
Strategies For Improving Employee Performance at PT. PLN Manokwari: An Empirical Study

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KEYWORDS

knowledge management, employee empowerment, dynamic capability, job satisfaction, employee performance

ABSTRACT

This study aims to analyze the Employee Performance Improvement Strategy of PT. PLN (Persero) Manokwari through the influence of knowledge management and employee empowerment on employee performance mediated by dynamic capabilities and job satisfaction. This study uses a quantitative approach. The sample of this study is all employees of PT PLN (Persero) Manokwari totaling 210 respondents. The research data was obtained from filling out questionnaires, analyzed using SEM-AMOS. The results of the study show that (1) Knowledge management and empowerment have a positive and significant effect on dynamic capabilities; (2) Knowledge management and empowerment have a positive and significant effect on job satisfaction; (3) Knowledge management does not have a significant effect on employee performance; (4) Empowerment has a positive and significant effect on employee performance; (5) Dynamic capabilities and job satisfaction have a positive and significant effect on employee performance; (6) Knowledge management and empowerment have a positive and significant effect on employee performance through dynamic capabilities, (7) Knowledge management and empowerment have a positive and significant effect on employee performance through job satisfaction.

INTRODUCTION

Employee performance is one of the keys that are important for a company because every company cannot experience improvement only from the efforts of one or two people, but from the entire effort of the company's members. An organization that can produce good performance is certainly inseparable from the performance results achieved by its members. For this reason, the organization must be able to coordinate each of its members in achieving optimal performance. Employee performance is defined as the willingness and openness of employees to do work (C. Lee, 2003). In addition, to achieve success, organizations need employees to perform the work assigned and contribute performance that exceeds the organization's expectations.

To produce good student performance, knowledge is believed to be a valuable asset to improve performance. For this reason, high knowledge management is needed, accompanied by empowerment efforts, and dynamic capabilities and good employee job satisfaction so that it can significantly improve employee performance. Knowledge management is as a management strategy in terms of finding, capturing, sharing, and applying knowledge with the aim of supporting organizations in creating structures capable of maintaining, creating and applying knowledge that is not only for problem solving but also to achieve organizational goals" (Mukhlisin & Budi, 2017).

Employee empowerment is the granting of authority to employees to plan, control and make decisions on the work for which they are responsible, without having to obtain explicit authorization from their managers (Hansen & Mowen, 2007). (Spreitzer, 1995) defines empowerment as a process in which individuals have the power to participate directly in order to control and influence an event that has a direct effect on their lives. Dynamic capability is the ability to build, integrate and reconfigure operational capabilities (C. Helfat & Peteraf, 2003).

Job satisfaction is a positive feeling resulting from an evaluation of job characteristics (Robbins & Judge, 2013). Job satisfaction according to (Locke, 1969) includes affective, cognitive and behavioral aspects (Locke, 1969) illustrates that basically job satisfaction is an expression of what is felt (sensation), what is perceived (perception) and what is thought (conception).

This study uses the Resource-Based View (RBV) theory. This theory was developed by (K. Eisenhardt & Martin, 2000). RBV is an influential theoretical framework in understanding how the competitive advantage of a company is achieved and how the advantage can be maintained over time (J. Barney, 2001); (R. Nelson, 1991); (Penrose, 1959); (Peteraf, 1993); (Prahalad & Hamel, 1990); (Schumpeter, 2005); (D. Teece et al., 1997); and (Wernerfelt, 1984) in (K. Eisenhardt & Martin, 2000). Specifically, the researchers said that RBV assumes that a company can be conceptualized as a set of resources, where those resources are distributed heterogeneously (unequally) across all parts of the company and these differences can persist over time.

According to (D. Teece et al., 1997), RBV has not adequately explained why and how a company can have a competitive advantage in the face of rapid and unpredictable changing situations, where the competitive size has shifted, which requires the company to develop its dynamic capabilities, so the company's managers are trying to integrate, build, and reconfigure its internal and external competencies to cope with the changes in the organizational environment. Dynamic capabilities consist of (1) the capacity to sense and shape opportunities and threats (sensing); (2) the capacity to seize existing opportunities (seizing); and (3) the capacity to maintain competitiveness through the improvement, merger, protection, and reconfiguration of business assets, both tangible and intangible (managing threats/transforming) (D. Teece, 2007)

From various empirical studies, the researcher concluded that there was no consistency in the research results of previous researchers and this is a research gap of this study regarding the variables of knowledge management, employee empowerment, dynamic capacity and job satisfaction on the performance of company employees, so further research is needed to find out the research gap. Research (Bariya Samiun et al., 2017), for example, shows that employee empowerment has a negative and insignificant effect on job satisfaction. The research (Didin et al., 2017) which places the dynamic capability variable as an independent variable while this study makes it a mediating variable.

Based on previous research that still shows a research gap, as a solution, the author uses an approach by analyzing dynamic capability variables and job satisfaction as mediation variables. This is based on empirical and theoretical studies and supported by phenomena in the field, where the author suspects that there are other variables that can fill the gap in this research, namely dynamic capabilities and job performance. Because in the company's activities, it is necessary to increase dynamic capabilities and employee job satisfaction so that it is expected to be an alternative choice in solving the problem of employee performance of PT. PLN (Persero) Papua and West Papua Region WP2B UP3 Manokwari, as well as filling the gap from various previous researches.

Employee performance is a key determinant of organizational success, particularly in industries where efficiency and adaptability are crucial. In PT. PLN Manokwari, improving

employee performance is a strategic necessity, especially in the context of dynamic market changes and increasing competition. Despite various strategies employed to enhance productivity, there is an urgent need to explore how knowledge management, employee empowerment, dynamic capabilities, and job satisfaction influence employee performance. With these factors impacting overall efficiency, understanding their interrelationships is essential for enhancing organizational competitiveness and ensuring sustainable growth.

Although numerous studies have examined the relationship between knowledge management, employee empowerment, and performance, research gaps remain in terms of the mediating roles of dynamic capabilities and job satisfaction. While previous studies have focused on direct correlations, the specific mediating effect of dynamic capabilities and job satisfaction in these relationships has been inadequately explored. This study aims to fill this gap by examining how these two mediating factors interact with knowledge management and employee empowerment to influence employee performance.

This study introduces a novel approach by using dynamic capabilities and job satisfaction as mediating variables in the relationship between knowledge management, employee empowerment, and employee performance. While prior research has investigated these variables independently, this research provides a comprehensive model that integrates these factors within a single framework. By focusing on the specific context of PT. PLN Manokwari, this study adds new insights into how strategic knowledge management and employee empowerment can be optimized through dynamic capabilities and job satisfaction to improve performance outcomes.

The primary objective of this research is to analyze how knowledge management and employee empowerment influence employee performance through the mediating roles of dynamic capabilities and job satisfaction at PT. PLN Manokwari. The study aims to provide actionable insights for improving employee performance, highlighting the importance of fostering dynamic capabilities and enhancing job satisfaction. The benefits of this research are multifaceted: it will offer practical strategies for managers to boost productivity and job satisfaction, inform HR practices by emphasizing empowerment and knowledge sharing, and contribute to the academic literature on performance enhancement in dynamic organizational environments. The findings will help organizations improve internal processes, leading to better performance and more effective adaptation to industry changes.

RESEARCH METHOD

This study uses a quantitative approach, the sample of this study is 210 people (7x30 indicators) (Hair, et al., 2010). Before conducting a hypothesis test, the validity and reliability of the research instrument and the description of the research variables were first tested. Hypothesis testing uses SEM-AMOS analysis.

RESULTS AND DISCUSSION

Instrument Validity Test

Knowledge management variables were measured with 6 statements, the results showed all valid statements (r values calculated $>$ r tables), empowerment was measured by 5 statements, results showed all valid statements, dynamic capabilities were measured with 6 statements, results showed all valid statements, job satisfaction was measured with 6 statement items, results showed all valid statements, employee performance was measured with 6 statements, The results of the analysis of all invalid statement items.

Instrument Reliability Test

The results of the reliability test of each instrument can be seen in the following table:

Table 1. Reliability Test Results

Variable	Number of Valid Items	Cronbachs Alpha	Cut Value	Reliability
Knowledge Management	6	0,944	0,7	Reliable
Employee Empowerment	5	0,942	0,7	Reliable
Dynamic Capabilities	6	0,956	0,7	Reliable
Job Satisfaction	6	0,956	0,7	Reliable
Employee Performance	6	0,949	0,7	Reliable

Source : processed data (2024)

Based on the results of the analysis in table 1, the CA value of the knowledge management variable was 0.944 with the number of valid statements 6, the CA value of employee empowerment was 0.942 with the number of valid statements 5, the CA value of dynamic capability was 0.956 with the number of valid statements 6, the CA value of job satisfaction was 0.956 with the number of valid statements 6, and the CA value of employee performance was 0.949 with the number of valid statements 6, because the CA value of all instruments > 0.7 , all research variables were declared reliable.

1. Exogenous Construct CFA Analysis

This research model contains 2 exogenous constructs, namely the knowledge management construct (X1) and the employee empowerment construct (X2). Based on the operational definition of variables in this study, the knowledge management construct has 6 measurement indicators, while employee empowerment has 5 measurement indicators so that the form of the CFA model for exogenous constructs is as follows:

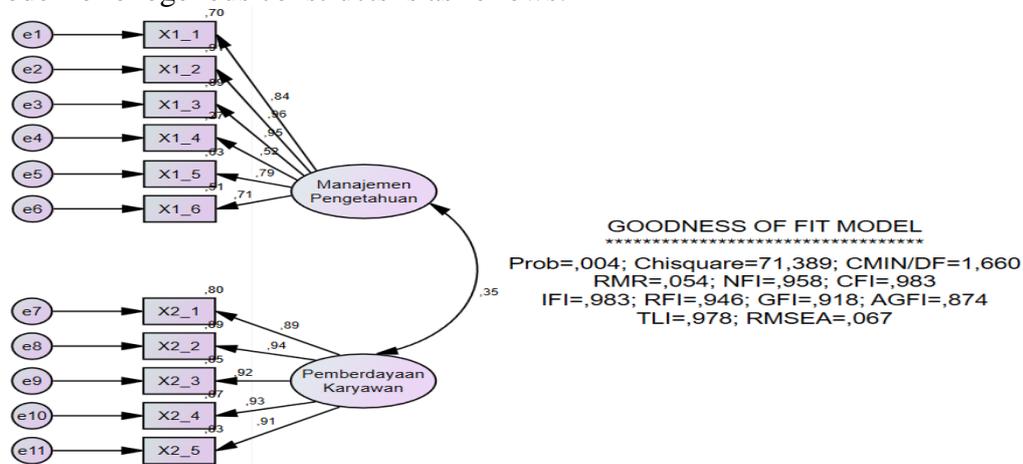


Figure 1. Exogenous Construct CFA Model Estimation Results

The results of the calculation of the CR and AVE values of exogenous constructs, obtained the CR value of the two exogenous constructs > 0.7 and the AVE value of the second exogenous construct > 0.5 , because the CR value of all exogenous constructs > 0.7 and the AVE of all constructs > 0.5 , it was concluded that the two exogenous constructs have met the required criteria for the validity and reliability of the construct. All indicators on knowledge management and employee empowerment can be used to measure the research variables.

2. Endogenous Construct CFA Analysis

This research model contains 3 endogenous constructs, namely dynamic capability construct (Y1), job satisfaction (Y2) and employee performance (Z). The entire construct is

measured with 6 measurement indicators. Thus, the endogenous construct CFA model looks like this:

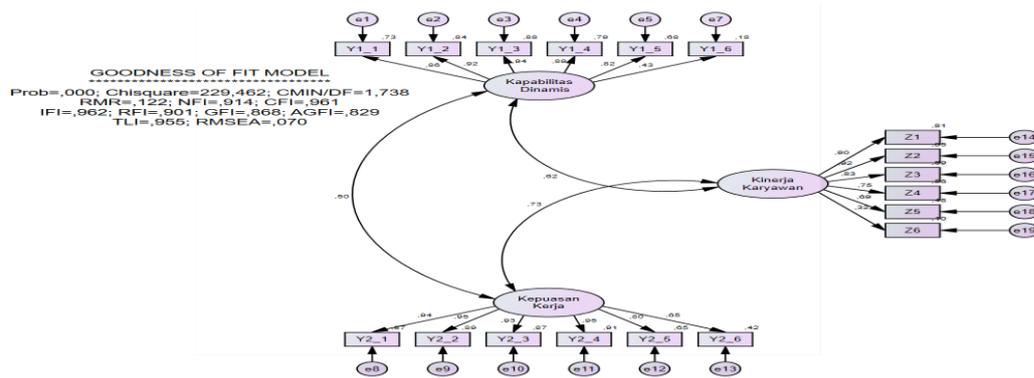


Figure 2 Estimation Results of the Endogenous Construct CFA Model

The results of the estimation of the endogenous construct CFA model in the figure above, not all indicators in the endogenous construct are valid in measuring the construct, there are 2 indicators that are invalid because they have a loading factor of <0.5 , namely the Y1.6 indicator on dynamic capability (loading factor $0.43 < 0.5$) and the Z6 indicator on employee performance (loading factor $0.32 < 0.5$). The two indicators must be removed from the model so that at the test stage of the structural model, dynamic capabilities and employee performance are only measured with 5 indicators.

The results of the calculation of CR and AVE of the construct obtained the AVE value of all endogenous constructs > 0.5 and the CR of all constructs > 0.7 , this means that all endogenous constructs have met the required reliability criteria.

3. Structural Model Testing

1) SEM Assumption Testing

The results of the normality test showed that the research data had been distributed normally because the multivariate CR value of 1.533 was in the interval of $-2.58 < z < 2.58$. The test can be continued on the next SEM assumption, namely the multilinearity test. In this study, there are 2 exogenous variables, namely knowledge management and employee empowerment, but the correlation value of the two variables does not exceed 0.9, which is 0.351, so it is concluded that there is no multicollinearity in the SEM model.

2) Goodness of Fit Model Test

The model fit test (goodness of fit model test) in SEM was carried out by looking at several criteria for the Goodness of fit model such as Chi Square value, probability, df, GFI, AGFI, TLI, CFI RMSEA and RMR. The following are the results of the goodness of fit model test:

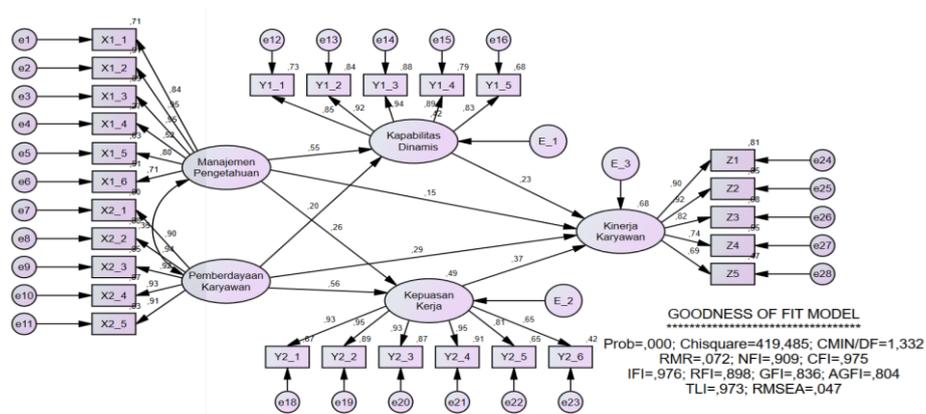


Figure 3 Estimation Results of SEM Model

The results of the SEM model estimation in Figure 3 show that the SEM model has not met the required goodness of fit model criteria, especially when viewed from the probability value of the chi square model, the value is still < 0.05 , meaning that the sample covariance matrix is not the same as the population covariance matrix, so it is necessary to modify the model by connecting indicator errors as suggested by the AMOS program in the modification indices table. Here are the results of the modification of the model:

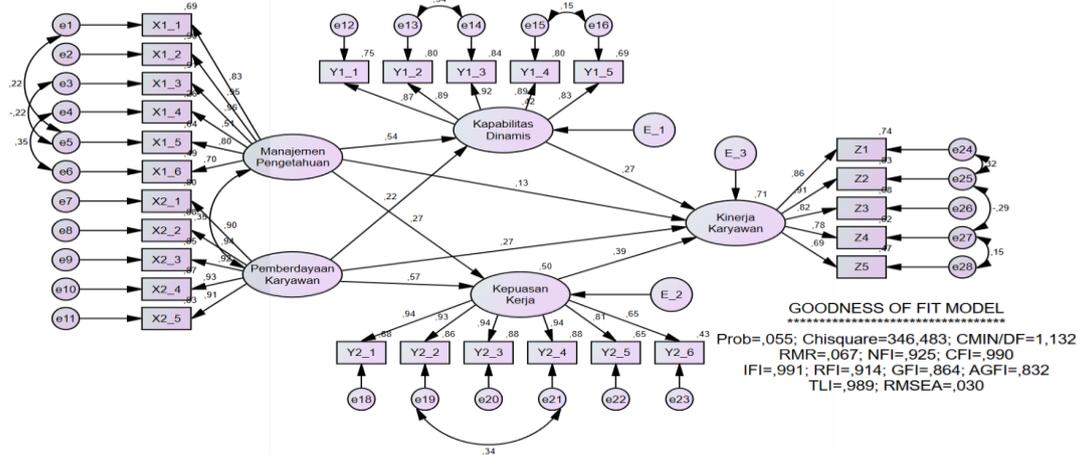


Figure 4 Estimation results of the SEM model after modification

Based on the results of the second structural model estimation after the model modification was made, the estimation results in Figure 4 show that the SEM model has met the required goodness of fit model criteria, the probability of the chi square model has increased to 0.055 which means that the sample covariance matrix has been the same as the population covariance matrix, so that the model estimate results with 210 samples are certain to represent the actual employee population. In addition to the probability of chi square, the goodness of fit model is also met in the parameters CMIN/DF, NFI, CFI, IFI, RFI, TLI and RMSEA (in the good fit category), while other parameters in the marginal fit criteria.

3) Testing Direct influence between variables

- (1) Dynamic Capability Knowledge Management \rightarrow ; A significant p value (***) was obtained with a CR of 6.548 and a positive path coefficient of 0.544. Because the p value < 0.05 and $CR > 1.96$ with a positive path coefficient, it was concluded that knowledge management had a positive and significant effect on dynamic capability.
- (2) Employee Empowerment \rightarrow Job Satisfaction; A significant p value (***) was obtained with a CR of 7.345 and a positive path coefficient of 0.567. Because the p value < 0.05 and $CR > 1.96$ with a positive sign path coefficient, it is concluded that employee empowerment has a positive and significant effect on job satisfaction.
- (3) Dynamic Capability Employee Empowerment \rightarrow ; A significant p value (0.003) with a CR of 2.922 and a positively marked path coefficient of 0.215. Because the p value of < 0.05 and $CR > 1.96$ with a positive sign path coefficient, it was concluded that empowerment had a positive and significant effect on dynamic capability.
- (4) Job Satisfaction Knowledge Management \rightarrow ; A significant p value (***) was obtained with a CR of 3.835 and a positive marked path coefficient of 0.269. Because the p value < 0.05 and $CR > 1.96$ with a positive sign path coefficient, it was concluded that knowledge management had a positive and significant effect on job satisfaction.
- (5) Dynamic Capabilities \rightarrow of Employee Performance; A significant p value (***) was obtained with a CR of 3.584 and a positive marked path coefficient of 0.271. Because the p value < 0.05 and $CR > 1.96$ with a positive path coefficient, it is concluded that dynamic capability has a positive and significant effect on employee performance.

- (6) Employee Performance Job Satisfaction → ; A significant p value (***) was obtained with a CR of 4.646 and a positive path coefficient of 0.387. Because the p value < 0.05 and CR > 1.96 with a positive sign line coefficient, it is concluded that job satisfaction has a positive and significant effect on employee performance.
- (7) Employee Performance Knowledge Management → ; A significant p value (0.079) was obtained with a CR of 1.755. Because the p value > 0.05 and CR < 1.96, it was concluded that knowledge management had no significant effect on employee performance.
- (8) Employee Empowerment → Employee Performance; A significant p value (***) was obtained with a CR of 3.729 and a positive path coefficient of 0.274. Because the p value of < 0.05 and CR > 1.96 with a positive sign path coefficient, it is concluded that empowerment has a positive and significant effect on employee performance.

4) Testing for Indirect Effects between Variables

This research model has 2 intervening variables that link the variables of knowledge management and empowerment to employee performance, namely dynamic capability and job satisfaction. To test the role of dynamic capability and job satisfaction in mediating the influence of knowledge management and employee empowerment on employee performance, an indirect influence test was carried out using the Sobel Test.

- (1) Dynamic capability mediation test on the indirect influence of knowledge management on employee performance; The p-value of the sobel test result is 0.0032 (two tails), because the p-value < 0.05 concludes that dynamic capability can significantly mediate the influence of knowledge management on employee performance, full mediation.
- (2) Dynamic capability mediation test on the indirect influence of employee empowerment on employee performance; The p value is 0.0157 (two tails), because the p value < 0.05 is inferred that dynamic capability can mediate the influence of employee empowerment on employee performance, partial mediation.
- (3) Job satisfaction mediation test on the indirect influence of knowledge management on employee performance; The p value of 0.0028 (two tails), because the p value < 0.05, it was concluded that job satisfaction could significantly mediate the influence of knowledge management on employee performance, full mediation.
- (4) Dynamic capability mediation test on the indirect influence of employee empowerment on employee performance; The p value of 0.00000326 (two tails), because the p value < 0.05, it is concluded that job satisfaction can mediate the influence of employee empowerment on employee performance, partial mediation.

1. Coefficient of Determination

The value of the job satisfaction determination coefficient (Y2) of 0.500 was obtained, this means that 50% of employee job satisfaction was influenced by knowledge management and empowerment variables, the remaining 50% was influenced by other factors that had not been researched. The value of the dynamic capability determination coefficient (Y1) of 0.425 means that 42.5% of dynamic capabilities are influenced by knowledge management and empowerment, the remaining 57.5% is influenced by other factors.

The value of the employee performance determination coefficient of 0.700 means that 70% of employee performance is influenced by knowledge management, employee empowerment, job satisfaction and dynamic capabilities, the remaining 30% is influenced by other factors outside this study.

The Influence of Knowledge Management on Dynamic Capabilities

The results of this study show that knowledge management has an effect on dynamic capabilities, the better knowledge management is carried out by the company, the higher the dynamic capabilities of the company. Knowledge management is proven to be one of the factors that significantly affects the good or bad of a company's dynamic capabilities.

Knowledge management helps organizations to understand customer needs and preferences, as well as evolving market trends. By having deep insights into customers and markets, organizations can develop products and services that are more relevant and appealing to the markets they serve. Through knowledge management, organizations can encourage employee collaboration and involvement in the process of developing and applying new knowledge. Collaboration between employees allows for the exchange of valuable ideas and experiences, which can enrich the overall capabilities of the organization. The ability to quickly acquire, manage, and apply new knowledge allows organizations to be more adaptive to change and improve dynamic capabilities.

The results of this study are in line with the research that knowledge management and dynamic capabilities have a significant influence on organizational performance, especially through the role of learning culture, trust, and information technology support. In this case, the knowledge management process involving the acquisition, transfer, internalization, and combination of knowledge in the SECI model has been shown to improve the overall performance of the organization. Research confirms effective human resource management practices play an important role in developing dynamic capabilities to create customer value through creativity (Kristinawati, 2018b) (Dewi, 2021)

Research shows that well-managed dynamism capabilities not only improve organizational performance operationally and innovate, but also encourage continuous learning. found that dynamic capabilities have a significant influence on an organization's ability to adapt in a dynamic business environment Finally, emphasizing that employee involvement in knowledge management processes, such as knowledge sharing and innovation. (Kristinawati, 2018a) (A. Putra, 2020) (Wahyuni, 2019) The results of the study also show the results that knowledge management supports high dynamic capabilities. (K. Akram & Hilman, 2018; Al-Dmour et al., 2018; Babazadeh & Farahani, 2015; Prophet et al., 2023; Najmi et al., 2018; Pattanasing et al., 2022; Saputra et al., 2020; S. M. Tseng & Lee, 2014)

The Effect of Knowledge Management on Job Satisfaction

The results of this study show that knowledge management has a positive and significant effect on employee job satisfaction. The better the knowledge management in the company, the higher the job satisfaction of employees. Knowledge management carried out by companies greatly determines the high and low level of employee job satisfaction.

Knowledge management helps organize, store, and share information across the organization. Employees who have easy and quick access to the information they need to do their jobs feel more satisfied because they can complete their tasks more efficiently. Knowledge management creates an environment that supports continuous learning and skill development. Employees who feel supported in their efforts to improve their skills and knowledge tend to be more satisfied because they feel valued and supported in their career development.

The results of this study are in line with research showing that knowledge management significantly affects employee job satisfaction. Research by supports this finding, that knowledge management combined with transformational leadership can affect employee performance through job satisfaction. Finding the success of knowledge management, when supported by an organizational culture that supports collaboration, can improve employee performance. (Parnawi, 2018) (Evika W Ahyuni A Gustava et al., 2024) (Syamsuddin Siahaan et al., 2022)

Research shows good knowledge management is closely related to improved employee performance. Research shows that effective knowledge management can improve individual performance by facilitating the learning process and innovation in the workplace, which not only increases job satisfaction but also stimulates employees' creativity and ability to adapt to change. (Panungkelan, 2020) (I Made Gede et al., 2023) (Muhammad Akbar, 2019)

The Effect of Knowledge Management on Employee Performance

The results of this study show that knowledge management does not directly have a positive and significant effect on employee performance, meaning that good knowledge management in one company is not necessarily able to form high employee performance, there are many other factors that have a greater influence on employee performance. The results of this study show that knowledge management can support employee performance if knowledge management succeeds in forming high dynamic capabilities and gives satisfaction to employees.

Knowledge management helps provide better access to the information needed to complete tasks and projects. Employees who can easily access relevant information tend to be more efficient in their jobs, which in turn can improve their performance. Knowledge management facilitates collaboration between employees and teams by providing a platform and tools for sharing knowledge, experiences, and ideas. Enhanced collaboration allows employees to work together to achieve common goals, which can improve work quality and effectiveness.

The results of this study are in line with the research revealing that knowledge management has an effect on employee performance states that knowledge management plays a role in employee performance. The study revealed that the implementation of technology-based knowledge management systems can improve employee performance, as these information systems allow employees to quickly access the information they need to do their jobs more efficiently (M. Rahman, 2020) (Khaerana, 2022) (Evika, 2024) ; (Kardo, 2020) (P. Laoh, 2016) (I. Ahmad, 2018)

found that effective management knowledge can improve individual as well as team performance, which contributes to the achievement of overall company goals. Findings, that the application of knowledge management contributes to increasing employee productivity, as well as operational efficiency. that knowledge-based learning, which includes the development of employee skills and employability, directly affects employee performance. (Rahayu, 2020) (Yusuf et al., 2017) (Lutfiani, 2021)

The Effect of Employee Empowerment on dynamic capabilities

The results of this study show that employee empowerment has a positive and significant effect on the dynamic capabilities of employees, the better the company carries out employee empowerment, the higher the dynamic capability, employee empowerment is one of the factors that significantly affects the height of dynamic capabilities.

Employee empowerment encourages innovation and creativity across the organization. By giving employees greater autonomy and responsibility in their work, organizations encourage the emergence of new ideas and innovative solutions to respond to environmental changes. Empowered employees tend to be more flexible and adaptive to change. They have the ability to respond quickly and effectively to changes in markets, technology, and customer needs, which is a critical aspect of dynamic capabilities.

The results of this study are in line with the study finding that employee empowerment can significantly increase organizational commitment Research shows that empowerment, along with organizational motivation and commitment, has a positive effect on employee performance, with motivation being the dominant variable. In addition, it also found a positive relationship between employee empowerment and employee performance at PT Bali Segara Nusantara, with empowerment dimensions such as ability, authority, trust, and responsibility at a good level. (Desanti et al., 2020) (Tielung, 2013) (Suryadewi, Suparman, et al., 2014)

The research that HR management practices can help companies develop dynamic capabilities, create value for customers and provide a sustainable impact. The research also states that HR management practices can support the creation of customer value from a dynamic capability perspective by encouraging creativity and innovation among employees.

found, empowerment has no effect on job satisfaction and employee performance. The results of this study are also in line with the results of the study. (Dewi, 2021) (Muzadi et al., 2022) (Chasanah, 2008) (Cho et al., 2020; Dinu et al., 2023; Motamarri et al., 2020, 2022; Nuhu et al., 2019; Pour et al., 2021; Quansah et al., 2022; Shayrine et al., 2023; Wardani, 2020)

The Effect of Employee Empowerment on Job Satisfaction

The results of this study show that employee empowerment has a positive and significant effect on employee job satisfaction, the better the company carries out employee empowerment, the higher employee satisfaction, employee empowerment is one of the factors that significantly affects the high and low job satisfaction of employees.

Employee empowerment includes providing recognition and appreciation for their contributions and achievements. This creates a motivating environment where employees feel valued and recognized for their efforts and work results, which can increase job satisfaction. Employee empowerment can include flexibility in time and work location, which can help create a balance between work life and personal life. When employees feel empowered to take the initiative and participate in decision-making, they feel they have greater ownership over their work and the organization.

The results of this study are in line with the research that employee empowerment has a significant positive influence on job satisfaction. found that employee empowerment had a positive effect on extra-role behavior, along with job satisfaction that contributed significantly to organizational citizenship behavior. Research shows that employee empowerment has no effect on job satisfaction. The study also confirmed that although employee empowerment did not have a significant effect on job satisfaction, training and self-efficacy had a significant effect. (P. Lestari, 2021) (I. Nugraha, 2021) (Resnadita, 2020) (Lodjo, 2013)

Research has found that employee compensation and empowerment have a significant effect on job satisfaction. Research shows that empowerment does not have a significant effect on job satisfaction or employee performance. Finding employee empowerment not only has a positive effect on job satisfaction and organizational commitment. that training has a positive and significant effect on job satisfaction, while empowerment has a positive, but not significant effect on employee job satisfaction. The results of this study are also in line with the researcher. (Dewi, 2021) (Chasanah, 2008) (Mustopa, 2021) (Ampauleng, 2016) (Cho et al., 2020; Elnaga & Imran, 2014; Idris, See, et al., 2018a, 2018b; Khaliq, 2020; Petit et al., 2011; Surekha & Singh, 2016; Ugboro & Screwdriver, 2000; Wahyudin et al., 2021)

The Effect of Employee Empowerment on Employee Performance

The results of this study show that employee empowerment has a positive and significant effect on employee performance, the better the company carries out employee empowerment, the higher the employee performance, employee empowerment is one of the factors that significantly affects the high and low performance of employees.

Empowered employees feel more comfortable thinking outside the box and trying new things. They are more likely to generate innovative ideas and creative solutions to problems facing the organization, which can improve operational efficiency and effectiveness. Employees who feel empowered tend to be more productive in their jobs. Employee empowerment allows them to develop new skills and competencies. This is not only beneficial for employees individually, but it can also improve the quality and productivity of work overall.

The results of this study are in line with research finding that effective employee empowerment can increase organizational commitment and in turn improve employee performance. shows that empowerment followed by organizational commitment can significantly improve employee performance results. Research highlights the role of leadership in enablement, which influences performance by strengthening the relationship between managers and employees. shows that effective empowerment can increase job satisfaction,

which then contributes to improved performance. (Tielung, 2013) (Sukur, 2022) (Fadzilah & Prasetyo, 2006) (Santosa, 2010)

Research reveals that empowerment does not always have a direct effect on employee performance. Research shows that while empowerment influences, factors such as commitment and work culture have a greater impact on employee performance. The results of this study are also in line with the results of the research (Chasanah, 2008) (Rahmat, 2021) (Afram et al., 2022; Elnaga & Imran, 2014; Idris, See, et al., 2018a, 2018b; Khaliq, 2020; Petit et al., 2011; Surekha & Singh, 2016; Ugboro & Screwdriver, 2000; Wahyudin et al., 2021)

Dynamic capabilities have a positive and significant effect on employee performance

The results of this study show that dynamic capabilities have a positive and significant effect on employee performance, the better the company implements employee dynamic capabilities, the higher employee performance, employee dynamic capabilities are one of the factors that significantly affect the high and low performance satisfaction of employees.

Dynamic capability refers to an organization's ability to identify, respond to, and adapt to changes in the external environment and take advantage of emerging opportunities. Dynamic capabilities allow organizations to be more flexible in responding to changes in the market, technology, and customer needs. Employees who work in a flexible environment are better able to adapt to changes and complete tasks more effectively. Organizations with dynamic capabilities tend to encourage innovation more.

The results of this study are in line with the research finding that creative self-efficacy and dynamic capabilities of employees not only have a direct impact on the performance of the state civil apparatus, but also indirectly through innovative work behaviors. Research shows that career development and individual abilities collectively have a significant impact on employee performance. highlighting the importance of dynamic capabilities and knowledge management in improving organizational performance through the application of the SECI model. (Francis, 2023) (M. Sp & Ningsih, 2023) (Kristinawati, 2018a)

(Ibrahim et al., 2021) , which noted that motivation contributes more than work ability to employee performance. Meanwhile, communication skills and emotional intelligence, as discussed by , have also been shown to have a significant influence on performance. The results of this study are also in line with the results of the research (Takrim et al., 2023) (Al Wali et al., 2023; Bienkowska et al., 2021, 2022; Bienkowska & Tworek, 2020; Patwary et al., 2023; Ramadan & Nasir, 2023; Tworek, Luo, et al., 2023)

The Effect of Job Satisfaction on Employee Performance

The results of this study show that job satisfaction has a positive and significant effect on employee performance, the better the company implements employee job satisfaction, the higher employee performance, employee job satisfaction is one of the factors that significantly affects the high and low performance of employees.

Job satisfaction affects how employees interact with their customers and coworkers. Employees who are satisfied with their jobs tend to provide better service to customers, as well as collaborate more effectively with their colleagues. Job satisfaction is linked to the psychological well-being of employees, which includes positive feelings about work, self, and life as a whole. Employees who are satisfied with their jobs have lower stress levels and feel happier and more satisfied with their lives overall.

The results of this study are in line with the research, , and which produces job satisfaction has a positive and significant effect on employee performance. Job Satisfaction is a pleasant or unpleasant expression that arises from employees in looking at work. The (Muindi & K'Obonyo, 2015) (Ndulue & Ekechukwu, 2016) (Munawirsyah, 2017) (Lie & Siagian, 2018) (Tella, 2007) research found that job satisfaction is a key factor that can increase organizational productivity and success. highlighting that financial factors are the most influential dimension in employee job satisfaction. conclude that job satisfaction affects

performance. , which reveals that job satisfaction has a positive influence on employee performance. (Juremi, 2022) (Wilujeng, 2020) (Malega, 2017) (Changriawan, 2017)

Research has found that job satisfaction has a significant effect on employee performance. The study also confirms the positive influence of job satisfaction on performance. This research is also in line with research (Suardi, 2019) (Febriyana, 2015) (Bieńkowska et al., 2022; Memon et al., 2023; Mira et al., 2019; Ngwenya & Pelsler, 2020; Nugraha et al., 2022; Riyanto et al., 2021; Roberts & David, 2020; Rodrigo et al., 2022; Wau & Purwanto, 2021).

The Influence of Knowledge Management on Employee Performance Through Dynamic Capabilities

The results of this study show that knowledge management has an indirect effect on employee performance by being mediated by dynamic capabilities. Therefore, knowledge management facilitates better access to knowledge and information throughout the organization. Employees who can access and exchange knowledge with their colleagues tend to be more competent in their jobs, which in turn improves their performance.

Knowledge management facilitates effective collaboration and teamwork by providing a platform to share knowledge and work together in completing tasks. Employees who can work collaboratively with their colleagues tend to achieve better results and have higher performance. By effectively managing knowledge, organizations can create a culture of continuous learning where employees are constantly developing their skills and knowledge. Employees who have the opportunity to continuously learn and grow tend to perform better because they can adjust to changes in job demands.

Knowledge management plays a crucial role in improving employee performance through the development of the organization's dynamic capabilities. By providing better access to knowledge, encouraging creativity and innovation, supporting flexibility and adaptability, facilitating collaboration, and promoting continuous organizational learning, knowledge management helps create an environment where employees can succeed and thrive.

Knowledge management plays a very important role in improving employee performance; however, knowledge management does not always have a positive and significant effect on employee performance; (Kosasih & Budiani, 2007) (Panungkelan, 2017) (Watoni, 2021) (E. Laoh et al., 2016) (Rahmayanto et al., 2019). The results of previous research studies show that research inconsistencies that it turns out that knowledge management and work involvement do not always have a significant effect on performance, so researchers need to add dynamic capabilities and job satisfaction mediation variables. Dynamic capabilities, in addition to being able to affect employee performance variables, can also be variables that act as variables for mediating knowledge management and employee empowerment of performance (Mingran, 2011) (Baskoro et al., 2021) (Taghipour & Dejbani, 2013) (Trivellas, 2015).

The Effect of Knowledge Management on Employee Performance Through Job Satisfaction

The results of this study show that knowledge management has an indirect effect on employee performance by being mediated by job satisfaction. Therefore, knowledge management helps provide better access to relevant and necessary information to complete tasks. When employees have easy access to the knowledge they need, they feel more efficient and competent in doing their jobs, which can increase job satisfaction.

Knowledge management facilitates collaboration between employees by providing a platform for sharing knowledge, experiences, and ideas. Enhanced collaboration allows employees to feel more engaged and valued in the work environment, which can increase their job satisfaction. By providing better access to learning and knowledge resources, knowledge management helps support employee learning and development. When employees feel

supported to continue learning and developing, they tend to be more satisfied with their work because they feel more developed and advanced professionally.

This research is in line with research that states that job satisfaction intervenes the influence of (Fitriana et al., 2024) knowledge sharing on employee performance. With high knowledge sharing, it can increase job satisfaction in the organization. Research by shows that knowledge management and transformational leadership have a positive effect on employee performance through job satisfaction as an intervening variable. While finding that knowledge management, organizational culture, and transformational leadership influence employee performance through job satisfaction. (Evika, 2024) (E. Y. Putra, 2024)

The study, which found that although knowledge management does not directly affect performance, skills and work attitudes play an important role. Research, talent management and knowledge management have a significant positive effect on employee performance. It also emphasizes that the implementation of talent management and knowledge management together has a positive effect on employee performance, although there are other factors that also play a role in performance. (P. Laoh, 2016) (Kardo, 2020) (Tamala, 2021)

The Effect of Employee Empowerment on Employee Performance through Dynamic Capabilities

The results of this study show that employee empowerment indirectly affects employee performance by being mediated by dynamic capabilities. Employee empowerment gives them autonomy in making decisions related to their work. This allows employees to feel more responsible for their tasks and improve their ability to deal with rapidly changing challenges, which is a critical aspect of dynamic capabilities.

Employee empowerment often involves providing flexibility in how they complete their tasks. Employees who feel they have the freedom to determine the best way to get their work done tend to be better able to adapt to change and handle emerging challenges more effectively. Employee empowerment provides a greater sense of ownership over their work. This can increase their motivation and dedication towards achieving organizational goals, which ultimately supports the development and strengthening of the organization's dynamic capabilities.

The results of this study are in line with the research, and that employee empowerment, motivation, and organizational commitment have a significant influence on employee performance. Employee empowerment provides an opportunity for them to contribute more to their work, while high motivation becomes a boost to develop a career. (Tielung, 2013) (Sukur, 2022) (S. Lucky, 2024)

Research and also confirms that employee empowerment has a positive effect on employee performance. Lestari found that empowerment involving authority, responsibility, and trust can improve performance, temporarily. Research shows that even though knowledge management does not have a significant effect on performance, employee empowerment still has a significant positive impact on employee performance. (D. Lestari, 2018) (Suryadewi, 2014) (M. Pragiwani, 2018)

The Effect of Employee Empowerment on Employee Performance through Job Satisfaction

The results of this study show that employee empowerment indirectly affects employee performance through job satisfaction. Employee empowerment often involves giving employees autonomy and authority in performing their tasks. Employees who feel in control of their work tend to feel more satisfied with their work because they can work according to their own preferences and work style.

Employee empowerment also encourages a sense of ownership over their work. When employees are given the responsibility and trust to make decisions and take responsibility for the results, they feel more engaged and emotionally connected to their work, which can

increase job satisfaction. Employee empowerment is often accompanied by recognition and appreciation for their contributions and achievements. This recognition can increase feelings of being valued and recognized by the organization, as a determining factor in job satisfaction.

The results of this study are in line with the research that states that empowerment carried out by providing autonomy and opportunities to participate in decision-making affects the increase in job satisfaction. Similar results were found by those who emphasized the importance of empowerment in creating job satisfaction, thereby encouraging improved employee performance. Research also reveals that employees who feel empowered show higher levels of satisfaction which leads to improved performance. (Toar, 2020) (R. Saputra, 2019) (Purnama, 2022)

(Hestin, 2020) Emphasizing empowerment through active participation in decision-making can drive higher employee engagement, which has an impact on better performance. Demonstrating that employee empowerment can reduce work stress levels and improve collaboration between teams, which contributes to improved employee and organizational performance. According to , the training and competency development factor plays an important role in supporting the effectiveness of empowerment, without adequate support in training and development, empowerment does not sufficiently improve optimal performance. (N. Wulandari, 2021) (F. Rahmawati, 2020)

CONCLUSION

Knowledge management and employee empowerment positively and significantly influence dynamic capabilities, job satisfaction, and employee performance. The better the implementation of knowledge management and employee empowerment, the higher the dynamic capability, job satisfaction, and overall employee performance. Additionally, dynamic capabilities and job satisfaction have a significant impact on employee performance, reinforcing the importance of fostering a dynamic work environment and ensuring employee well-being. Employee empowerment also enhances employee performance through dynamic capabilities, highlighting the role of adaptability in improving work outcomes. Furthermore, knowledge management and employee empowerment positively and significantly affect employee performance through job satisfaction, emphasizing that a satisfied workforce leads to better productivity. These findings suggest that organizations should focus on strengthening knowledge management systems and empowering employees to drive both job satisfaction and performance improvements.

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