnaire pilot study, major questionnaire, and analysis. Issues of validity and reliability, in addition to partially organized discussions, are covered in the last part, which deals with the qualitative research stage.

By combining the descriptive information collected through comprehensive discussions, combined with numerical information gathered through questionnaires and on-site assessments, led the research to use a combined-methods approach to guarantee the dependability of its findings. Should the inquiries posed during the discussions differ from the ones on the questionnaire, the goal is to supplement the results with additional information. Here at DKI Jakarta, we hope that this method will help us measure the impact of management conflicts, knowledge management, task management conflict, transactive memory systems, and knowledge oriented leadership regarding accommodation results via creativity capacity.

3.2 Population and Sample

Researchers want to perform studies within specific populations. Research populations are best understood as generalization areas comprised of items or subjects with predetermined traits and attributes from which researchers get their findings [85]. In order to ascertain the population, the author uses this viewpoint as a reference. The 257 participants in the present investigation were all hotel staff members working in DKI Jakarta.

A representative sample is a subset of a larger population chosen for statistical purposes. Forty hotel workers from DKI Jakarta were surveyed for this study. Researchers were able to get replies from 40 hotel workers out of 257 total, or 15.56% of the sample. Due to the minimal motivation to participants in responding to these

inquiries as well as the challenges of obtaining entry to the organization's leadership group, some research deems responses in the range between 10% and 20% acceptable in survey studies.

3.3 Data Collection Method

3.3.1 Questionnaire

We have developed a questionnaire to gather information for the study. Hotel staff at the DKI Jakarta were the intended recipients of this formative assessment survey. The Hote Ciputra Jakarta employees' opinions on formative assessment They were assessed utilizing a pre-defined a five-level Likert rating scale, in which one represented a strong disagreement and five represented a strong agreement, for each statement in the questionnaire.

The online survey was conducted from July to August 2024 and aimed at gathering data on the innovative capabilities and performance of hotels in DKI Jakarta in terms of KM, K-OL, TMC, and TMS. Those working in the hotel with managerial responsibilities (such as those in the administrative, human resources, or reception departments) were asked to fill out the survey. These workers play a crucial role in connecting the hotel's upper management with the front desk staff [86]. As they are able to both manage the development of KM tasks and activities and collect ideas from frontline employees, they also play a crucial role in offering new services and process innovations.

3.3.2 Interview

Within this study, the author interviewed hotel employees in DKI Jakarta to corroborate and bolster data gathered from surveys that sought to address questions on workplace conflicts. The following individuals were interviewed: PHRI Chairperson, DKI Jakarta Tourism Office Head, Ciputra Group General Manager, Ciputra Hotel Jakarta HOD, Senior BOD Ciputra Group, and Directur HR Ciputra Group.

3.3.3 Data Analysis Techniques

The method of sampling that was employed is known as total sampling or saturation sampling. This activity is carried out by directly studying employees in hotels in DKI Jakarta. This study is intended to obtain data, especially matters relating to measuring the effect of measuring the effect of Knowladge Management (KMC), Task Management Conflict (TMC), Transactive Memory Systems (TMS), and Knowledge Oriented Leadership (KOL) on Hotel Performance through Innovation Capability at Hotels in DKI Jakarta.

The computer-based SmartPLS (Partial Least Square) program It serves as a tool to examine data within the research, ensuring accuracy as well as consistency tests are conducted using the measurement model. At the same time, testing for causality is done using the structural model.

3.3.4 Methods and Analysis Tools

Validity Test

Using construct validity approaches, the authors tested the questionnaire's validity. The author also makes use of content validity methodologies, which are evaluated by evaluating the test through a logical examination of expert opinion. The validity test process by measuring convergent validity, namely by comparing item scores and construct scores, produces one factor coefficient score, in which accuracy is regarded as acceptable when a measure associates above the 0.70 threshold in comparison with the concept intended for measurement [87].

Reliability Test

This dependability of the survey employed within this study is measured using the Cronbach Alpha formula. The following reliability standard for questionnaires, which this study utilized after determining reliability [88]. An assessment tool may be regarded as dependable when it possesses a Cronbach's Alpha score > 0.6 [87].

3.3.5 Questionnaire Data Analysis Techniques

The Data Analysis Procedure for the Questionnaire will be analyzed through the following steps:

1. Calculate the answers with Ms Excel that have been obtained through questionnaires with the following scales. This particular research employs a Likert-type rating system ranging from 1 through 5, where Level one signifies complete disagreement, level two indicates disagreement, level three is impartial, level four shows agreement, and level five represents complete agreement.
2. The total amount of respondents is divided by the total amount of answers, and then 100 is added to produce the percentage. If the sum of the "Agree" responses in Section A No.1 is 50, for instance, the corresponding computation would be 50: total number of participants multiplied by 100
3. In the end, we will choose the response with the higher percentage.
4. Giving a percentage table with all the responses
5. Describing the answers descriptively

3.3.6 Interview Data Analysis Techniques

The steps taken to analyze the interview information within this research is listed below:

1. Making an interview transcript
2. Deciphering interview transcripts for views on formative assessment
3. Finding the total of all the answers. We calculated the percentage through splitting the overall number of responses with the overall number of those polled and then multiplying the result by 100.
4. Displaying the results as a percentage table

Disclosure of Interests. The authors have no relevant competing interests to disclose concerning the content of this article.

4 Conclusion

This study aims to determine the effect of Task Management Conflict (TMC) on Hotel Performance (HP) through Innovation Capability (IC), by considering other variables such as Knowledge Management Capability (KMC) and Knowledge-Oriented Leadership (KOL). Based on the literature review, innovation capability and knowledge management are very important in improving hotel performance. The interim result according to the hypothesis that has been compiled in this study is the effect of management conflict which is broken down into several indicators, namely Knowledge Management Capabilities (KMC), Knowledge Oriented Leadership (KOL), Transactive Memory System (TMS), and Task Management Conflict (TMC) is considered to affect hotel performance through innovation capabilities.

Knowledge that is innovated with the Knowledge Management Capability (KMC) process is proven to be able to develop the company's ability to innovate technically, managerially, and administratively. Not only that, the existence of Knowledge Oriented Leadership (KOL) is also a leadership with the direction of higher productivity compared to human resources, identifying deficiencies in organizational knowledge, assigning employees more effectively and efficiently, delivering products, providing services that produce more value, customer and employee satisfaction, avoiding re-error, minimizing repetitive tasks, saving time, updating and developing creativity, supporting and innovating, managing and expanding the circulation of knowledge from producers to recipients, and providing many information facilities between employees. Then moderate levels of Task Management Conflict (TMC) can lead employees to re-analyze their performance of tasks, rethink the status quo and ultimately find innovative solutions. And companies that develop an advanced Transactive Memory System (TMS) can support employees to generate a positive environment where they can trust their teammates, and to make coordination easier for teams and individuals at the organizational level.

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