

Enhancing Employee Performance Through Knowledge Management, Innovation Capabilities, Learning Organization, And Empowerment: an Empirical Study of The West Papua Provincial BPD

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knowledge management, innovation capabilities, learning organization, employee empowerment and employee performance

ABSTRACT

This study aims to examine the influence between knowledge management, innovation capability, learning organization, employee empowerment and employee performance. The approach used in this study is a quantitative approach. The sample used in this study was employees of PT Bank Pembangunan Daerah West Papua Province which amounted to 155 respondents. The research data was obtained from the results of filling out the questionnaire and analyzed using SEM analysis techniques with the help of the SEM PLS program. The results show that (1) Knowledge management and innovation capability have a positive and significant effect on the learning organization, (2) Knowledge management and innovation capability have a positive and significant effect on employee empowerment, 3) Knowledge management has no positive and significant effect on employee performance, (4) Innovation capability has a positive and significant effect on employee performance; (5) Learning and empowerment organizations have a positive and significant effect on employee performance; (6) Knowledge management and innovation capabilities have an indirect effect on employee performance mediated by learning organizations and employee empowerment.

INTRODUCTION

Today's business organizations face enormous challenges with various kinds of problems and also advances in information technology. With the problems and developments of technological advancements, it requires every company to be able to compete and increase its competitiveness in order to keep up with the times and survive in an era that is increasingly sophisticated with advances in information and communication technology. The company's ability to compete and keep up with the development of information technology, and communication certainly needs support from individuals who have reliable knowledge and innovation capabilities within the company.

As mentioned by (Drucker, 2000), that at this time we are in the era of the communication revolution, and it means that organizations must have explicit knowledge (know how) and knowledge (know why). And the knowledge possessed by each individual in the organization is the key to success to improve the welfare of the organization and the welfare of the individuals in it. Individuals who are the biggest asset in the company are required to continue to learn to develop personal character and also empower their overall potential which will later have a great impact on the progress of the organization. "Knowledge management is a management strategy in terms of finding, capturing, sharing, and applying knowledge with the aim of supporting organizations in creating structures that are able to maintain, create and apply

knowledge that is not only for problem solving but also to achieve organizational goals" (Mukhlisin & Budi, 2017).

The goals of an organization or company can only be achieved if it is supported by the performance of good and quality human resources. For this reason, employees are very required to have good competencies (knowledge, skills and skills) in order to achieve the best performance, both for their own employees and the company. To get satisfactory performance in accordance with the company's expectations, of course, it is necessary to have supporting factors so that maximum employee performance can be achieved. Factors that affect employee performance include: knowledge management, innovation capabilities, learning organization and employee empowerment.

This research departs from the theory of dynamic capabilities which was first popularized by (Teece & Pisano, 1994). This dynamic capability theory is concerned with the ability of organizations to create, reshape, assimilate knowledge and skills in order to remain strong in a competitive environment that is always changing rapidly so that it can change their ability to cope with a dynamic environment. This is closely related to how an individual is able to show maximum performance so that he or she can be absorbed in existing jobs, so that the regional economy is getting better. The dimensions of dynamic capabilities are adaptive capabilities, absorptive capabilities, and innovative capabilities (C. L. Wang & Ahmed, 2007).

This study uses an instrument in the form of a questionnaire. Before the questionnaire was distributed to all respondents, the questionnaire was first tested on 30 respondents. The data from filling out the questionnaire by the 30 respondents was then tested using validity and reliability tests to ensure that the questionnaire to be used as a research instrument was valid and reliable in measuring research variables. The test results show that the statement items used in this study are valid and reliable.

Descriptive analysis of research variables was used to see the picture of research variables according to the perception of respondents. Because this study uses a likert scale of 1-5, the perception of respondents' answers can be done by looking at the mean value of the respondent's answer score on each question item. (Umar, 2012) categorized the mean of respondents' answer scores on a Likert scale of 1-5 with the following criteria: a mean value between 1.00 – 2.33 indicates a tendency to low perception in respondents; while the mean value between 2.33 – 3.67 indicates a moderate perception and the mean value between 3.67 – 5.00 indicates a high perception tendency.

A study of previous studies found a gap from other studies, for example (Pragiwani, 2018) found that knowledge management does not have an effect on employee performance. Research (Wijaya et al., 2022) also shows that innovation capabilities have a insignificant effect on competitive advantage and are not significant on employee performance through strategy.

From the gap research above, the researcher sees a gap in the results of the above research, that by studying the role of knowledge management, innovation capabilities, learning organization and good employee empowerment can have a real effect on employee performance. The phenomenon that in PT. BPD West Papua Province shows that the performance of its employees is still low and this is due to the low knowledge and innovation capabilities of employees, among others. The low knowledge of employees is reflected in the level of employee education as stated in the following table.

Based on the background mentioned above, the formulation of this research problem is whether: (1) Knowledge management and innovation capabilities affect learning organizations, (2) Knowledge management and innovation capabilities affect employee empowerment, 3) Knowledge management and innovation capabilities affect employee performance, (4) Learning organizations and empowerment affect employee performance; (5) Knowledge

management and innovation capabilities have an indirect effect on employee performance mediated by learning organizations and employee empowerment.

This study provides a novel approach by exploring the interrelationships between knowledge management, innovation capabilities, learning organizations, employee empowerment, and their combined effects on employee performance. While previous research has investigated these factors separately, this study integrates them into a single model, focusing on how these variables work together to enhance performance, particularly within the context of PT. Bank Pembangunan Daerah (BPD) West Papua. The research further extends the existing literature by examining the indirect effects of knowledge management and innovation capabilities on employee performance through learning organizations and empowerment, offering new insights into the mechanisms that drive effective organizational behavior.

The primary objective of this study is to examine the influence of knowledge management, innovation capability, and learning organizations on employee empowerment and performance at PT. BPD West Papua. The research aims to provide a comprehensive understanding of how these factors, both directly and indirectly, affect employee performance. The benefits of this research are twofold: first, it offers practical recommendations for improving employee performance by fostering a learning organization and enhancing innovation capabilities. For the organization, these insights could lead to more effective management practices and greater overall productivity. Second, for the academic community, this study contributes to the literature by providing empirical evidence on the interconnectedness of knowledge management, innovation, and employee empowerment, particularly in the context of the banking sector in West Papua.

RESEARCH METHOD

This study uses a quantitative approach, aiming to test hypotheses, establish facts, describe correlations between variables, offer statistical descriptions, estimate, and forecast results. The population and sample of this study are 155 respondents. The sample determination uses a saturated sample technique so that all populations are used as research samples. The analysis technique used in this study is SEM PLS.

RESULTS AND DISCUSSION

SEM PLS Analysis

In this study, the influence test between variables was analyzed using the SEM PLS analysis technique. In the outer model testing stage, all indicators on each construct are tested for validity and each construct is tested for reliability, while inner model testing is used to test the relationship between variables.

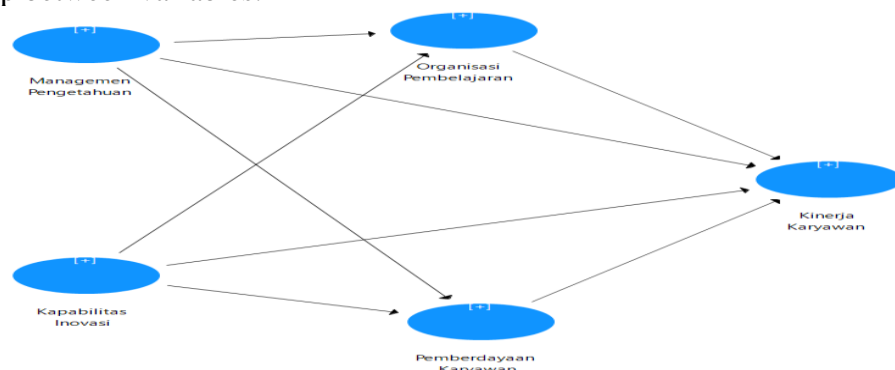


Figure 1. Research Model (hidden indicator)

This research model contains 5 latent variables of knowledge management, innovation capabilities, learning organization, empowerment and employee performance. All of these variables are latent 1st order constructs measured by several measurement indicators. The knowledge management construct is the 1st order construct with 5 measurement indicators, the innovation capability construct is the 1st order construct with 5 measurement indicators, the learning organization construct is the 1st order construct with 5 measurement indicators, the employee empowerment construct is the 1st order construct with 5 measurement indicators and the employee performance construct is the 1st order construct with 5 measurement indicators. Based on the operational definition, the specifications of the SEM PLS model that will be estimated in this study are as follows

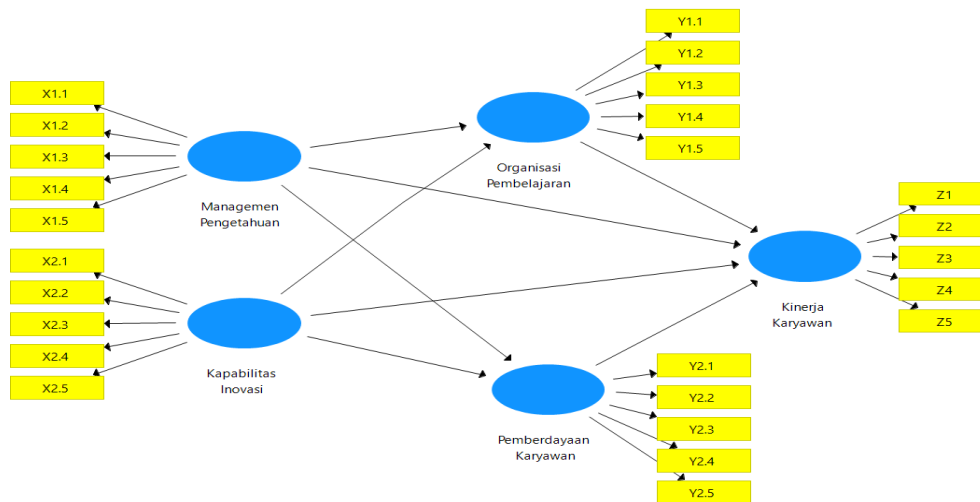


Figure 2. Specification of SEM PLS Model

Outer Model Testing

The results of the PLS analysis can be used to test the research hypothesis if all indicators in the PLS model have met the requirements of convergent validity, criminal validity and composite reliability. To produce the results of the outer model test, the PLS model must be estimated by algorithmic techniques. The following are the results of the estimation of the SEM PLS model after estimating using algorithm techniques:

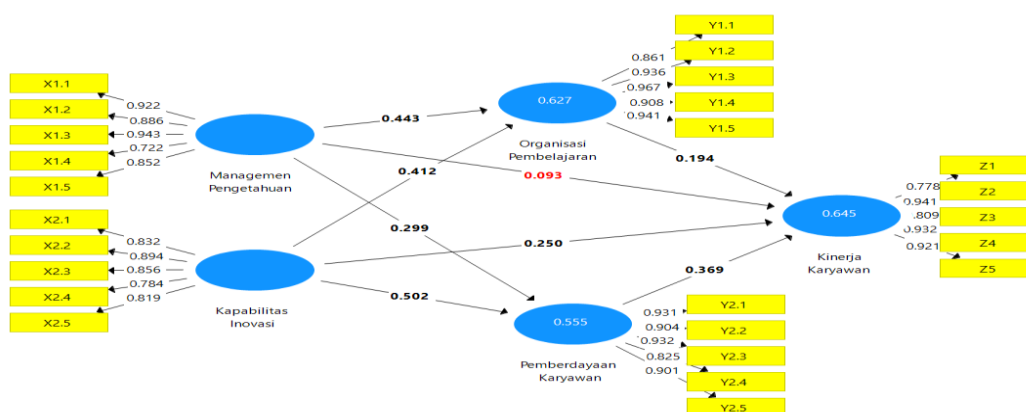


Figure 3 Specification of the SEM PLS Algorithm Model

1. Convergent Validity

Based on the results of the SEM model estimation in Figure 3, all the remaining variables in the model are valid in measuring them so that the test can be continued at the AVE test stage. The results of the assessment of the loading factor and AVE values of each construct

show that all constructs are valid and have an AVE > 0.5, meaning that in terms of loading factor and AVE values, all constructs have met the required convergence validity.

2. Validity of Crimes

The results of the criminal validity test show that all indicators have the highest indicators in their constructs and not in other constructs so that it can be stated that all indicators have met the requirements for the validity of criminal offenses. The results of the criminal validity test, the HTMT value between constructs did not exceed 0.9, which means that all constructs in the PLS model have met the required criteria for criminal validity.

3. Construction Reliability

Based on the overall results of the validity and reliability test at the outer model testing stage, it was concluded that all indicators were valid in measuring the construct and all reliable constructs, so that the test could be continued at the next stage, namely the inner model test.

Inner Model Testing

1. **Goodness of fit model testing;** The goodness of fit of the PLS model can be seen from the R Square, Q Square and SRMR values of the model. The R Square model will show the strength of the model in predicting dependent variables, while the iQ Square model will show the level of predictive relevance of the model and the SRMR model will show the level of goodness of fit of the model, whether in the perfect fit or bad fit category.
 - a. R Square Model Assessment; The results of the analysis showed that the R square of the learning organization was 0.627 (morderate), the R square of employee empowerment was 0.55 (morderate) and the R square of employee performance was 0.645 (morderate).
 - b. Q Square Model Assessment; The results of the analysis show that Q Square organization learning, employee empowerment and employee performance are in the category of big predictive relevance.
 - c. SRMR Model Assessment; The results of the analysis showed that the SRMR estimated model value of 0.074 was in the perfect fit category.
2. **Multicollinearity;** The results of the analysis showed that the VIF value of the inner model of the entire construct was <5.00, which means that there was no multicollinearity in the regression model.

The following are the results of the estimation of the SEM PLS model with the bootstrapping method:

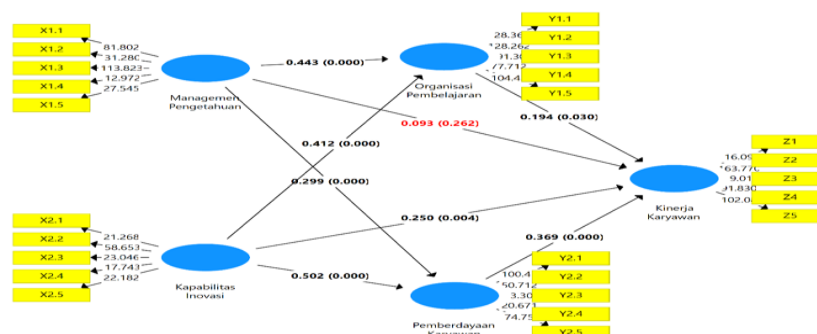


Figure 4 Bootstrapping model estimation results

3. Coefficient of Determination

The results of the analysis showed that the adjusted R square value of the learning organization variable was 0.622 (62.2%), meaning that the learning organization was influenced by knowledge management and innovation capabilities, the remaining 37.8% of the learning organization was influenced by other factors outside this study. The adjusted R square

value of the employee empowerment variable was 0.549 (54.9%), meaning that employee empowerment was influenced by knowledge management and innovation capabilities, the remaining 45.1% of employee empowerment was influenced by factors outside this study. The R square adjusted value was 0.636 (63.6%), meaning that employee performance was influenced by knowledge management, innovation capabilities, learning organization and employee empowerment, the remaining 36.4% of employee performance was influenced by factors outside this study.

The Influence of Knowledge Management on Learning Organizations

Hypothesis 1 of this study was accepted and concluded that knowledge management has a positive and significant effect on learning organization, the higher the knowledge management, the higher the learning organization, and vice versa, the lower the knowledge management, the lower the learning organization.

Knowledge management has a very important role in improving the performance and success of learning organizations. Knowledge management allows organizations to collect, store, and manage knowledge efficiently. Thus, members of the organization have better access to information and knowledge relevant to their duties and responsibilities. Knowledge management supports the sharing of knowledge among members of an organization. With a platform or system that facilitates the exchange of information, individuals can easily share their experiences, ideas, and knowledge, enriching the collective knowledge base.

The results of this study are in line with research (Daneswara, 2021) which found that knowledge management significantly increases innovations that support organizational learning, as happened to supervisors at PT. NSK Bearing Manufacturing Indonesia. Research (Hidayat, Yuliana, et al., 2022) on SMEs in Yogyakarta revealed that the ability of management knowledge encourages learning from experience and adaptation to change. Furthermore (Rahmansyah et al., 2021) stated that effective knowledge management supports continuous learning and improves organizational work processes. In the context of education, (Sumarno, 2012) shows that the application of knowledge management improves the culture of knowledge sharing in schools, creating learning organizations that support the improvement of the quality of education. Meanwhile, (Anatan et al., 2007) explained that knowledge management encourages organizational learning through communication stages, and the application of knowledge to build competencies.

Research (Reno et al., 2024) highlights that knowledge management supports organizational learning by enabling effective knowledge management, while (Widayanti et al., 2008) emphasizes the importance of infrastructure and information sharing to create a learning culture that engages all members of the organization. Finally, (Arsyad et al., 2022) shows that knowledge management not only has a direct effect on organizational learning but also contributes to employee commitment and performance. The results of this study are also in line with the results of the study (Abdi et al., 2018; Abubakar et al., 2019; Acevedo & Diaz-Molina, 2023; Al-Sous et al., 2023; Kosklin et al., 2023; Omany & Ndiege, 2023; Supermane, 2019; Tian et al., 2018; Yu et al., 2017) which also showed the results that knowledge management has an effect on organizational learning.

The Influence of Innovation Capability on Learning Organizations

Hypothesis 2 is accepted and concluded that innovation capability has a positive and significant effect on the learning organization, the higher the knowledge management, the higher the learning organization, and vice versa, the lower the innovation capability, the lower the learning organization.

Innovation capabilities have a positive and significant influence on learning organizations. Innovation plays a key role in strengthening an organization's capacity to learn and grow. Organizations that have strong innovation capabilities tend to be more adaptable to changes in the environment and market demands. The ability to innovate allows organizations

to respond to new challenges quickly and effectively, which in turn can strengthen their learning capabilities. A structured and systematically driven innovation process can stimulate the creativity of individuals and groups.

Organizations that are able to innovate effectively often create environments that support experimentation and testing of new ideas. Through experimentation, organizations can gain a better understanding of what works and what doesn't, which is a key aspect of the learning process. Innovation capabilities can help in changing an organization's culture to be more open to new ideas, testing, and learning from failure. Innovation often aims to improve an organization's processes, products, or services. By adopting innovative practices, organizations can improve operational efficiency and improve the quality of the products or services offered.

The results of this study are in line with research (Asbari, 2020) that transformational leadership, learning culture, and organizational structure have a positive influence on the school's innovation capacity, which ultimately strengthens the learning organization. (Hidayat, 2022) also found that organizational learning plays a mediator role in the relationship between knowledge management capabilities and organizational performance, which also supports innovation in organizations. (Fietroh, 2021) highlighted that design thinking ability has a positive effect on ambidextrous skills in organizational learning, which further encourages the company's innovation ability.

Muladi's research (Ajisasmito, 2024) revealed that organizational culture and knowledge management have a positive effect on the innovation ability of teaching staff, even though leadership only plays a role through the mediation of organizational learning. The results of the study (Asbari, 2020) also examine the role of hard skills and soft skills in improving teachers' innovation capabilities, with organizational learning as a mediating factor that supports the development of these skills. The results of this study are also in line with the research (Altındağ & Bilaloğlu Aktürk, 2020; Domínguez-Escrig et al., 2023; Gomes et al., 2022; Lam et al., 2021; Moustaghfir et al., 2013; S. A. Nurcahyo & Wikaningrum, 2020; Olsson et al., 2010; Somwethee et al., 2023; Y. Zhang et al., 2018) which stated that innovation capabilities have a significant effect on learning organizations.

The Effect of Knowledge Management on Employee Empowerment

Hypothesis 3 in this study is accepted and concluded that knowledge management has a positive and significant effect on employee empowerment, the higher the knowledge management, the higher the employee empowerment, and vice versa, the lower the knowledge management, the lower the employee empowerment.

Knowledge management has a positive and significant impact on employee empowerment in various aspects. Knowledge management allows employees to easily access the information and knowledge they need. Thus, employees can be more independent in finding solutions, making decisions, and completing their tasks. Knowledge management facilitates the sharing of knowledge and experience between employees. Through knowledge management, organizations can provide learning resources, training, and educational materials that support employee skill development.

The results of this study are in line with research (Pragiwani, 2018) which shows that employee empowerment has a positive effect on employee performance, but knowledge management does not show a significant impact on this performance. On the other hand, (Rahman, 2020a) found that knowledge management has a significant influence on employee performance. (J. Laoh, 2016) found that although knowledge management does not have a significant effect on employee performance, work skills and attitudes have a greater role in employee empowerment. (Pakiding, 2020) revealed that knowledge management strategies have a positive effect on employee work efficiency, which is considered a form of empowerment, because more efficient employees feel more empowered in their work.

(Adwi, 2023) in his study found that empowerment and knowledge management simultaneously have a positive influence on employee performance. (Kardo, 2020) also shows that talent management and knowledge management have a positive effect on employee performance, which shows that employees who are empowered through well-managed knowledge tend to have better performance. (Tamala, 2021) confirms that talent management and knowledge management simultaneously have a positive effect on employee performance, which indicates that knowledge management plays an important role in empowerment through employee capacity building.

The results of this study are also in line with the results of the study (Abukhait et al., 2019; Khalil et al., 2021; Rezaei et al., 2021; Saeed et al., 2019; Tariq et al., 2016; Tirno et al., 2023; W. T. Wang et al., 2019) which also showed the results that knowledge management supports employee empowerment.

The Effect of Innovation Capability on Employee Empowerment

Hypothesis 4 in this study is accepted and concluded that innovation capability has a positive and significant effect on employee empowerment, the higher the innovation capability, the higher the employee empowerment, and vice versa, the lower the innovation capability, the lower the employee empowerment.

Innovation capabilities can have a positive and significant influence on employee empowerment. The innovation process that involves employees in decision-making and the development of new solutions can increase employee ownership and engagement. When employees feel that their contributions are valued and recognized in the innovation process, they are more likely to feel empowered to actively participate in creating change in the workplace. Organizations that encourage innovation tend to give employees the freedom to take risks, experiment, and develop new ideas.

The innovation process provides an opportunity for employees to learn new things, develop their skills, and test the limits of their abilities. When employees are given the opportunity to engage in innovative projects, they can broaden their horizons, enrich their experience, and strengthen their competencies, all of which can increase feelings of empowerment. Organizations that encourage innovation create an environment that allows employees to bring out their creative ideas. When employees feel that their ideas are heard and supported, they tend to feel more empowered to contribute to organizational change and transformation. Involvement in the innovation process can make employees feel like they have a stake in the success of the organization.

The results of this study are in line with research (Djazilan et al., 2023) stating that knowledge sharing and organizational fairness affect employees' innovative behavior. Sharing knowledge enriches employees' innovation capabilities, while organizational fairness creates an environment that encourages them to innovate. Employee empowerment based on knowledge sharing shows that the greater the trust and collaboration between employees, the greater the ability to innovate that can be achieved. In addition, the results of research from (Pramayani et al., 2018) show that empowerment, innovative behavior, and work motivation have a significant influence on employee productivity.

The results of the study (Surjo Hadi et al., 2020) show that innovative behavior and work involvement have a positive effect on employee performance. Empowerment that prioritizes innovative behavior can increase work engagement, which ultimately encourages optimal performance. Research (Aulawi et al., 2009) also revealed that knowledge sharing behavior plays an important role in improving individual innovation capabilities. Empowerment that supports knowledge-sharing behaviors allows employees to share new and innovative ideas with each other, which contributes to increased creativity and individual innovation abilities.

(Cahyani, 2018) in his research on the influence of employee empowerment on innovative work behavior, stated that empowerment that strengthens trust in superiors can

increase innovative behavior. This trust allows employees to feel valued and given the opportunity to innovate in their work. The results of this study are also in line with the results of the study (Çakar & Ertürk, 2010; Chawla et al., 2023; Jaouadi, 2022; Kajtazi et al., 2023; Kmiecik et al., 2012; L. Wang & Xie, 2023; Yuan et al., 2022) which showed the results that innovations carried out by companies and employees can support employee empowerment.

The Effect of Knowledge Management on Employee Performance

Hypothesis 5 in this study was not accepted and it was concluded that knowledge management had no positive and significant effect on employee performance, high and low knowledge management had no effect on high and low employee performance.

While knowledge management can provide many benefits, there are several factors or challenges that may make it not fully support employee performance. Some of the reasons that may cause this include that the knowledge management system is not well integrated with other systems within the organization, so employees may have difficulty accessing and using information effectively. Poor integration can create barriers in the use of the system by employees.

In addition to these factors, a knowledge management system that does not match the needs and preferences of users can make it difficult for employees to access information or share knowledge. If the knowledge management system is not properly maintained or not updated regularly, the performance of the system may decline. This can affect the employee's ability to access up-to-date information. To improve knowledge management support to employee performance, organizations need to address these challenges through actions such as better system integration, development of a culture of knowledge sharing, provision of training, support from leadership, and consistent system maintenance.

The results of this study are in line with research (J. Laoh, 2016) which found that although knowledge management has no direct effect on performance, factors such as skills and work attitudes are more dominant. However, other studies such as those conducted by (Rahman, 2020a) show that knowledge management affects employee performance significantly. Research (W. Evika, 2024) adds that knowledge management has a positive effect on employee performance through job satisfaction, which is a mediator between knowledge management and performance. Research (Kardo, 2020) shows that knowledge management, along with talent management, has a significant influence on employee performance.

Research (Khaerana, 2022) also confirms that good knowledge management can make a significant contribution to employee performance. Therefore, companies and organizations need to pay attention to the implementation of effective knowledge management to encourage overall employee performance and job satisfaction. The results of this study are also in line with the results of the study (Dewi & Adila, 2022; Hakim et al., 2019; Nilasari, et., al 2022; Khalil et al., 2021; Pelealu, 2022; Saeed et al., 2019; Syarifuddin et al., 2021; Tariq et al., 2016).

The Effect of Innovation Capability on Employee Performance

Hypothesis 6 in this study is accepted and concluded that innovation capability has a positive and significant effect on employee performance, the higher the innovation capability, the higher the employee performance, and vice versa, the lower the innovation capability, the lower the employee performance.

A structured and supported innovation process in the workplace can increase employee motivation. When employees feel that their ideas and proposals are heard and implemented, they tend to feel more motivated to contribute to the fullest. A work environment that encourages innovation often results in a culture where employees feel free to express their creative ideas. This can lead to the discovery of new solutions and innovative problem-solving,

which in turn improves employee performance. Involvement in innovative projects allows employees to develop their new skills.

Employees involved in the innovation process often feel more connected to their organization. Employees feel ownership of the results of innovation, which can increase their sense of responsibility and involvement in the company's success. Innovation encourages employees to think creatively and find innovative solutions to problems facing companies. By introducing new methods and utilizing new technologies, employees can find new ways to improve efficiency and effectiveness in their work. The innovation process often involves teamwork and collaboration between different departments of the organization.

The results of this study are in line with the results of the study (Abbas et al., 2022) revealing that technological innovations significantly improve the efficiency and work productivity of employees, which in turn has a positive impact on their performance. Research (Clinton, 2020), shows that increased innovation ability is directly related to improving employee performance, creating more efficient work processes and achieving better organizational goals. Research (Surya, 2020) and (Muntu et al., 2023) show that sharing knowledge and information technology capabilities also plays an important role in driving work innovation, which has a direct impact on improving employee performance. Research (Kusuma, 2021), found that although innovation does not have a direct effect on performance, employees' self-confidence or self-efficacy strengthens the relationship between innovation and their performance.

Research (Surjo Hadi et al., 2020) shows that innovative behavior and work engagement have a significant influence on employee performance, with high engagement encouraging them to be more productive and produce quality work. Research results (Deni Bagus Aristanto, 2017; Çakar & Ertürk, 2010; Chawla et al., 2023; Chiganze & Sağsan, 2022; Khumaida, 2018; Kmiecik et al., 2012; Novita, 2022; Nurcahyo, 2020; Pratiwi et al., 2023; Saputro & Mayowan, 2018) which also showed results that employee performance was also supported by innovation capabilities.

The Influence of Learning Organizations on Employee Performance

Hypothesis 7 in this study is accepted and concluded that the learning organization has a positive and significant effect on employee performance, the higher the learning organization, the higher the employee performance, and vice versa, the lower the learning organization, the lower the employee performance.

Learning organizations provide opportunities for employees to continuously improve their skills and knowledge through training, courses, and self-development programs. By having better skills and more in-depth knowledge, employees can improve their performance in their jobs. Learning organizations foster a culture where employees feel comfortable sharing ideas, trying new things, and learning from failures. This allows for the creation of innovation in the workplace, which can improve the efficiency, effectiveness, and quality of employee work.

Employees who feel supported in their efforts to learn and grow tend to be more engaged and motivated in their work. Learning organizations create an environment where employees feel valued and encouraged to continuously improve, which can improve their overall performance. Learning organizations encourage collaboration between employees and share knowledge and experience. This strengthens communication between teams and departments, allows for a smoother flow of information, and improves the organization's ability to work together in achieving common goals.

The results of this study are in line with research (Meitiana, 2020) which found that learning organizations have a positive effect on employee performance through the process of sharing knowledge. Knowledge sharing, facilitated by learning organizations, has a direct impact on improving employee performance. This is also reinforced by research (Safitri, 2018),

which reveals that organizational learning has a significant influence on employee performance through the mediation of knowledge sharing. Research (Munawir, 2024) also shows that organizational learning can affect employee performance directly and through mediators such as work discipline and productivity.

Research (Christofer, 2024), shows that organizational learning affects employee performance through organizational commitment. In these cases, the employee's commitment to the organization helps strengthen the relationship between organizational learning and performance. The results of this study are also in line with the results of the study (Deni Bagus Aristanto, 2017; Chawla et al., 2023; Chiganze & Sağsan, 2022; Khumaida, 2018; Novita, 2022; Nurcahyo, 2020; Pratiwi et al., 2023; Saputro & Mayowan, 2018).

The Effect of Employee Empowerment on Employee Performance

Hypothesis 8 in this study is accepted and concluded that employee empowerment has a positive and significant effect on employee performance, the higher the employee empowerment, the higher the employee performance, and vice versa, the lower the employee empowerment, the lower the employee performance.

Employees who feel they have greater authority and responsibility for their work tend to be more motivated to achieve high goals and performance standards. By giving employees autonomy in making decisions related to their work, organizations create an environment where employees feel more involved and take an active role in achieving organizational goals. Employees who feel empowered are often more likely to think creatively and take the initiative in finding new and innovative solutions to problems facing the organization. By giving employees greater responsibility to employees, organizations provide opportunities to develop new skills and improve employee abilities and performance. Employees who feel supported and empowered by the organization have a high level of commitment to their organization.

The results of this study are in line with research (Tielung, 2013), that employee empowerment, motivation and organizational commitment, simultaneously show a positive influence on employee performance. The empowerment given to employees plays an important role in improving their performance because employees who feel empowered tend to be more proactive and responsible in their duties. Research (Suryadewi et al., 2014) found that employee empowerment which includes aspects of ability, authority, trust, and responsibility has a significant effect on improving employee performance. Research (Saputra et al., 2019) that employee empowerment has a significant influence on employee performance, employee empowerment functions as a factor that improves employee performance.

Research (Lestari et al., 2018) shows that employee empowerment has a positive influence on employee performance even though visionary leadership and competency factors do not show a significant influence. Research (Sukur et al., 2022) confirms that employee empowerment has a positive effect on employee performance mediated by organizational commitment. In addition, research (Beruntung & Lestari, 2024) on employee empowerment combined with digital leadership and mediation of organizational commitment has a significant effect on employee performance.

Research (Pragiwani & Haryanto, 2018) shows that employee empowerment can improve employee performance even though knowledge management does not show a significant influence. The results of this study are also in line with the results of the study (Ahmad & Manzoor, 2017; Al-Dmour et al., 2018; Anggriawan & Rusilowati, 2014; Asri, 2020; Lubis et al., 2023; Mohapatra & Sundaray, 2018; Noor Kamal Hasan & P.Sankar, Ph.D., 2019; Saengchai et al., 2019; Sequeira et al., 2023).

The Effect of Knowledge Management on Employee Performance Through Learning Organizations

Hypothesis 9 in this study was accepted and concluded that knowledge management has an indirect effect on employee performance by being mediated by learning organizations.

Knowledge management facilitates the collection, storage, and access to knowledge that is relevant to employees. By having easy access to the necessary knowledge and information, employees can learn independently and develop the skills and knowledge necessary to improve their performance. By providing the infrastructure and processes for sharing and transferring knowledge across the organization, knowledge management promotes an open culture of learning. It encourages employees to engage in a continuous learning process and contributes to the development of the learning organization.

Knowledge management supports collaboration between employees and teams by providing platforms and tools for sharing knowledge and communicating effectively. Enhanced collaboration allows employees to learn from each other, combine their expertise, and achieve better results together. Through the promotion of a knowledge-based culture and learning, knowledge management can shape an organizational culture that is open to change and innovation. A culture that supports active learning and the effective use of knowledge can create an environment that stimulates employees to improve customer performance.

The results of this study are in line with research (Daneswara et al., 2021) that effective knowledge management, both in the form of explicit knowledge and tacit, has a significant positive impact on organizational performance through innovation, which is part of organizational learning. With learning-driven innovation, employees can more easily adapt to changes and improve the way they work, which in turn improves performance. Research (Meitiana et al., 2020) emphasizes that organizational learning mediates the relationship between knowledge management and employee performance. Research (Hidayat, Asmarani, et al., 2022) found that knowledge management has a positive effect on employee performance.

Research (Adnyana et al., 2020) also confirms that knowledge management has a positive influence on employee performance. Here, the learning organization plays a crucial role in facilitating the transfer of knowledge necessary to improve employee competence. The ability to learn from previous experiences and integrate new knowledge will enrich employees' skills, which in turn contributes to improved performance. Research (P. Laoh, 2016) also revealed that although knowledge management does not directly affect employee performance, the skills and work attitudes learned through organizational learning have a significant impact on employee performance.

Research by (Ferdian & Putra, 2020) also confirms that knowledge management has a significant impact on employee performance, although organizational culture does not show the same influence. The learning that occurs in the organization, through various processes of sharing knowledge, has a strong influence on the ability of employees to improve their performance.

The Effect of Innovation Capability on Employee Performance Mediated by Learning Organizations

Hypothesis 10 in this study is accepted and concluded that innovation capability has an indirect effect on employee performance by being mediated by the learning organization.

Innovation capabilities encourage organizations to be more open to learning and experimentation. This creates an environment where employees feel encouraged to continuously learn and develop their skills to generate new ideas and solve complex problems. Organizations that are able to innovate often have a good knowledge management system. It allows employees to easily access the knowledge, information, and resources they need to create new solutions and improve employee performance.

Innovation capabilities can change an organization's culture to be more open to new ideas, experimentation, and learning from failure. This encourages employees to be more proactive in seeking learning opportunities and sharing knowledge with others. Innovation often involves teamwork and collaboration across departments or divisions. By collaborating on innovative projects, employees have the opportunity to learn from each other, share ideas,

and expand their professional network, which can improve their overall performance. Innovation capabilities encourage employees to think outside the box and create innovative solutions to the challenges facing organizations.

The results of this study are in line with research (Daneswara, 2021) which found that knowledge management and organizational learning have a positive effect on organizational performance, with innovation as a mediating variable. Research (Hidayat, 2022), which shows that knowledge management skills have a positive effect on organizational performance through organizational learning. (S. Nurcahyo, 2020) added that knowledge sharing and learning organization play an important role in improving employee performance, with individual innovation abilities as the most powerful influencing factor. Research (Meitiana, 2020), shows that organizational learning affects employee performance through knowledge sharing.

Research (Sulistiyani & Hidayati, 2020) shows that organizational innovation largely mediates the relationship between organizational learning and organizational performance. Innovation is an important bridge that connects learning carried out by members of the organization with measurable improvement in performance results. Open-mindedness and shared vision have a significant effect on organizational innovation, which then affects the overall performance of the organization.

Innovation capabilities, when integrated with organizational learning, can effectively improve employee performance. Organizations that facilitate continuous learning and knowledge sharing will be able to create a culture that supports innovation. This will encourage improved individual and team performance in the face of demands and changes in a dynamic work environment. Organizational learning is not only a means for knowledge transfer but also a key driver in improving innovation and performance capabilities.

Knowledge Management Affects Employee Performance Mediated by Karuyawan Governance

Hypothesis 11 in this study is accepted and concluded that knowledge management has an indirect effect on employee performance by being mediated by employee empowerment.

Knowledge management creates systems and processes for collecting, storing, and sharing knowledge across an organization. By providing easy and efficient access to knowledge, employees can retrieve the information they need to do their jobs better, which in turn can improve their performance. Knowledge management helps in creating a culture of learning in the organization by encouraging employees to engage in continuous learning. By supporting self-help and collaborative learning initiatives, organizations empower employees to continuously develop their skills and knowledge, which can improve their performance in the workplace.

By giving employees access to the knowledge and resources they need to succeed, knowledge management can increase employee ownership and engagement. Employees who feel supported and empowered tend to have a higher level of commitment to the organization and better performance. Knowledge management facilitates collaboration between employees by providing platforms and tools for sharing knowledge and experiences. Enhanced collaboration allows employees to work together to achieve common goals, which can improve their work efficiency and effectiveness.

The results of this study are in line with research (Pragiwani, 2018) showing that employee empowerment has a positive impact on employee performance, while knowledge management does not show a significant influence. This indicates that employee empowerment, which provides more autonomy and a sense of responsibility, has a greater direct impact on employee motivation and performance. (Khaerana, 2022) found that knowledge management has a positive and significant influence on employee performance.

The study highlights that organizations that implement knowledge management well can improve employees' skills and technical abilities, which in turn improves their performance.

Research (Rahman, 2020b) also emphasizes the importance of knowledge management, which makes a significant contribution to employee performance. While other factors such as compensation and work environment also influence, knowledge management has proven to be a key factor in improving performance. Research (W. A. Evika et al., 2024) also shows that knowledge management, and, has a positive effect on employee performance through job satisfaction mediation.

The Effect of Innovation Capability on Employee Performance Mediated by Employee Empowerment

Hypothesis 12 in this study is accepted and concluded that innovation capability has an indirect effect on employee performance by being mediated by employee empowerment.

Innovation capabilities encourage organizations to create an environment that supports creativity and innovation. This allows employees to feel supported and empowered to contribute with new ideas and innovative solutions that can improve their performance. Organizations that have innovation capabilities tend to give employees a greater degree of autonomy in making decisions and managing their own work. This provides employees with the opportunity to feel more empowered and accountable for their performance.

By encouraging employee participation in the innovation process, organizations can increase their engagement in the work. Increased engagement can result in more committed and motivated employees to achieve better results. The innovation process often involves new exploration and learning. By engaging in innovative projects, employees have the opportunity to develop new skills and expand their knowledge, which in turn can improve employee performance. Innovation is often a team effort that involves collaboration between different functions and departments within an organization. Organizations that focus on innovation tend to promote a culture of learning that is open to new ideas, experimentation, and learning from failure.

The results of this study are in line with research (Muawanah, 2023), that innovation capabilities can improve individual performance, especially when equipped with digital marketing strategies. This can be interpreted that innovation in a given capacity, coupled with employee empowerment in the decision-making process and the implementation of new ideas, results in a significant positive impact on employee performance. (Surya, 2020) also states that knowledge sharing has a positive effect on individual innovation abilities, which then contributes to improving employee performance. Research (Herlina, 2020) reveals that innovation capabilities can mediate the influence of perceived innovation requirements on employee performance.

Research (Sudiyani, 2021) shows that leadership that drives innovation plays a big role in employee empowerment and performance improvement. This is in line with the findings of research by (Kusuma, 2021) which emphasizes that self-efficacy plays a moderating factor in the relationship between innovation and performance, which shows that employee empowerment in the form of psychological support and recognition of their innovative initiatives can improve performance. Research by (Jaya, 2024) reveals that employee empowerment carried out through autonomy, training, and recognition can improve their performance and innovation.

CONCLUSION

Knowledge management and innovation capability have a positive and significant effect on the learning organization, the higher the knowledge management and innovation capability, the higher the learning organization, and vice versa. Knowledge management and innovation capability have a positive and significant effect on employee empowerment, the higher the

knowledge management and innovation capability, the higher the employee empowerment, and vice versa. Knowledge management has no positive and significant effect on employee performance, high or low knowledge management has no effect on employee performance. Knowledge management and innovation capabilities have a positive and significant effect on employee performance, the higher the innovation capability, the higher the employee performance, and vice versa. Employee learning and empowerment organizations have a positive and significant effect on employee performance, the higher the learning organization, the higher the employee performance, and vice versa. Knowledge management has an indirect effect on employee performance by being mediated by the learning organization. Knowledge management and innovation capabilities have an indirect effect on employee performance mediated by employee teaching and empowerment organizations.

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