

Knowledge Sharing, Self-Efficacy, and Employee Performance: The Mediating Role of Job Satisfaction

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Abstract

This study aims to analyze the effects of knowledge sharing and self-efficacy on employee performance, with job satisfaction as a mediating variable, at PT Hanazono Engineering Indonesia. This research employed a quantitative approach using a census technique involving 102 respondents. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The results indicate that knowledge sharing does not have a significant direct effect on employee performance, whereas self-efficacy has a positive and significant effect on employee performance. Knowledge sharing and self-efficacy have positive and significant effects on job satisfaction. Job satisfaction also has a positive and significant effect on employee performance. Job satisfaction mediates the relationship between knowledge sharing and employee performance, as well as the relationship between self-efficacy and employee performance. These findings indicate the importance of enhancing self-efficacy, strengthening knowledge-sharing practices, and improving job satisfaction to enhance employee performance.

Keywords: Employee Performance; Job Satisfaction; Knowledge Sharing; Self-Efficacy.

INTRODUCTION

Employee performance is an important factor that determines organizational effectiveness and competitiveness. In today's dynamic business environment, companies are required to improve employee productivity, adaptability, and work quality in order to achieve organizational goals and maintain sustainability (Mustika et al., 2022). Therefore, organizations need to identify factors that can improve employee performance effectively.

Knowledge sharing and self-efficacy are considered important factors influencing employee performance. Knowledge sharing refers to the process of exchanging information, experience, and expertise among employees within an organization (Henttonen et al., 2016). Through knowledge sharing, employees may improve problem-solving abilities and work effectiveness. Previous studies found that knowledge sharing positively affects employee performance (Sasmita et al., 2023; Kim & Hang, 2024). However, other studies reported inconsistent findings, showing that knowledge sharing does not always significantly influence employee performance directly (Yusuf et al., 2024).

In addition, self-efficacy also plays an important role in improving employee performance. Self-efficacy reflects employees' confidence in their ability to complete tasks and overcome work-related challenges successfully (Chan et al., 2020). Employees with high self-efficacy tend to be more motivated, persistent, and confident in performing their responsibilities (Bicer, 2023). Previous studies reported that self-efficacy positively influences employee performance (Putra et al., 2025; Sasmita et al., 2023). Nevertheless, inconsistent findings were also identified in previous research (Yusuf et al., 2024).

To explain these inconsistencies, job satisfaction is proposed as a mediating variable. Employees who experience supportive work environments and possess strong confidence in their abilities are more likely to feel satisfied with their jobs, which may improve performance outcomes (Rafique & Mahmood, 2018; Putra et al., 2025).

This study was conducted at PT Hanazono Engineering Indonesia, a manufacturing company located in Serang Regency, Banten Province. Based on internal performance evaluations, employee performance had not yet reached the expected

level during the 2023–2025 period. Therefore, this study aims to analyze the effect of knowledge sharing and self-efficacy on employee performance through job satisfaction at PT Hanazono Engineering Indonesia.

Literature Review

This study is grounded in Social Cognitive Theory, which explains that self-efficacy influences individual behavior and performance through cognitive and motivational processes. In addition, the Knowledge-Based View suggests that organizational knowledge resources become strategic assets when effectively shared among employees, thereby improving organizational outcomes. Employee performance is widely recognized as an important indicator of organizational achievement because it demonstrates how effectively employees carry out their responsibilities and contribute to organizational objectives (Mustika et al., 2022). In highly competitive business conditions, organizations are expected to maintain productivity and improve work outcomes in order to sustain long-term growth. Performance is commonly evaluated through several aspects, including work quality, quantity, punctuality, and the ability to achieve assigned targets. Because of this, organizations need to pay attention to both organizational and individual factors that may influence employee performance.

Knowledge sharing is considered one of the factors that can support better employee performance. This concept refers to the exchange of information, knowledge, expertise, and work experiences among employees within an organization (Henttonen et al., 2016). Through the sharing process, employees may develop broader insights, improve communication, and solve problems more efficiently in the workplace. A collaborative work environment that supports the transfer of knowledge can also strengthen organizational learning and employee development (Yang & Lin, 2022). Previous research has shown that employees who actively share knowledge often demonstrate stronger understanding and better work capabilities, which may contribute positively to performance improvement (Sasmita et al., 2023).

Another variable frequently associated with employee performance is self-efficacy. Self-efficacy describes an individual's belief in

their own capability to complete tasks and overcome workplace challenges successfully (Chan et al., 2020). Employees who possess high self-efficacy are usually more confident, persistent, and motivated when carrying out their responsibilities. Confidence in personal abilities may encourage employees to adapt more effectively to organizational demands and work pressures (Bicer, 2023). Several empirical studies also reported that self-efficacy positively affects employee performance because employees with stronger confidence tend to produce more optimal work outcomes (Putra et al., 2025).

In addition to organizational and psychological factors, job satisfaction is also closely related to employee performance. Job satisfaction reflects employees' positive feelings and evaluations regarding their work experiences and organizational environment (Usmanova et al., 2020). Employees who feel satisfied with their jobs are generally more motivated, committed, and engaged in their work activities. Supportive workplace conditions, healthy relationships among coworkers, and opportunities for personal development can increase employees' level of satisfaction within the organization. Prior studies have also found that employees with higher job satisfaction tend to perform more effectively and contribute more positively to organizational goals (Sasmita et al., 2023).

The connection between knowledge sharing, self-efficacy, job satisfaction, and employee performance has attracted significant attention in human resource management research. Previous findings indicate that job satisfaction may act as a mediating factor linking organizational and psychological variables to employee performance (Putra et al., 2025). Employees who actively exchange knowledge and have strong confidence in their abilities are more likely to experience positive feelings toward their jobs. These positive feelings may then encourage stronger work engagement and better performance outcomes.

Despite extensive research on knowledge sharing and self-efficacy, previous findings remain inconclusive. Some studies reported significant positive effects of knowledge sharing on employee performance, while others found insignificant relationships. Similarly, the mediating role of job satisfaction has received limited attention, particularly in manufacturing organizations in developing countries. These

inconsistencies indicate the need for further investigation to clarify the underlying mechanisms linking organizational and psychological factors to employee performance.

Therefore, this study analyzes the effect of knowledge sharing and self-efficacy on employee performance through job satisfaction at PT Hanazono Engineering Indonesia.

METHODS

This research applied a quantitative research design with a census sampling method. The study was conducted at PT Hanazono Engineering Indonesia located in Serang Regency, Banten Province. Respondents consisted of employees who met several criteria, namely employees who were actively working in the company, employees with either permanent (PKWTT) or contract-based (PKWT) employment status, and employees with a minimum working period of one year. A total of 103 questionnaires were distributed to employees of PT Hanazono Engineering Indonesia, and 102 valid responses were analyzed in this study.

The number of respondents was considered sufficient for analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM). Referring to the “10-times rule” proposed by Hair et al. (2019), the minimum sample size should be at least ten times the largest number of structural paths directed toward a latent construct. Since the maximum number of paths directed to one endogenous variable in this study was three, the minimum required sample size was 30 respondents. Therefore, the sample of 102 respondents fulfilled the minimum requirement for PLS-SEM analysis.

Data collection was carried out through structured questionnaires distributed directly to employees of PT Hanazono Engineering Indonesia. Measurement indicators for each variable were adopted and adjusted from previous studies. The knowledge sharing variable was measured through several indicators, including information exchange, sharing of work experiences, willingness to assist coworkers, and the intensity of

knowledge exchange activities (Rafique & Mahmood, 2018; Sasmita et al., 2023). Indicators used to measure self-efficacy included confidence in completing tasks, self-belief, ability to overcome difficulties, and persistence in performing work responsibilities (Chan et al., 2020; Bicer, 2023). Job satisfaction was evaluated through employees’ satisfaction toward their work, work environment, relationships with coworkers, and work achievements (Usmanova et al., 2020; Yusuf et al., 2024). Meanwhile, employee performance was assessed through indicators related to work quality, work quantity, punctuality, and target achievement (Sasmita et al., 2023; Putra et al., 2025).

All questionnaire items used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale was utilized to capture respondents’ perceptions and attitudes regarding their work experiences and organizational conditions.

The collected data were analyzed using SmartPLS 4.0 software. The analysis process included evaluation of both the measurement model and the structural model. The measurement model assessment covered convergent validity, discriminant validity, and reliability testing. Meanwhile, the structural model evaluation included coefficient of determination (R^2), predictive relevance (Q^2) and effect size analysis (f^2), path coefficient analysis, and hypothesis testing through the bootstrapping method. The model was designed to examine both direct and indirect relationships among knowledge sharing, self-efficacy, job satisfaction, and employee performance.

Prior to the main data collection, a preliminary instrument evaluation was conducted to ensure item clarity and content validity before the main questionnaire distribution. Ethical considerations were addressed by ensuring voluntary participation, anonymity, and confidentiality of respondents’ answers. Common method bias was minimized through procedural remedies, including clear questionnaire instructions and anonymous responses.

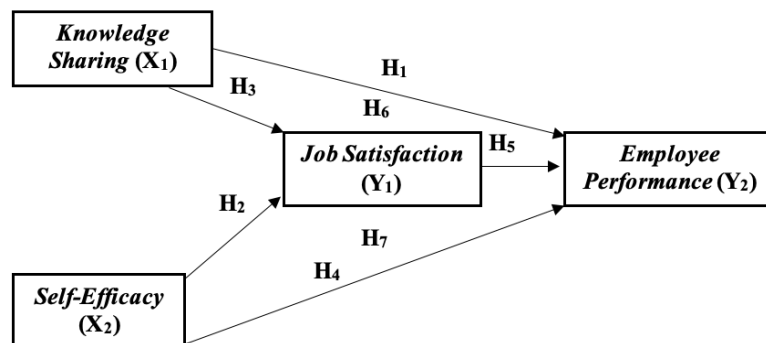


Figure 1. Research Model

RESULTS and DISCUSSION

The data analyzed in this study were obtained from questionnaires distributed to employees of PT Hanazono Engineering Indonesia. A total of 102 respondents participated in this research. More detailed explanations regarding the demographic characteristics of respondents are presented in Table 1.

Table 1. Respondent Profile

Demographic Profile	Total	Percentage (%)
Gender		
Male	51	50%
Female	51	50%
Age		
< 25 years old	13	13%
25–30 years old	25	25%
31–35 years old	22	22%
> 35 years old	42	40%
Education		
Senior High School	39	38%
Diploma	23	23%
Bachelor Degree	40	39%
Working Period		
< 1 year	15	15%
1–5 years	62	61%
6–10 years	15	15%
> 10 years	10	9%

The majority of respondents were above 35 years old, consisting of 42 respondents or 40% of the total respondents. Most respondents had undergraduate educational backgrounds and had worked for the company for approximately 1–5 years. These findings indicate that the respondents possessed adequate educational qualifications and organizational experience to provide reliable responses regarding organizational conditions and employee behavior.

Measurement Model Evaluation

The outer model evaluation was conducted to assess convergent validity, discriminant validity, and reliability. Convergent validity was evaluated using outer loading values. Indicators are considered valid if the outer loading values exceed 0.70 (Hair et al., 2019). Based on the results, all indicators met the required threshold and were considered valid.

Table 2. Convergent Validity Test Results

Variable	Indicator	Outer Loading	Explanation
Knowledge Sharing (KS)	X1.1	0.755	Valid
	X1.2	0.828	Valid
	X1.3	0.781	Valid
	X1.4	0.766	Valid
	X1.5	0.770	Valid
	X1.6	0.831	Valid
	X1.7	0.802	Valid
	X1.8	0.785	Valid
	X1.9	0.756	Valid
	X1.10	0.854	Valid
	X1.11	0.756	Valid
	X1.12	0.828	Valid
Self-Efficacy (SE)	X2.1	0.825	Valid
	X2.2	0.852	Valid
	X2.3	0.737	Valid
	X2.4	0.819	Valid
	X2.5	0.801	Valid
	X2.6	0.844	Valid
	X2.7	0.816	Valid
	X2.8	0.793	Valid
	X2.9	0.808	Valid
	X2.10	0.786	Valid
Job Satisfaction (JS)	Y1.1	0.791	Valid
	Y1.2	0.823	Valid
	Y1.3	0.845	Valid
	Y1.4	0.798	Valid
	Y1.5	0.814	Valid
	Y1.6	0.836	Valid
	Y1.7	0.821	Valid
	Y1.8	0.809	Valid

Variable	Indicator	Outer Loading	Explanation
Employee Performance (EP)	Y1.9	0.833	Valid
	Y1.10	0.817	Valid
	Z1.1	0.846	Valid
	Z1.2	0.821	Valid
	Z1.3	0.809	Valid
	Z1.4	0.833	Valid
	Z1.5	0.818	Valid
	Z1.6	0.824	Valid
	Z1.7	0.837	Valid
	Z1.8	0.811	Valid
	Z1.9	0.855	Valid
	Z1.10	0.826	Valid
	Z1.11	0.847	Valid
	Z1.12	0.843	Valid

Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT). All HTMT values were below the recommended threshold of 0.90, indicating satisfactory discriminant validity among the variables. The HTMT values ranged from 0.740 to 0.894, demonstrating that each construct was empirically distinct and adequately represented different concepts within the research model. Therefore, all variables fulfilled the discriminant validity requirements and were considered appropriate for further structural model analysis.

Table 3. Discriminant Validity (HTMT Values)

Variable	EP	JS	KS	SE
Employee Performance (EP)				
Job Satisfaction (JS)	0.781			
Knowledge Sharing (KS)	0.642	0.718		
Self-Efficacy (SE)	0.695	0.754	0.603	

Reliability testing was conducted using Composite Reliability and Cronbach's Alpha values. Variables are considered reliable when

both values exceed 0.70. The results indicated that all variables met the reliability requirements.

Table 4. Reliability Test and R-Square (R²)

Variable	Composite Reliability	Cronbach's Alpha	Explanation	R Square
Knowledge Sharing	0.953	0.959	Reliable	-
Self-Efficacy	0.953	0.945	Reliable	-
Job Satisfaction	0.964	0.959	Reliable	0.746
Employee Performance	0.964	0.959	Reliable	0.762

Based on Table 4, the R-square value for employee performance was 0.762, indicating that 76.2% of the variance in employee performance could be explained by knowledge sharing, self-efficacy, and job satisfaction. Meanwhile, the R-square value for job satisfaction was 0.746, meaning that 74.6% of the variance in job satisfaction could be explained by knowledge sharing and self-efficacy. The AVE values for all constructs exceeded 0.50, confirming convergent validity. Furthermore, the predictive relevance assessment showed Q² values of 0.535 for job satisfaction and 0.512 for employee performance, indicating that the structural model possessed satisfactory predictive relevance. The relatively high Q² values indicate that the proposed model has strong predictive capability in explaining endogenous constructs.

Table 5. Effect Size (F²)

Relationship	F ²	Interpretation
JS → EP	0.240	Medium
KS → EP	0.030	Small
KS → JS	0.079	Small
SE → EP	0.106	Small
SE → JS	0.878	Large

Effect size analysis (f²) was conducted to evaluate the contribution of each exogenous construct to endogenous variables. The results indicate that Self-Efficacy has a large effect on Job Satisfaction (f² = 0.878), while Job Satisfaction has a medium effect on Employee Performance (f² = 0.240). Knowledge Sharing demonstrates small effects on both Job Satisfaction (f² = 0.079) and Employee Performance (f² = 0.030). In addition, Self-Efficacy shows a small effect on Employee Performance (f² = 0.106). These findings suggest that Self-Efficacy is the strongest predictor of Job Satisfaction in the proposed model.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure. Hypotheses were

accepted when the t-statistic values exceeded 1.96 and the p-values were below 0.05.

Table 6. Hypothesis Testing Results

Variable Relationship	t-statistics	P Values	Explanation
KS → EP	0.904	0.367	H1 rejected
SE → EP	2.128	0.034	H2 accepted
KS → JS	2.112	0.035	H3 accepted
SE → JS	6.403	<0.001	H4 accepted
JS → EP	3.796	<0.001	H5 accepted
KS → JS → EP	2.018	0.044	H6 accepted
SE → JS → EP	2.840	0.005	H7 accepted

The results indicate that self-efficacy positively and significantly influences employee performance, while knowledge sharing does not significantly affect employee performance directly. In addition, knowledge sharing and self-efficacy significantly affect job satisfaction. Job satisfaction also demonstrates a significant positive effect on employee performance. Furthermore, the mediation analysis reveals that job satisfaction successfully mediates the relationship between knowledge sharing and employee performance as well as the relationship between self-efficacy and employee performance.

Discussion

The findings reveal that knowledge sharing does not directly influence employee performance. This result indicates that the existence of knowledge exchange activities within the organization may not automatically improve work outcomes. The effectiveness of knowledge sharing may depend on supporting conditions such as organizational climate and employee attitudes. This finding is in line with Yusuf et al. (2024), who also reported an insignificant relationship between knowledge sharing and employee performance. This insignificant direct effect may indicate that knowledge sharing requires supportive organizational conditions, such as trust, collaborative culture, and managerial reinforcement, before it can be translated into measurable performance outcomes.

On the other hand, self-efficacy demonstrates a positive and significant effect on employee performance. Employees who believe in their capabilities are generally more resilient and capable of achieving better work outcomes. Strong self-confidence may encourage employees to handle work challenges more

effectively and maintain higher levels of productivity. This result supports previous studies conducted by Sasmita et al. (2023) and Putra et al. (2025).

The study also shows that knowledge sharing positively affects job satisfaction. The exchange of knowledge among employees may strengthen collaboration and create a more positive organizational climate. Employees who work in supportive environments are more likely to feel comfortable and valued within the organization.

Similarly, self-efficacy significantly influences job satisfaction. Employees with stronger confidence in their abilities tend to experience lower work pressure and greater confidence in handling job responsibilities. These conditions may contribute to more positive feelings toward their work.

Furthermore, job satisfaction positively affects employee performance. Job satisfaction encourages employees to maintain positive work attitudes and contribute more effectively to organizational objectives. Employees who experience positive feelings toward their work are generally more motivated to achieve organizational targets.

Finally, the findings confirm that job satisfaction mediates the relationship between knowledge sharing and employee performance, as well as the relationship between self-efficacy and employee performance. This result suggests that both organizational and psychological factors may improve employee performance indirectly through employees' positive work experiences and satisfaction levels.

CONCLUSION

This study examined the relationship between knowledge sharing, self-efficacy, job satisfaction, and employee performance at PT

Hanazono Engineering Indonesia. The findings show that self-efficacy has a significant positive effect on employee performance, both directly and indirectly through job satisfaction. In contrast, knowledge sharing does not directly improve employee performance, although it contributes positively through the mediating role of job satisfaction. These results indicate that employee satisfaction plays an important role in connecting organizational and psychological factors with performance outcomes.

Theoretically, this study enriches the literature on employee performance by providing empirical evidence on the mediating role of job satisfaction in the relationship between knowledge sharing, self-efficacy, and employee performance. These findings contribute to organizational behavior theory by clarifying the mechanism through which individual and organizational factors affect employee performance. Practically, the findings suggest that organizations should foster knowledge-sharing practices, strengthen employees' self-efficacy, and create supportive work environments that enhance job satisfaction to improve employee performance.

This study is limited to employees of PT Hanazono Engineering Indonesia and uses a cross-sectional design, which may restrict the generalizability of the findings. Future studies are recommended to involve broader samples across different industries and apply longitudinal research designs to obtain deeper insights into causal relationships among variables.

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