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**THE EFFECT OF KNOWLEDGE SHARING AND EMPOWERMENT ON  
EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIA  
(A Study of Salatiga City Regional Secretariat Employees)**

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**Abstract**

This study aims to analyze and describe the influence of knowledge sharing and empowerment on job satisfaction among employees of the Salatiga City Regional Secretariat. This study aims to analyze and describe the influence of knowledge sharing, empowerment, and job satisfaction on employee performance at the Salatiga City Regional Secretariat. This study aims to analyze and describe how job satisfaction mediates the influence of knowledge sharing and empowerment on employee performance at the Salatiga City Regional Secretariat. This study used a quantitative approach, with a population of 123 employees at the Salatiga City Regional Secretariat. Data were processed using SPSS version 26 software. Data analysis used primary data in the form of a questionnaire. Data analysis techniques included respondent descriptions, variable descriptions, validity tests, reliability tests, F-tests, determination tests (R<sup>2</sup>), partial t-tests, and Sobel tests. The results show that knowledge sharing has a positive effect on employee job satisfaction at the Salatiga City Regional Secretariat. Empowerment has a positive effect on employee job satisfaction at the Salatiga City Regional Secretariat. Knowledge sharing has a positive effect on employee performance at the Salatiga City Regional Secretariat. Empowerment has a positive effect on the performance of Salatiga City Regional Secretariat employees. Job satisfaction has a positive effect on the performance of Salatiga City Regional Secretariat employees. Job satisfaction mediates the effect of knowledge sharing on the performance of Salatiga City Regional Secretariat employees. Job satisfaction mediates the effect of empowerment on the performance of Salatiga City Regional Secretariat employees.

**Keywords:** Knowledge Sharing, Empowerment, Job Satisfaction, Performance



## INTRODUCTION

Every organization and company will always strive to improve the performance of its employees in the hope of achieving their goals. The success of an organization is greatly influenced by the performance of its employees. Civil servants (ASN), as an element of the government apparatus, have crucial duties, functions, and roles in governance, development, and community development. Therefore, the success of governance, development, and community development is largely determined by the performance of each ASN employee (Rahayu and Rozak, 2015).

Currently, employees at the Salatiga City Regional Secretariat are experiencing suboptimal employee performance. This is evident in the organization's ongoing challenges regarding targets and implementation of Information Technology-Based Office Administration Services, where achievement has not yet reached the set targets. This has motivated the Salatiga City Regional Secretariat to formulate various policy alternatives to improve employee performance and the quality of public services. These alternatives include addressing knowledge sharing and empowerment, as well as fostering high levels of job satisfaction within the Salatiga City Regional Secretariat.

To effectively implement the core duties, functions, responsibilities, and authorities of employees within an organization, human resources, from the top level down to the lower levels, require supporting factors, including knowledge sharing, empowerment, and job satisfaction to improve employee performance. Mangkunegara (2009) states that performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The definition above provides an understanding that employee performance is a number of outputs from outcomes produced by employees, both in the form of material (quantitative) and non-material (qualitative). Employee performance will be directed to achieve the overall goals of the organization. This means that if employee performance in an organization runs well, it will result in the achievement of good organizational goals as well. Furthermore, based on the Regulation of the Head of the State Civil Service Agency Number 1 of 2013, Performance is the work achievement achieved by State Civil Apparatus in an organizational unit in accordance with employee work targets (SKP) and the work behavior of State Civil Apparatus.

One factor that can influence employee performance is knowledge sharing. Knowledge sharing is part of knowledge management. According to Nawawi (2012), knowledge management is a system that enables companies to harness the



knowledge, experience, and creativity of their employees for company improvement. According to Dalkir (2005), there are three elements to implementing knowledge management: (1) knowledge creation, (2) knowledge sharing, and (3) knowledge application. A company cannot create knowledge without the actions and interactions of its employees. This is where knowledge sharing becomes crucial as an element of knowledge management, providing opportunities for employees or organizational members to share knowledge, experience, and ideas with other employees or members.

Knowledge management, and knowledge sharing, are essential components of any organization. Knowledge sharing is key to organizational success (Wang and Noe, 2010). 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. Knowledge sharing is a fundamental activity that employees in an organization must do to contribute to the application of knowledge and innovation, which ultimately leads to competitive advantage and can improve employee performance.

Previous research on the effect of knowledge sharing on employee performance has been conducted by Aulia and Syarifuddin (2017), Memah, Pio, and Kaparang (2017), Kurniawan (2018), Erwina and Mira (2019), Nurruchman et al. (2019), Yuniawan and Udin (2020), and Dewa and Fifaldyovan (2023), which found that knowledge sharing has a positive and significant effect on employee performance. This differing research study by Saragih (2017) found that knowledge sharing has no significant effect on employee performance. These different research results demonstrate the importance of further research on the effect of knowledge sharing on employee performance.

Another factor influencing employee performance is employee empowerment. Empowerment is the granting of responsibility and authority from superiors to employees, which involves sharing information and knowledge to guide employees in acting in accordance with organizational goals (Baron and Rue, 2007). Human empowerment is one effort to create a safe and comfortable work environment so that employees can make optimal contributions to the company or organization. Good empowerment can provide psychological encouragement for employees to deliver maximum performance.

Previous research on the effect of empowerment on employee performance has been conducted by Rahayu and Rozak (2015), Yasothai et al. (2015), Mohapatra and Sundaray (2018), Marwan et al. (2020), and Fitriati (2020), which



found empowerment to have a positive and significant effect on employee performance. This contrasts with previous research conducted by Putri and Yuniawan (2016), which found that empowerment had no significant effect on employee performance. This difference in results may create a research gap in this study.

In addition to the two factors mentioned above, knowledge sharing and empowerment, another factor influencing performance is job satisfaction. Job satisfaction is an employee's positive or negative attitude toward their work (Tella, 2007). Robbins (2006) states that job satisfaction refers to an individual's general attitude toward their job. Someone with a high level of job satisfaction has a positive attitude toward their job, while someone who is dissatisfied with their job has a negative attitude. This statement indicates that each individual has a different level of satisfaction from one employee to another. Furthermore, according to Arifin (2012), job satisfaction is also a component of life satisfaction. Therefore, it is crucial to consider it in developing and maintaining the workforce. If employees are not satisfied with their work, their motivation will decrease, absenteeism and tardiness will increase, and it will be difficult to work with them. This indicates that job satisfaction will also determine the continuity of employee performance and the operational success of an organization.

Previous research on the effect of job satisfaction on employee performance has been conducted by Kurniawan (2018), Fitriati (2020), Dewa and Fifaldyovan (2023), Marwan et al. (2020), Egenius et al. (2020), and Nilasari et al. (2024), which found that job satisfaction had a positive and significant effect on employee performance. This contrasts with the results of research conducted by Afifah and Musadieq (2017), which found that job satisfaction had no significant effect on employee performance. This difference in results can create a research gap in this study.

A research study on the influence of knowledge sharing and empowerment on employee performance with job satisfaction mediation will be conducted on Salatiga City Regional Secretariat Employees. Public attention to the low performance of Salatiga City Regional Secretariat Employees and the suboptimal quality of services provided to the public has become a driving factor for Salatiga City Regional Secretariat employees to formulate various policy alternatives to improve organizational performance and the quality of public services with several alternatives including increasing knowledge sharing, empowerment and high job satisfaction among Salatiga City Regional Secretariat Employees.



## LITERATURE REVIEW

### Employee Performance

Based on Regulation of the Head of the State Civil Service Agency Number 1 of 2013, performance is the work achievements attained by Civil Servants within an organizational unit in accordance with employee work targets (SKP) and Civil Servants' work behavior. According to Mangkunegara (2009), performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities.

Performance measurement/indicators (performance appraisal) are essentially benchmarks for the efficiency of available resources within a company. Although performance is merely a ratio or comparison, the benefits of employee performance significantly impact the state in general and the company or organization in particular. According to Regulation of the Head of the State Civil Service Agency Number 1 of 2013, performance is the work achievements attained by Civil Servants within an organizational unit based on employee work targets (SKP) and Civil Servants' work behavior, including service orientation, integrity, commitment, discipline, and cooperation.

### Job Satisfaction

According to Handoko (2008), job satisfaction is a pleasant emotional state in which employees view their work. According to Mangkunegara (2009), job satisfaction is a feeling of support or disapproval for employees related to their work and their personal circumstances.

According to Luthans (2006), the dimensions that influence job satisfaction are divided into indicators as described below: The work itself, which provides satisfaction, includes work that is interesting and challenging, work that is not boring, and work that provides status. Wages and salaries are significant, but complex and multidimensional factors in job satisfaction. Promotions, where opportunities for advancement are promoted, appear to have a diverse influence on job satisfaction, as promotions can take different forms and have varying rewards. Supervision is another important source of job satisfaction. Workgroups, in essence, influence job satisfaction. Friendly and cooperative coworkers are a source of job satisfaction for individual employees. Working conditions/work environment: if the working conditions are good (the surrounding environment is clean and attractive), for example, then employees will be more enthusiastic about doing their work, but if the working conditions



are fragile (the surrounding environment is hot and noisy), for example, employees will find it more difficult to complete their work.

### Knowledge Sharing

Knowledge sharing is key to organizational success (Wang and Noe, 2010). Matzler et al. (2008) define knowledge sharing as the process by which individuals exchange both tacit and explicit knowledge. According to Lumbantobing (2011), knowledge sharing is a systematic process of sharing and distributing knowledge from one party to another, using various methods and media. Knowledge sharing is fundamental for employees in an organization to contribute to knowledge application and innovation, ultimately leading to competitive advantage.

Harwaty et al. (2019) concluded that knowledge sharing behavior is a critical factor in achieving success in knowledge sharing activities, divided into two dimensions, each with the following indicators: Knowledge donating, with indicators of knowledge sharing being beneficial, knowledge sharing being good, and knowledge sharing being a pleasant experience. Knowledge collecting, with indicators of enriching existing knowledge and applying it in the work environment.

### Empowerment

Empowerment is the process of enforcing individual authority and responsibility at lower levels in the organizational hierarchy. This means that employee empowerment is carried out by superiors toward subordinates, including within the management hierarchy, for example, between top managers and middle managers and lower managers (Mangkunegara, 2009). Furthermore, empowerment is an effort that can significantly strengthen the belief in the authority to make decisions in operational areas without requiring the approval of others (Luthan, 2006).

Spreitzer and Nason (2007) define employee empowerment as increasing intrinsic motivation manifested in several dimensions, which are then broken down into several indicators, including: Meaning: the fit between the needs of a person's job role and their behavior, beliefs, and values. Competence: a person's belief that they possess the skills and abilities necessary to perform a task or job effectively. Self-determination is a person's belief that they have autonomy and control over how they do their own work. In other words, self-determination is a person's feeling of having the opportunity to use initiative and regulate their



behavior when doing work. Impact, in other words, can be interpreted as locus of control. Individuals with an internal locus of control usually have greater expectations of impact on certain tasks.

**RESEARCH METHOD**

A population is a generalized area consisting of objects/subjects with certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2020). The population in this study was 123 employees of the Salatiga City Regional Secretariat. The sample is a subset of the population and its characteristics (Sugiyono, 2020). Census sampling was used to determine the sample size by selecting all members of the population (Sugiyono, 2020). Therefore, the sample used in this study was 123 respondents.

The measurement scale for the variables in this study was adopted from expert opinion and previous research to ensure good validity and reliability. All research variables were measured using a 7-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5). Data tabulation uses a Likert scale, and the analysis used is SPSS software version 22. Data testing includes respondent descriptions, variable descriptions, validity tests, reliability tests, F tests, R2 tests, t tests and mediation tests using the Sobel test.

**RESULTS AND DISCUSSION**

Variable Description

The overall results of the study indicate that the knowledge sharing variable among Salatiga City Regional Secretariat employees has been implemented well, as evidenced by respondents' responses, with an average score of 6.25, indicating agreement. The empowerment variable at the Salatiga City Regional Secretariat falls into the good category, with an average score of 6.50 (tending to strongly agree). The employee job satisfaction variable at the Salatiga City Regional Secretariat falls into the high category, with an average score of 6.14 (agree). The employee performance variable at the Salatiga City Regional Secretariat falls into the good category, with an average score of 5.97, indicating agreement.

Validity Test Results

Tabel 1 Validity Test Results

Variable	Validity Test Criteria	
	KMO	Componen Matrix
Knowledge Sharing	0,865	>0,4



Empowerment	0,889	>0,4
Job Satisfaction	0,925	>0,4
Employee Performance	0,911	>0,4

Source: Processed Data 2025

Table 1 shows that the KMO and Bartlett's tests demonstrate that all variables, including knowledge sharing, empowerment, job satisfaction, and employee performance, meet the sample adequacy criteria required for validity testing. A KMO value greater than 0.5 indicates sufficient sample size, allowing for further factor testing. The component matrix results show that all indicators within the research variables have the required loading factor, with a matrix component value greater than 0.4, thus confirming the validity of the instrument.

### Reliability Test Results

Table 2. Reliability Test Results

Variable	Reliability Test Criteria	
	<i>Alpha Cronbach</i>	<i>Cutt-off</i>
Knowledge Sharing	0,923	>0,7
Empowerment	0,977	>0,7
Job Satisfaction	0,991	>0,7
Employee Performance	0,969	>0,7

Source: Processed Data 2025

Table 2 shows that the Cronbach's alpha for the variables of knowledge sharing, empowerment, job satisfaction, and employee performance is reliable, as the Cronbach's alpha is >0.7, making it suitable for further testing.

### Multiple Linear Regression Analysis Results

Table 3. Multiple Regression Analysis Results

No	Variable Relationship	Regression Model Equation I						
		Model Test			Hypothesis Test			
		<i>Adjusted R Square</i>	F	Sig.	B	t	Sig.	Information
<b>Model 1</b>								
$Y_1 = a + \beta_1 X_1 + \beta_2 X_2 + e$								



1	The influence of knowledge sharing on job satisfaction	0,246	20,928	0,000	0,433	5,486	0,000	H1 accepted
2	The influence of career empowerment on job satisfaction				0,309	3,913	0,000	H2 accepted

No	Variable Relationship	Regression Model Equation I						
		Model Test			Hypothesis Test			
		Adjusted R Square	F	Sig.	B	t	Sig.	Information
<b>Model 2</b>								
$Y = \alpha_2 + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$								
1	The influence of knowledge sharing on employee performance	0,272	16,200	0,000	0,265	3,059	0,003	H3 accepted
2	The influence of empowerment on employee performance				0,337	4,096	0,000	H4 accepted
3	The influence of job satisfaction on employee performance				0,203	2,266	0,025	H5 accepted

Source: Processed primary data, 2025

### Multiple Regression Analysis

#### The Effect of Knowledge Sharing and Empowerment on Job Satisfaction

The effect of knowledge sharing and empowerment on job satisfaction yields the following regression equation:  $Y_1 = 0.433 X_1 + 0.309 X_2$ . Based on the equation above, it can be seen that knowledge sharing and empowerment have a positive influence on job satisfaction, with regression coefficients of 0.433 (knowledge sharing = 0.433) and 0.309 (empowerment = 0.309), respectively. The



better the knowledge sharing and empowerment within an agency, the higher the job satisfaction.

### The Effect of Knowledge Sharing, Empowerment, and Job Satisfaction on Employee Performance

The effect of knowledge sharing, empowerment, and job satisfaction on employee performance yields the following regression equation:  $Y_2 = 0.265 X_1 + 0.337 X_2 + 0.203 Y_1$ . Based on the equation above, it can be seen that knowledge sharing, empowerment, and job satisfaction have a positive influence on employee performance, with regression coefficients of 0.265 (knowledge sharing = 0.265); empowerment = 0.337 and job satisfaction = 0.203. The better the knowledge sharing, the higher the empowerment and job satisfaction, the higher the employee performance.

### Model Test

#### Coefficient of Determination (R<sup>2</sup>) Test

##### The Effect of Knowledge Sharing and Empowerment on Job Satisfaction

The coefficient of determination (R<sup>2</sup>), which in this study used Adjusted R Square, measures the extent to which the knowledge sharing and empowerment variables explain variation in the job satisfaction variable. The Adjusted R Square coefficient was 0.246. This means that 24.6% of job satisfaction can be explained by knowledge sharing and empowerment. The remaining 100% - 24.6% = 75.4% is explained by factors other than knowledge sharing and empowerment.

##### The Effect of Knowledge Sharing, Empowerment, and Job Satisfaction on Employee Performance

The coefficient of determination (R<sup>2</sup>), which in this study used Adjusted R Square, measures the extent to which the knowledge sharing, empowerment, and job satisfaction variables explain variation in the employee performance variable. The Adjusted R Square coefficient was 0.272. This means that 27.2% of employee performance can be explained by knowledge sharing, empowerment, and job satisfaction. Meanwhile, the remaining 100% - 27.2% = 72.8% is explained by other causes outside the variables of knowledge sharing, empowerment and job satisfaction.

### F Test



The F test was conducted to test the suitability of the model used for analysis. The model is considered fit if the F value is less than 0.05.

#### The Effect of Knowledge Sharing and Empowerment on Job Satisfaction

The variables for knowledge sharing and empowerment included in the model have a simultaneous effect on job satisfaction. The calculated F value is 20.928, with a significance level of  $0.000 < 0.05$ . This indicates that knowledge sharing and empowerment simultaneously have a positive and significant effect on job satisfaction, indicating that the regression model is fit.

#### The Effect of Knowledge Sharing, Empowerment, and Job Satisfaction on Employee Performance

The variables for knowledge sharing, empowerment, and job satisfaction included in the model have a simultaneous effect on performance. The calculated F value is 16.200, with a significance level of  $0.000 < 0.05$ . This indicates that knowledge sharing, empowerment, and job satisfaction simultaneously have a positive and significant effect on employee performance, indicating that the regression model is fit.

#### Hypothesis Testing

The hypothesis testing used a partial t-test to examine the effect of the independent variable on the dependent variable, with a significance level of 0.05.

#### The Effect of Knowledge Sharing on Job Satisfaction

Based on the results of the regression test in Table 4, knowledge sharing has a regression coefficient of 0.433 and a significance level of  $0.000 < 0.05$ . Therefore, partially (individually), knowledge sharing has a positive and significant effect on job satisfaction. Therefore, the first hypothesis (H1): Knowledge sharing has a positive effect on job satisfaction of Salatiga City Regional Secretariat employees, is accepted.

#### The Effect of Empowerment on Job Satisfaction

Based on the results of the regression test in Table 4, empowerment has a regression coefficient of 0.309 and a significance level of  $0.000 < 0.05$ . Therefore, partially (individually), empowerment has a positive and significant effect on job satisfaction. Therefore, the second hypothesis (H2): Empowerment has a positive effect on job satisfaction of Salatiga City Regional Secretariat employees, is accepted.



### The Effect of Knowledge Sharing on Employee Performance

Based on the results of the regression test in Table 4, knowledge sharing has an effect on employee performance, with a regression coefficient of 0.265 and a significance level of  $0.003 < 0.05$ . Therefore, partially (individually), knowledge sharing has a positive and significant effect on employee performance. Therefore, the third hypothesis (H3): Knowledge sharing has a positive effect on employee performance of Salatiga City Regional Secretariat employees, is accepted.

### The Effect of Empowerment on Employee Performance

Based on the results of the regression test in Table 4, the coefficient is 0.337 and a significance level of  $0.000 < 0.05$ . Therefore, partially (individually), empowerment has a positive and significant effect on employee performance. Therefore, the fourth hypothesis (H4): Empowerment has a positive effect on employee performance at the Salatiga City Regional Secretariat, is accepted.

### The Effect of Job Satisfaction on Employee Performance

Based on the results of the regression test in Table 4, job satisfaction influences employee performance with a regression coefficient of 0.203 and a significance level of  $0.025 < 0.05$ . Therefore, partially (individually), job satisfaction has a positive and significant effect on employee performance. Therefore, the fifth hypothesis (H5): Job satisfaction has a positive effect on employee performance at the Salatiga City Regional Secretariat, is accepted.

### Sobel Test

The Sobel test is used to determine whether a relationship through a mediating/intervening variable significantly mediates the relationship. For example, the influence of X on Y is measured through M. In this case, variable M mediates the relationship between X and Y. To test the extent to which variable M mediates the influence of X on Y, the Sobel test is used. If the significance level Z is  $< 0.05$ , the variable mediates the relationship between the independent variable and the dependent variable.

Table 4 Mediation Test Using Sobel Test

No	Mediation	Z count	Significant	Description
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1	The effect of knowledge sharing on employee performance is intervening with job satisfaction.	2,8762	0,0040	Mediation
2	The effect of empowerment on employee performance is intervening with job satisfaction.	2,3768	0,0175	Mediation

Source: Processed primary data, 2025

The effect of knowledge sharing on employee performance is mediated by job satisfaction

Based on calculations using the Sobel Test, the calculated Z-value is 2.8762 with a significance level of  $0.0040 < 0.05$ , indicating that job satisfaction mediates the effect of knowledge sharing on employee performance. Therefore, the sixth hypothesis (H6): Job satisfaction mediates the effect of knowledge sharing on employee performance at the Salatiga City Regional Secretariat, is accepted.

The effect of empowerment on employee performance is mediated by job satisfaction

Based on calculations using the Sobel Test, the calculated Z-value is 2.3768 with a significance level of  $0.0175 < 0.05$ , indicating that job satisfaction mediates the effect of empowerment on employee performance. Therefore, the seventh hypothesis (H7): Job satisfaction mediates the effect of empowerment on employee performance at the Salatiga City Regional Secretariat, is accepted.

### CONCLUSION

Based on the results of this study on the Effect of Knowledge Sharing and Empowerment on Employee Performance, mediated by Job Satisfaction among Salatiga City Regional Secretariat employees, the following conclusions can be drawn:

Knowledge sharing has a positive effect on job satisfaction among Salatiga City Regional Secretariat employees. Increased knowledge sharing increases job satisfaction. Empowerment has a positive effect on job satisfaction among Salatiga City Regional Secretariat employees. Improved employee empowerment increases job satisfaction.



Knowledge sharing has a positive effect on employee performance among Salatiga City Regional Secretariat employees. Improved knowledge sharing improves employee performance. Empowerment has a positive effect on employee performance among Salatiga City Regional Secretariat employees. Improved employee empowerment improves employee performance. Job satisfaction has a positive effect on employee performance among Salatiga City Regional Secretariat employees. Improved employee job satisfaction improves employee performance. Job satisfaction mediates the effect of knowledge sharing on employee performance among Salatiga City Regional Secretariat employees. In other words, knowledge sharing is more effective through prior job satisfaction rather than directly affecting employee performance. Job satisfaction mediates the effect of empowerment on employee performance at the Salatiga City Regional Secretariat. In other words, empowerment is more effective through prior satisfaction rather than directly affecting employee performance.

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