

THE ROLE OF KNOWLEDGE SHARING, EMPLOYEE COMPETENCY AND EMPLOYEE EMPOWERMENT TO IMPROVE EMPLOYEE PERFORMANCE

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ABSTRACT

The public still complains about the performance of employees in Demak District, Demak Regency. Based on the research gap in previous research, this study aims to empirically test the role of knowledge sharing, employee competency, and employee empowerment to improve the employee's performance. The sample used in this research was 52 employees of Demak District, Central Java, taken using the census. The data was collected through questionnaires and data analysis using SPSS 25, including validity, reliability, classical assumption tests, multiple linear regression, t-test, F-test, and R2 test. The results stated that sharing knowledge, employee competency and employee empowerment positively and significantly affected the employee's performance. The implications state that employees should maximize their ability to convey their knowledge to other employees, prioritize the values of honesty, openness in work, and responsibility.

Keywords: Knowledge Sharing, Competency, Empowerment, Employee Performance.

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INTRODUCTION

Human resource management is the key to success in achieving organizational goals. The role of Civil Servants is vital in administering the state to realize Good Governance, namely a government that is clean, transparent, accountable, participatory, and able to respond to change effectively. As an element of the state apparatus, Civil Servants must provide fair services to the community based on loyalty and obedience to Pancasila and the 1945 Law. To carry out their duties well, employee training is directed at improving the quality of human resources so that they have attitudes and behavior. dedication, honesty, responsibility, discipline, and authority so that they can provide services according to the demands of community development.

The organization's goals will be achieved if its members have high performance. According to Mathis and Jackson (2006), performance is how much they contribute to the organization. Performance is the result of a person's work, an overall process where the results can be shown with concrete evidence and can be measured. According to Siagian (2015), employee performance is influenced by several factors, namely: salary, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, and communication.

Knowledge sharing is an important factor that influences employee performance. Lumbantobing (2011) states that knowledge sharing is a systematic process of sharing and distributing knowledge from one party to another party who needs it, through various methods

and media. Meanwhile, according to Jacobson (2006), knowledge sharing is defined as an exchange of knowledge between two individuals, one person communicating knowledge, and the other person assimilating the knowledge.

The next important factor that influences employee performance is employee competency. Fadli, et al. (2012) stated that competency is an employee's ability which is based on knowledge, ability, skills, or individual personality which influences performance, therefore employee competency can determine the abilities of each employee for the agency. For employees who already have good competencies, the agency will retain employees to continue working by providing salaries, allowances, etc. following their competencies, with reciprocity between the agency and employees, they will be committed to the agency where they work.

Apart from knowledge sharing and competence, another factor that influences employee performance is employee empowerment. According to Sedarmayanti (2014), employee empowerment is a process of business activities to further empower "human power" through the change and development of humans themselves in the form of abilities, trust, authority, and responsibility to carry out organizational activities to improve performance as expected. According to Ekaningsih (2014), empowerment encourages and/or helps individuals and groups to make decisions that affect their work environment.

Several studies related to sharing knowledge, competence, and employee empowerment on employee performance, still show differences. The results of Nurrachman et al., (2019) and Abeyrathna & Priyadarshana (2020) explain that sharing-knowledge had a positive effect on employee performance, while Utami & Nusraningrum (2020) concluded that knowledge-sharing has no effect on employee performance. Research by Aditya et al (2015) show that competence has a positive effect on performance, whereas Ratnasari (2016) declare that competence does not have a significant effect on performance. Research by Fitria & Bindarto (2019), Aslichatin (2020), and Habeahan & Khardalin (2020) concluded that employee empowerment has a positive effect on employee performance, otherwise Arifudin et al. (2018) state that employee empowerment does not have a positive and significant effect on employee performance.

Based on the research gap and the gap phenomenon that still occurs, this research aims to examine the role of knowledge sharing, employee competency, and employee empowerment to improve employee performance. The results provide benefits for adding references regarding human resource development.

LITERATURE REVIEW

The effect of knowledge-sharing on employee performance

Sharing knowledge as a knowledge management activity is very important for organizations because it makes a big contribution to organizational performance (Saragih & Harisno, 2015). Knowledge sharing is a systematic process of interaction or communication carried out between individuals in an organization. If the organization can share knowledge well, it will improve the performance of its employees, because it will increase good knowledge for employees.

The research conducted by Nurrachman et al., (2019) revealed that high levels of knowledge-sharing behavior in an organization will have a positive impact on increasing employee performance. Abeyrathna & Priyadarshana (2020) state that a higher level of knowledge sharing carried out can have a positive influence on improving employee performance. This is reinforced by Fauziyah & Rahayunus (2020) state that sharing

knowledge has a positive and significant effect on employee performance. Based on this description, the hypothesis proposed is:

H1: Knowledge sharing has a positive effect on employee performance.

The effect of competence on employee performance

Competency shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing (Ataunur & Ariyanto, 2016). Competence is the underlying characteristic of a person and is related to the effectiveness of an individual's performance in their work (Triastuti, 2019). Competence is an individual's ability to carry out a job correctly and have excellence based on matters relating to knowledge, skills, and attitudes (Edison et al., 2018). Competency can also be defined as a behavioral dimension of expertise or excellence in a leader or staff having good skills, knowledge, and behavior (Sutrisno, 2019). Competent employees have relatively stable attitudes, behavior, willingness, and work abilities so that they can do their work well, are responsible, and improve their quality.

The study conducted by Anjani (2019) suggested that the higher competence possessed by employees at work will have a positive impact on increasing employee performance. The research of Dwiyantri et al., (2019) stated that higher employee competence will have a positive effect on increasing employee performance. The results of Irmayanti et al., (2020) reveal that the higher the competence possessed by employees, the positive influence it will have on employee performance. This is reinforced by Syahputra & Tanjung (2020) that stated that competence has a positive effect on employee performance. Based on this description, the hypothesis proposed is:

H2: Competence has a positive and significant effect on employee performance.

The effect of empowerment on employee performance

Empowerment is the authority to make decisions in one's area of responsibility without asking for other people's approval, being able to make decisions, and have the power to implement them (Luthans, 2014). Empowerment means delegating authority to make decisions about how to do work for individuals and teams (Yukl, 2015). Empowerment is the result of a process that reveals the match between competence and motivation at the expected level of authority and responsibility in the work environment (Rasjid & Maramis, 2017). Empowering government officials is the duty and responsibility of leaders to make employees make decisions about their work (Rasjid & Maramis, 2017). Human resource empowerment is one of the efforts that must be made to create quality human resources, and have the ability, to utilize, develop, and master science and technology as well as management capabilities (Sedarmayanti, 2017).

The research by Rasjid & Maramis (2017) stated that employee empowerment has had a positive impact on increasing employee performance. Fitria & Bindarto (2019) stated that higher employee empowerment will have a positive impact on employee performance. This is reinforced by Habeahan & Khardalin (2020) which stated that employee empowerment has a positive influence on employee performance. From this description, the hypothesis proposed is:

H3: Employee empowerment has a positive and significant effect on employee performance.

The conceptual framework can be shown in Figure [1](#).

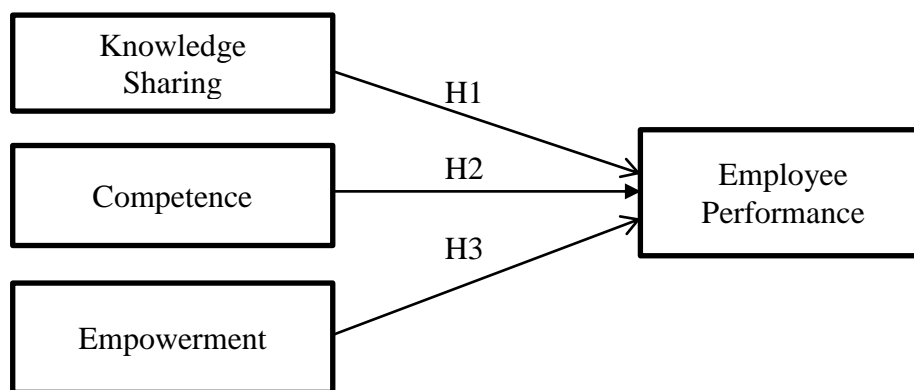


Figure 1. Research Framework

RESEARCH METHODS

Sample

The sample in this study was all employees in Demak District, Demak Regency, totaling 52 employees. This research uses a census because the population is less than 100 (Sugiyono, 2019).

Measure

This study uses four variables, with knowledge-sharing measured by five indicators (Nurrachman et al., 2019), including employee ability to convey, knowledge, share information, share expertise, and willingness to share ideas. Indicators for measuring competency refer to Sutrisno (2019), including knowledge, understanding, abilities, values, and attitudes. Employee empowerment is measured by referring to Rasjid & Maramis (2017), including responsibility, freedom to participate, delegation of authority, providing opportunities, and self-development. The employee performance indicators used in this research are work quality, work quantity, time constraints, effectiveness, and independence (Arifudin et al., 2018; Irmayanti et al., 2020; Anjani, 2019).

Data analysis

Multiple linear regression was chosen as an analysis technique, which requires several underlying assumptions, including the normality test, classical assumption test, model goodness of fit test, hypothesis test.

RESULT AND DISCUSSION

Result

The respondent's description will show the profile of employees in Demak District. The results show that the age of most respondents is 30 - 35 years (36.54%), indicating that these employees are still relatively young, and have creativity and high innovation performance. Gender is dominated by 30 men (57.70%), while 22 women (42.30%). The majority of respondents have a high school education (55.7%), so it is hoped that their potential can support the achievement of the expected performance, with work period between 5-10 years (42.31%).

The validity test results in Table 1 show that the correlation between each item and the total value is significant at 0.05 and the calculated r-value < r-table (0.306). These results indicate that the questionnaire used was declared valid. The results of the reliability test show that Cronbach's alpha value for each variable is greater than 0.70. This shows that the questionnaire has proven reliable.

Table 1. Validity and Reliability Test Results

Variable	Indicator	r-count	Cronbach alpha
Sharing- Knowledge	Employee ability to convey	0.872	0.803
	Knowledge and information	0.717	
	Share expertise	0.759	
	Willingness to share ideas	0.775	
Competence	Knowledge	0.652	0.812
	Understanding	0.477	
	Abilities	0.597	
	Values	0.703	
	Attitudes	0.770	
Empowerment Employee	Responsibility	0.735	0.775
	Freedom to participate	0.698	
	Delegation of authority	0.512	
	Providing opportunities	0.758	
	Self-development	0.770	
Performance Employee	Work quality	0.766	0.804
	Work quantity	0.791	
	Time constraints	0.803	
	Effectiveness	0.791	
	Independence	0.803	

Based on the results of Table 2, normality testing shows sig. Kolmogorov Smirnov test is above 0.05, so the data used is normally distributed. The significant value of residual regression is greater than 0.05 so that heteroscedasticity does not occur in the multiple regression model. The results of the Tolerance value are above 0.1, thus there is no multicollinearity between the variables of knowledge-sharing, competence, and employee empowerment. The t-test result show the effect knowledge-sharing on performance employees of 3.015 with sig. 0.004<0.05, thus accepting hypothesis 1 that state sharing-knowledge has a positive effect on performance employee. The results demonstrate competence positive effect on performance employees amounted to 4.852 with sig. 0.000<0.05, so hypothesis 1 is accepted. The final results revealed that empowerment employee positive effect on performance employees of 1.188 with sig. 0.041<0.05, so hypothesis 3 is accepted.

Table 2. Multiple Regression Results

Independent Variable	B	t-statistic	Sig.
SharingKnowledge	0.481	3.015	0.004
Competence	0.600	4.852	0.000
Empowerment Employee	0.189	1.188	0.041
Note: Dependent Variable = Employee Performance Test Statistic of kolmogorov smirnov test = 0.070 Tolerance = 0.164, 0.574, 0.195 Sig. of Heteroskedastisity = 0.214, 0.572, 0.630			

Discussion

The research results show that knowledge-sharing has proven to influence employee performance in Demak District. Working knowledge is a factor that is no less important in a

business organization. Individuals or employees who have no or even little knowledge and knowledge will hinder the success of an institution, organization, and/or agency. Therefore, every employee must carry out maintenance, and development and must always increase their knowledge. With a comfortable working situation mastery of good work knowledge and fair and appropriate encouragement received by employees, employees will be motivated to work as well as possible and with full responsibility because their needs are met so that their productivity and performance increases. The increasing performance productivity will be more profitable for the company and employees and will further increase the company's superiority in competing in the free market industry. So it can be concluded that to gain excellence in human resources, which also means excellence for the company, the company must be able to improve the performance of its human resources.

The finding obtained support the research of Nurrachman et al., (2019) which revealed that high levels of knowledge-sharing behavior in an organization will have a positive impact on increasing employee performance. The results of research by Abeyrathna & Priyadarshana (2020) state that a higher level of knowledge sharing carried out can have a positive influence on improving employee performance. This is reinforced by the research results of Fauziyah & Rahayunus (2020) stating that sharing knowledge has a positive and significant effect on employee performance.

The study show that competence has proven to influence employee performance in Demak District. Competency can be interpreted as a combination of knowledge, skills, attitudes and behavior possessed by an individual. If employees have high competence, they will be able to improve the employee's own performance. Improving work competency needs to be done within the company organization. Employees who have work competencies tend to have the ability to carry out work and have the skills to be able to complete work based on work targets given by the company. This can provide employee enthusiasm to continue to progress in carrying out work that can improve company performance. Meanwhile, if employees do not have high competence, they tend not to have the ability to work and provide poor performance. Even though employees know the job, it is not balanced with the skills they have, it will be difficult for the job to achieve the specified work targets so that the results achieved are less than optimal.

The results obtained support Anjani (2019) who states that the higher competence possessed by employees at work will have a positive impact on increasing employee performance. The results of Irmayanti et al., (2020) reveal that the higher the competence possessed by employees, the positive influence it will have on employee performance. This is reinforced by the results of research conducted by Syahputra & Tanjung (2020) which stated that competence has a positive and significant effect on employee performance.

The results show that employee empowerment has proven to affect employee performance. An organization is required to empower and lead its people to the maximum extent possible to create job satisfaction which can have an impact on increasing the performance of the people within it so that the organization can be strong and competent. Employee performance problems cannot be separated from the rewards for the work or job duties held by the employee. Empowerment teaches employees how to make decisions and accept responsibility for results. With empowerment, it is ensured that organizations will be able to obtain and retain employees who have the qualities, skills, knowledge, and abilities and employ employees effectively and efficiently. This research indicates that the empowerment carried out on employees must be further improved so that they can be in the very good category. Efforts that can be made include giving appropriate authority, responsibility and trust to employees so that employees can be more confident in their abilities in completing work. This will also influence employee performance improvement.

The results of this research are following Rasjid & Maramis (2017) which stated that employee empowerment has had a positive impact on increasing employee performance. Research results from Fitria & Bindarto (2019) state that higher employee empowerment will have a positive impact on employee performance. This is reinforced by Aslichatin (2020) and Habeahan & Khardalin (2020) which state that employee empowerment has a positive and significant influence on employee performance. Employees can prioritize the values of honest, openness in their work, and maximize responsibly, so that they can improve work results.

CONCLUSION AND RECOMMENDATION

Conclusion

The study proves that knowledge-sharing has a positive effect on employee performance. Furthermore, the study results prove that competence has a positive effect on employee performance. Finally, the conclusion proves that employee empowerment has a positive effect on employee performance.

Managerial Implications

Based on the results, this study provides recommendations for employees in Demak District to maximize their ability to convey their knowledge to other employees so that they can improve work results in the future.

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