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Abstract

Directly or indirectly, employee performance impacts the sustainability of all company activities, which various factors can influence. This study aims to find out how to test knowledge management and empowering leadership on employee performance through employee development at PT. Bina Rekacipta Utama, South Jakarta. The research method used in this study is a quantitative approach to determine the relationship between variables in a population. While the sample used in this study is all employees who work at PT. Bina Rekacipta Utama, South Jakarta. This research uses multiple regression with Moderated Regression Analysis (MRA) to determine the effect of knowledge management and empowering leadership on employee performance mediated by employee development. Based on the research results, it was found that knowledge management and empowering leadership had a significant effect on employee performance through employee development as a mediating variable at PT. Bina Rekacipta Utama, South Jakarta. The research results are expected to have implications for implementing better knowledge management and creating independent leadership to improve employee and company performance. Employee development must also be an organization concern because it dramatically influences the overall performance of employees. Employees who have confidence in their career development will be more satisfied at work.

Keywords: Knowledge Management, Empowering Leadership, Employee Development and Employee Performance.

1. Introduction

Oil and gas companies are very important in society and the global economy. However, it is also important to remember that the oil and gas sector has environmental and social impacts that must be managed wisely. In the context of climate change and sustainability, many efforts have been made to reduce the negative impacts of the extraction and consumption of fossil fuels and promote renewable energy as a more environmentally friendly alternative. A new paradigm guides the future energy management policy directions to create a healthy environment through clean energy programs. In line with this, Indonesia, in its policies contained in Peraturan Pemerintah no. 79 tahun 2014 concerning the National Energy Policy (KEN), has a target of growing the share of EBT, which is quite large (Setyono & Kiono, 2021).

PT. Bina Rekacipta Utama is a company engaged in the oil and gas sector, this company is family-founded. The main problem experienced by this company is the decline in overall company performance in successional generations. Founders cannot manage knowledge and micromanage lots of decisions. The leader appointed by the company is currently unable to make his own decisions because the decisions of the company's founding family are still influential.

Human resources play a vital role in determining the progress of a company and often have to be managed personally by managers (Nazwirman, 2019) It is intended that the work carried out can be completed effectively and efficiently, both in quality and quantity, carried out by employees according to the responsibilities given by the company (Mangkunegara, 2009).

Knowledge management is one of the factors that can influence employee performance (Pealeu, 2022). At this time, companies began to change their business approach, from resource-based to knowledge-based. Knowledge management is the company's innovative strategy to improve employee performance (Sabherwal & Becerra-Fernandez, 2013). Knowledge management can also improve skills, employee development and work motivation to improve employee performance. Employee performance will run optimally if there is support from knowledge management (Torabi, Kyani, & Falakinia, 2016).

Another factor that can affect employee performance is empowering leadership (Ahluwalia, 2020). Empowering leadership is the attitude of a leader who delegates power and delivers autonomous work, training, and information to subordinates to increase subordinate motivation (Kim et al., 2018). In addition, empowering leadership emphasizes participation in decision-making, encourages the confidence of subordinates to excel, and eliminates bureaucratic obstacles (Ahearne, Mathieu, & Adam, 2016). Based on previous research conducted by Ahmed et al. (2022), empowering leadership has a significant effect because although higher levels of empowering leadership attitudes lead to advanced task performance, lower levels derive leadership behaviors that can shape desired impact on employee performance.

Employee development is needed to increase the results of their work, both in quality and quantity (Mikołajczyk, 2022). Employee development includes continuous generation and exchange of knowledge and experience which can be concluded to be the main driver of value growth in any form within a company (Mayo, 2000). Professional development is used to broaden the knowledge and skills required for the appropriate job application in the current position while developing additional competencies regarding employee promotions (Cerasoli, et al., 2018). In addition, professional development can be used to achieve strictly planned goals on an exclusive matter within a certain period which requires adequate preparation in employee career planning. Activities outside of work indirectly enrich employee competence with new knowledge, skills and experience because in order to increase ability it is not necessary to cooperate directly with work but possibly at certain points can help improve employee performance (Spaan, Dekker, van der Velden, & Esther Groot, 2016).

Knowledge Management and Employee Performance

Knowledge management is everything related to experience, knowledge and skills that form new skills that aim to encourage innovation in creating company success. In general, knowledge management consists of several knowledge processes, in the form of knowledge creation, development acquisition and top management support that drives and improves the process knowledge management (Alyoubi, Hoque, Alharbi, Alyoubi, & Almazmomi, 2018). Knowledge management can be used as a crucial solution for every company to achieve excellence in aspects of employee performance and be able to compete in the business environment (Mantow & Nilasari, 2022).

The modern view depicts that knowledge management become a set of activities that stimulate individual attitudes as a result pointing towards innovation (Al-Abbadi, Alshawabkeh, & Rumman, 2020). Knowledge management can affect the progress of employee performance. This is because knowledge management can share skills and can also motivate employees to work so that they can motivate the progress of the performance of each individual and company (Alyoubi, Hoque, Alharbi, Alyoubi, & Almazmomi, 2018).

From previous research it was stated that there is an influence of knowledge management on employee performance, the better the application of knowledge management, the better the employee performance. In research at PT. Bina Rekapta Utama, the application of Knowledge Management is uneven and seems to be controlled by only a few people in the company, employees often have difficulty following instructions and sometimes act only with intuition.

So from this exposure the researcher made the following hypothesis: H₁: Knowledge management significantly influence employee performance.

Empowering Leadership and Employee Performance

Empowering leadership becomes power that subordinates share through a series of leadership behaviors, such as emphasizing the meaning of work, giving them full autonomy and increasing intrinsic motivation regarding their tasks, expressing employee job self-reliance, removing obstacles to employees' work and providing the work resources needed to stimulate their motivational behavior (Ali et al., 2018). Empowering leadership is a leadership style that empowers and promotes employee participation in decision-making, shares power with subordinates who share religion with the ability's subordinates, and provides continuous support through coaching, mentoring, and teaching (Singh & Rangnekar, 2020).

Currently, companies need knowledgeable and skilled employees to maintain company excellence. Moreover, intense competition in various markets requires committed employees. In this context, employee empowerment is crucial for companies in increasing employee religion, commitment and performance (Hieu, 2020). Empowering leadership has significant influence because although higher levels of empowering leadership behaviors lead to advanced role performance, lower levels of leadership behaviors can build the desired influence on employee performance (Nwachukwu, 2016).

In research conducted at PT. In Bina Rekacipta Utama, the writer finds phenomena such as micromanagement. There's a fine balance between empowering employees and micromanaging them. Some leaders might unintentionally slide into a micromanagement style if they fear loss of control. This can undermine the autonomy and empowerment they are intended to provide, leading to decreased motivation and innovation. There is a gap in the ability and experience of people who are empowered. People or employees who do not have the ability and experience will find it difficult to perform effectively, so they will feel frustrated and lose their self-confidence. For the explanation of the theories and phenomena above, the authors make the following hypothesis: H₂: Empowering leadership significantly influence employee performance.

Knowledge Management and Employee Development

Knowledge management can be integrated into organizational design initiatives to influence the psychological, emotional, and behavioral processes involved in strengthening a culture of retention and engagement (Jamrog & Overholt, 2004). Employee capacity development as a form of employee responsibility, as determined by the company, is an effective way to increase employee engagement. This responsibility encourages involvement because it makes employees feel valued for the effort they give to the company (Juan, Ting, Kweh, & Liu, 2018).

By integrating Knowledge Management into employee development, organizations can create an environment that supports knowledge exchange, continuous learning, and innovation. This can help organizations to stay competitive, adapt to changes, and achieve their business goals. In PT. Bina Rekacipta Utama, the author finds phenomena such as the company's inability to overcome repeated mistakes, practical work cannot be identified and solutions are not documented, besides that companies often do not have a focus on career development and often ignore individual needs and preferences, this is of course can be detrimental to employee motivation and long-term commitment. From theory and previous research, the author formulates the hypothesis as follows. H₃: Knowledge management affects employee performance through employee development as a moderating variable.

Empowering Leadership and Employee Development

Empowering leadership as a very crucial factor in promoting attitudes and behavior among employees and as a very interesting variable from a research point of view (Knezovic

& Musrati, 2018). Previous research has prioritized the results of investigative empowerment where creativity is one of the results related to employee development (Hao, Wei, & Li-rong, 2018).

Empowering leaders can serve as role models for employees, demonstrating how effective leadership can have a positive impact on personal and career development. This can inspire employees to develop their own leadership skills. On PT. Bina Rekacipta Utama, managers do not get enough support and guidance, empowering leadership that is not matched with adequate support and guidance can make employees feel abandoned or have no guidance in overcoming difficult tasks. As a result, their development can be hampered. In the long run, a lack of support and direction from leaders can lead to a decrease in the overall performance of a team or organization. Therefore, the writer has the following hypothesis.

H₁: Empowering leadership effect on employee performance through employee development as a moderating variable.

2. Method

This research was conducted using a quantitative approach, with the aim of measuring and understanding the correlation due to the impact between variables. The sample used, namely all employees who work at PT. Bina Rekacipta Utama, totalling 75 employees. The sampling technique used is saturated or census sampling technique because the entire population is 75 employees who work at PT. Bina Rekacipta Utama is used as a sample. then data collection was carried out by developing a survey using Googleform donations. then data analysis is used, namely using Moderated Regression Analysis (MRA) and hypothesis testing.

Moderated Regression Analysis is a statistical approach used to test whether the relationship between two variables, known as the independent variable (X) and the dependent variable (Y), is influenced by a third variable called the moderator variable (M). In this context, the moderator variable changes or moderates the relationship between the independent and dependent variables.

Sekaran & Bougie (2016), explain that in a moderated regression analysis, we want to identify whether the relationship between the independent variable and the dependent variable differs depending on the value of the moderator variable. In this case, we expect the effect of the independent variable on the dependent variable to be different at different levels of the moderator variable.

In this study, each questionnaire item was measured using a 5-point Likert scale ranging from 1-5, with point 1 indicating the respondent strongly disagreed, while point 5 indicated the respondent strongly agreed with the statement. This study uses knowledge management, empowering leadership, employee development, and employee performance. Research instruments in data collection were developed from relevant previous studies as follows:

- a) Knowledge management is measured using eight indicator items (Mantow & Nilasari, 2016).
- b) Empowering leadership is measured using eight indicator items (Ahmed et al., 2022).
- c) Six indicator items measure employee development (Kasper, 2018).
- d) Employee performance is measured using eight indicator items adopted from (Hao et al., 2018).

3. Results and Discussion

Respondent Profile

Table 1

Characteristics of Respondents

Characteristics of Respondents	Total
Gender	
Man	58
Woman	17
Age	
21-30 years	12
30-40 years	41
>40 years	22
Last Education	
SMA	3
Bachelor	59
Masters	13

Based on the results of data acquisition based on the characteristics of the respondents, this study found that the majority of respondents were male as many as 58 people from the questionnaires that had been distributed. Based on age, the majority of respondents were aged 30-40 years, as many as 41 people. Most respondents have last education at the undergraduate level (59 people). This shows that most of the respondents have a higher educational background.

Analysis Moderated Regression Analysis (MRA)

Multiple linear regression tools were used to examine the relationship of each variable between the independent, dependent, and moderating variables. The interaction test and the absolute difference value test tend to have high multicollinearity between the independent variables, which will violate the classical assumptions in regression. Ordinary least square (OLS) was used to overcome this multicollinearity, and then another method was developed called the residual test.

Results of Multiple Linear Regression Analysis

Table 2

Multiple Linear Regression Analysis

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error				
(Constant)	.410	.326			1.256	.213
1 X1	.569	.115	.566		4.953	.000
X2	.297	.120	.282		2.468	.016

a. Dependent Variable: Y

From the Table 2, the following equation is obtained:

$$\hat{y} = 0,410 + 0,569X_1 + 0,297X_2 \quad (1)$$

From the results of the multiple linear regression equation, each variable can be interpreted as follows:

- a) The constant value is positive at 0,410, which indicates if the variable knowledge management and empowering leadership has no change or is equal to 0, the employee performance amounted to 0,410.

- b) The communication variable has a positive regression coefficient of 0,569; this means that if the value of X₁ (knowledge management) experiences changes with variable assumptions empowering leadership fixed, the employee performance will experience a change of 0,569. So, the better knowledge management employees own, the higher the employee performance.
- c) The work discipline variable has a positive regression coefficient of 0,297, this means that if the value of X₂ (empowering leadership) changes with variable assumptions 0,297. So, the better empowering leadership implemented, the higher employee performance.

Path coefficient data analysis:

- a) It is known that the significance value of the variable knowledge management (X₁), which is equal to 0,000 <0,05, it is concluded that the variable knowledge management (X₁) has a significant effect on variables employee performance (Y).
- b) It is known that the significance value of the variable empowering leadership (X₂), which is equal to 0,016 <0,05, it is concluded that the variable empowering leadership (X₂) has a significant effect on variables employee performance (Y).

Analysis Results Moderated Regressions Analysis

Table 3

Regression Equation Moderated Regressions Analysis

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	1.208	.357		3.383	.001
1 X1	.953	.568	.947	3.679	.000
X2	.496	.543	.470	3.913	.000
Moderation1	.267	.161	1.251	3.037	.001
Moderation2	.224	.154	1.640	3.450	.001

a. Dependent Variable: Y

Data analysis:

- a) It is known that the significance value of the interaction variable between knowledge management and employee development of 0,001 <0,05, it is concluded that the variable employee development can moderately influence knowledge management to employee performance.
- b) It is known that the significance value of the interaction variable between empowering leadership and employee development of 0,001 <0,05, it is concluded that the variable employee development can moderate influence empowering leadership to employee performance.

Discussion

This study aims to examine knowledge management and empowering leadership to employee performance through employee development as a mediating variable. In line with previous research by Mahmudi & Monavvar (2016), knowledge management can affect employee performance progress. This is because knowledge management can develop skills and motivate employees to work to motivate the performance of each individual and company. Knowledge management will help organizations or companies to utilize knowledge efficiently. Knowledge management enables organizations to collect, store, and share employee knowledge. Thus, employees have easier access to relevant information, proven solutions, and the best job guidance. This helps them make better and faster decisions, thereby increasing work

productivity and efficiency. Knowledge management encourages collaboration between employees. They can share experiences, lessons learned and best practices through the knowledge sharing platform. This creates an environment where teams can learn from each other and advance ideas together, ultimately improving work output quality. Knowledge management facilitates the exchange of ideas and information, which is the foundation of the innovation process. Employees with broad knowledge can integrate various views and ideas to produce creative and innovative solutions. In a fast-changing business environment, employees must adapt to the changes. Well-managed knowledge can help employees learn and adapt quickly to changing market conditions, technology, and organizational policies.

Findings from another study conducted by Ahmed et al. (2022), empowering leadership has significant influence because although higher levels of empowering leadership behaviors lead to advanced role performance, lower levels of empowering leadership behaviors can create the desired effect on performance. Good leadership delegation will affect employee performance because empowering leadership provides space for employees to take the initiative and design effective creative solutions. Employees will feel that they have new challenges in carrying out their duties, and efficiency and added value will bring positive things to employees. Employees feel more engaged and motivated when they feel autonomy and responsibility in their jobs. They feel their contribution is essential and valued, increasing their desire to give their best at work. Empowering leadership makes employees more able to respond to changes and challenges. They have the flexibility to adapt quickly to changes in the business environment and take appropriate action. Empowering leadership is also valuable for reducing bureaucracy and obstacles; decisions will be made faster and more flexibly. Then this study also found that developing employee capabilities as a form of employee responsibility as determined by the company is an effective way to increase employee engagement. This responsibility encourages engagement because it makes employees feel valued for the effort they put into the company (Kasper, 2018).

The results of this study are also in line with previous research conducted by Hao, He & Long (2017), that the results of empowering examinations where creativity is one of the results related to employee development. Employees who feel that the company is investing in their development tend to feel more valued and motivated. Development programs create an environment that supports personal and professional growth, which can increase their passion for work. Employees who feel cared for and given development opportunities are likelier to remain with the company. Development programs can help increase significant employee retention rates, reducing hiring and retraining costs. Employee development programs allow employees to enhance their skills and knowledge in job-relevant areas. This allows them to perform tasks more efficiently and competently. Development programs can help employees adapt to changes in technology, work methods, or other changes in the industry. They will have the skills and knowledge necessary to stay relevant and perform well in a changing environment.

4. Conclusions

From the research findings, knowledge management variables significantly impact employee performance. Implementation of knowledge management (knowledge management) can improve employee performance PT. Bina Rekapita Utama by helping them access, share, and utilize relevant knowledge in their work. Here are some reasons why implementing knowledge management can improve employee performance. With a knowledge management system, employees can easily access the information they need without searching through various sources or colleagues. This saves time and allows them to focus on key tasks.

In addition, other findings share that variable empowering leadership have a significant impact on employee performance. The application of empowering leadership creates an environment in which employees PT. Bina Rekacipta Utama feel valued, empowered, and recognized as individuals who contribute significantly. Empowered employees feel more attached to the organization. They see the organization as a place where they have the opportunity to grow and have a positive impact. This can reduce employee turnover rates and increase loyalty. Employees who feel they have the autonomy to take initiative and try new things are more likely to contribute to innovation and creativity. They feel valued because their ideas are acknowledged and encouraged. From indicators questionnaire and interview employees tend to be more motivated when they feel in control of their work. Giving them autonomy and responsibility stimulates intrinsic motivation, which means they want to perform well not only because of external demands, but also because of personal satisfaction.

Another finding, that variable employee development, able to moderate between variables knowledge management to employee performance and variables employee development, able to moderate between variables empowering leadership to employee performance. These results indicate that employee development PT. Bina Rekacipta Utama can be critical in optimizing the impact of knowledge management practices and empowering leadership on employee performance. Therefore, organizations should focus more on employee development efforts to ensure they have the necessary skills, knowledge and motivation to respond to these practices appropriately. If empowering leadership and knowledge management have a more positive effect on employee performance when mediated by employee development, this can influence how leaders interact with their teams and how leadership strategies are developed.

Using the moderating variable implies that the relationship between knowledge management/empowering leadership and employee performance is not simple. Employee development variables can influence how these practices interact with performance. Therefore, further research can help understand the dynamics and mechanisms involved in this relationship.

Remember PT. Bina Rekacipta Utama is a company established and involving many family members; further research on other variables in the context of knowledge management and empowering leadership within family firms is important because family firms have unique dynamics and challenges that can influence how these practices operate and impact. Family businesses often have long-term goals centered on the continuity of the family business. Further research can explore how knowledge management and empowering leadership can help plan and implement sustainable strategies.

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