

THE INFLUENCE OF KNOWLEDGE SHARING AND WORK ENGAGEMENT ON THE PERFORMANCE OF BENGKULU PROVINCE HEALTH OFFICE EMPLOYEES MEDIATED BY LOYALTY

Wilda Sri Fadilla Putri¹, Praningrum²

^{1,2}Faculty of Economic and Business, Bengkulu University

ARTICLE INFO

Keywords:

Knowledge sharing, loyalty, work engagement

ABSTRACT

This research aims to test and analyze the effect of knowledge sharing on employee performance at the Bengkulu Provincial Health Service, test and analyze the effect of work engagement on employee performance at the Bengkulu Provincial Health Service, test and analyze the effect of knowledge sharing on loyalty at the Bengkulu Provincial Health Service, test and analyzing the influence of work engagement on loyalty at the Bengkulu Provincial Health Service, testing and analyzing the influence of loyalty on employee performance at the Bengkulu Provincial Health Service. This research applies descriptive quantitative methods. Based on the results of the research and discussions carried out by the researchers, the following research conclusions were obtained: (1) Knowledge Sharing has a positive effect on employee performance, (2) Work Engagement has a positive effect on employee performance, (3) Knowledge Sharing has a positive effect on loyalty, (4) Work Engagement has a positive effect on loyalty, (5) Loyalty has a positive effect on employee performance.

E-mail:
wildasrifadilaputri@gmail.com

Copyright © 2023 Economic Journal. All rights reserved.
is Licensed under a Creative Commons Attribution-NonCommercial 4.0
International License (CC BY-NC 4.0)

1. INTRODUCTION

Performance is a crucial consideration for organizations. Astutuik (2019) explains that human resources are highly critical for any organization. The idea is that companies should assess employees' abilities to enhance performance, ultimately creating a competitive advantage. Azikin (2019) defines employee performance, also known as job achievement, as the actual accomplishment compared to the desired performance. The presence of government institutions is important for the process of community life. Organization The government's mission is to provide public services. Of course, recognizing the role of government institutions in serving their communities requires that the employees of these institutions be coached, nurtured, motivated, coached, and so on, so that they can: Exist. These employees will only increase their duties and functions to improve performance (Sutanjar & Saryono, 2019)

Expected performance serves as a baseline, aiding in evaluating employees based on their roles. Budiningsih (2020) suggests that performance assessment contributes to measuring employees' contributions to an organization. The success of employee performance can be influenced by individual or group performance levels. The management of knowledge within an organization can affect employee performance. Employee performance reaches optimal levels when supported by knowledge. Employees are expected to continually develop their knowledge, not solely relying on existing systems. Therefore, each employee plays a crucial role in improving company performance. As Erwina (2019) states, the factors influencing the business environment have shifted from the information era to the knowledge era.

In facing this change, organizations need to take innovative steps by implementing Knowledge Management for their employees. Knowledge Management is typically divided into two types: Tacit Knowledge (knowledge derived from individual experience that is difficult to repeat and teach to others) and Explicit Knowledge (knowledge easily transferred between individuals through documents, practices, training, etc.). Implementing Knowledge Management allows organizations to efficiently manage and utilize knowledge to achieve their business goals. This underscores the importance of not only possessing knowledge but also the ability to share and manage it in an organizational context (Erwina, 2019).

Knowledge sharing is essential for employees to enhance job quality. Mardlillah (2017) describes knowledge sharing as a process where individuals exchange tacit and explicit knowledge, ultimately leading to the emergence of new knowledge. The shared knowledge is expected to generate valuable

The Influence Of Knowledge Sharing And Work Engagement On The Performance Of Bengkulu Province Health Office Employees Mediated By Loyalty. Wilda Sri Fadilla Putri, et.al

insights for the company. Another perspective by Memah (2017) sees knowledge sharing as a human attitude involving the explicit or implicit exchange of experiences and thoughts. Sharing experiences among employees improves their overall quality.

Knowledge sharing is beneficial for employees to exchange knowledge and experiences, ultimately enhancing their performance. Studies by Na-Nan. et al, 2019; Cui. et al, 2019; Tripathi. et al, 2020; Swanson. et al, 2020; Henttonen. et al, 2016; Jamshed. et al, 2018; Sujatha and Krishnaveni, 2018; Park. et al, 2015 show a positive and significant relationship between knowledge sharing and employee performance. However, Novita. et al's (2019) research suggests that knowledge sharing does not always have a positive impact on employee performance.

Additionally, employee performance can be viewed and influenced by employees' enthusiasm for work engagement, especially under effective leadership. A leader's positive influence on subordinates significantly affects employee performance. Leaders who influence subordinates effectively generate positive emotional and psychological responses, aligning with the leader's skills in managing these relationships. The success of an organization is not only determined by employees' behavior within their job descriptions but also by behaviors beyond their job descriptions.

To achieve desired results, organizational commitment perceived by employees is essential (Rejeki & Wulansari, 2015). Organizational commitment fosters employees' willingness to engage in activities beyond their job descriptions, involving themselves in tasks with work engagement. This aligns with previous research by (Putri et al., 2021) and (Wulandari & Ratnaningsih, 2016), demonstrating a significant influence between leader-member exchange and employee work engagement.

Moreover, according to Lesmana (2021), employee performance is determined by the level at which an employee carries out their tasks and responsibilities. Performance is the result of an employee's work over a specific period related to the organization's goals. This performance is measured according to the standards set by the organization for performance evaluation and as a reference for periodic remuneration. Employee loyalty relates to the attitudes and behaviors exhibited by employees towards the organization, demonstrating their willingness to perform assigned tasks with all their abilities.

Employee loyalty is essential for every company, but it doesn't emerge spontaneously; rather, it is shaped by the company itself. Employees with high loyalty can work according to the standards set by the company, enhancing productivity. For employees to have high loyalty, a strong desire, individual skills, and a positive work environment are needed. High employee loyalty to the company will not develop if the company's conditions and treatment of employees do not mutually support each other. If a company has employees with low or declining loyalty, the company should reflect on or introspect the factors influencing it. Loyal employees are easy to develop, take initiative for the company's progress, support company programs, contribute to problem-solving, maintain company confidentiality, willingly accept criticism for the company's improvement, respect leaders, and easily collaborate with colleagues (Adhika, 2021). Employee loyalty is a positive attitude of employees towards the company where he works work (Evawati, 2013). research by (Ma'ruf, 2021)

The Bengkulu Provincial Health Department is a government institution responsible for managing and developing the health sector in Bengkulu Province, Indonesia. Its main tasks include planning, implementing, and supervising health programs, as well as efforts to improve health services and community welfare in the province. The Bengkulu Provincial Health Department also plays a role in implementing national health policies and ensuring that the people in Bengkulu Province have adequate access to quality health services.

The problem at PT. Mandala Finance Branch in Gowa regarding employee loyalty involves a lack of responsibility among employees, with instances of leaving unfinished tasks and performing duties that should not be done. Based on these issues and the identified research gap, the researcher is interested in addressing the research problem with the title "The Influence of Knowledge Sharing and Work Engagement on Employee Performance at the Bengkulu Provincial Health Department Mediated by Loyalty." The research objectives based on the above problem formulation are:

1. To test and analyze the influence of knowledge sharing on employee performance at the Bengkulu Provincial Health Department.
2. To test and analyze the influence of work engagement on employee performance at the Bengkulu Provincial Health Department.
3. To test and analyze the influence of knowledge sharing on loyalty at the Bengkulu Provincial Health Department.

4. To test and analyze the influence of work engagement on loyalty at the Bengkulu Provincial Health Department.
5. To test and analyze the influence of loyalty on employee performance at the Bengkulu Provincial Health Department.

Literature Review

Knowledge Sharing

Knowledge Sharing is one of the steps supporting the effectiveness of knowledge management. In Tung (2018), it is defined that Knowledge Sharing Behavior is a social action that occurs when information and knowledge are shared within a community. This not only involves providing access to data and documents but also entails building social relationships within the community that generate and use knowledge. Knowledge sharing can also open up opportunities for knowledge exploration to obtain or create new knowledge. Approaching knowledge sharing from an innovation perspective or explorative knowledge sharing is predicted to become a knowledge sharing trend in the future. In such a knowledge exchange model, knowledge exchange occurs between individuals through the formation of knowledge networks that ensure the flow of knowledge. (Memah et al., 2017)

Work Engagement

There are various interpretations related to employee engagement or work engagement, one of them according to (Bedarkar & Pandita, 2018) is employee engagement as the enthusiasm to work involving positive feelings about your job, as well as being prepared to work extra and ensuring that you do the best job possible. Work engagement is defined as a positive state of an employee's overall investment into a role consisting of enthusiasm, dedication and absorption (e.g. Schaufeli and Bakker, 2010). "Engaged employees are usually full of energy (vigour), actively involved in their work roles (dedication) and happily concentrate or interested in the activities of the work" (absorption, Bakker and Schaufeli, 2015). Research by (Novrandy & Tanuwijaya, 2022).

Employee Performance

According to Bernard (2019), the definition of performance is often associated with production aspects and work outcomes that focus on achieving results. However, it is often overlooked that recording the continuous work results of Human Resources is essential.

Loyalty

Loyalty is a concept with diverse understandings and explanations. Loyalty theory was first developed by Hirschman in 1970, initially referring to "specific attachment to an organization." According to Hirschman (1970), having loyal employees is crucial for an organization. Individuals can show loyalty to various things, either simultaneously or gradually. Loyal individuals can commit to a goal or even uphold loyalty to a specific individual. Employee loyalty influences employee progress in providing services to customers and provides an advantage for the company compared to its competitors. The influencing factors in this research are career development, compensation, and organizational culture. Career development has a positive and significant impact on employee retention. The higher the career development an employee receives in a company, the higher the employee's loyalty to the company (Permatasari, 2006). Research by (Purnamasari & Sintaasih, 2019).

Research Framework

The conceptual framework in this study explains the influence of independent variables on dependent variables as well as mediating variables. Here is an overview of the conceptual framework for this research.

(H1) = Knowledge Sharing (X1) influences employee performance (Y) (H2) = Work Engagement (X2) influences employee performance (Y) (H1) = Knowledge Sharing (X1) influences loyalty (M)

(H1) = Work Engagement (X2) influences loyalty (M) (H1) = Loyalty (M) influences employee performance (Y)

Hypothesis Development

According to Sugiyono (2010), a hypothesis is a temporary answer to the research problem formulation. It is considered temporary because the provided answers are based on relevant theory, not yet grounded in empirical facts obtained through data collection. The hypotheses for this research are as follows:

H1: It is suspected that there is an influence between the knowledge sharing variable and employee performance at the Health Office of Bengkulu Province.

H2: It is suspected that there is an influence between the work engagement variable and employee performance at the Health Office of Bengkulu Province.

The Influence Of Knowledge Sharing And Work Engagement On The Performance Of Bengkulu Province Health Office Employees Mediated By Loyalty. Wilda Sri Fadilla Putri, et.al

- H3: It is suspected that there is an influence between the knowledge sharing variable and loyalty at the Health Office of Bengkulu Province.
- H4: It is suspected that there is an influence between the work engagement variable and loyalty at the Health Office of Bengkulu Province.
- H5: It is suspected that there is an influence between the loyalty variable and employee performance at the Health Office of Bengkulu Province.

2. METHOD

Type of Research

This research applies a descriptive quantitative method. Quantitative research, according to Sugiyono (2018:9), is a method used to examine a specific population or sample, where the sampling technique is applied randomly, data collection utilizes research instruments, and data analysis aims to test a predefined hypothesis. Meanwhile, the research employed is descriptive research, which aims to depict information about a study being investigated (Ramadhan, 2021:7).

Operational Definition of Variable

Table 1. Operational Definition Variable

Variable	Operational Definition	Indicator	Scale	Source
Employee Performance (Y)	Job performance achievement by individuals or groups within the limits of standard work results and targets set during a specific period	<ul style="list-style-type: none"> Quality of Work Work Quantity Work Conditions Effectiveness Independence 	Ordinal (Skala likert with poin 1 till 5)	Robbins
Knowledge sharing (X1)	A social action that occurs when information and knowledge are shared within a community.	<ul style="list-style-type: none"> Tacit Knowledge sharing Explicit Knowledge sharing 	Ordinal (Skala likert with poin 1 till 5)	Hooff and Ridder (2004)
Work engagement (X2)	A positive uniqueness related to work that provides enthusiasm, dedication, and absorption to employees based on a sense of attachment to the company.	<ul style="list-style-type: none"> Vigour (Energy) Dedication (Dedikasi) Absorption 	Ordinal (Skala likert with poin 1 till 5)	(Schaufel I& Bakker 2017)
Loyalty (Z)	Individuals who work hard and strive to achieve goals aligned with the organization where they work.	<ul style="list-style-type: none"> Compliance with Regulations Responsibility towards the Company Willingness to work together Taste Ownership Interpersonal relationships Passion for work 	Ordinal (Skala likert with poin 1 till 5)	Siswanto (2010)

Population and Sample

In this study, the researcher employs a sampling approach known as purposive sampling, based on norms developed by academics for specific purposes (Sugiyono, 2018: 115). The sample criteria for this research are as follows:

- Having a minimum tenure of 2 years.

Data Collection Technique

To gather information for this study, we utilized a questionnaire and literature review. The distribution of printed questions, known as a questionnaire, is a common method for collecting data from respondents (Sugiyono, 2018: 219). The literature review, on the other hand, involves collecting information for this research by reading relevant books, journals, and online sources (Sugiyono, 2018: 88).

Measurement Scale

The information collected from the questionnaire will be summarized in the form of graphs and tables. The short distance between measurements made with different measuring instruments can be converted into quantitative information by using a measurement scale (Sugiyono, 2018:220). The researchers in this study used a Likert scale. Data from these answers will produce ordinal data and will then be analyzed using data analysis appropriate to this research.

Instrument Testing Methods

The questionnaire instrument test was carried out using the validity and reliability testing stages. Valid and reliable instrument testing is an absolute requirement to obtain valid and reliable research results (Sugiyono, 2019:176).

Data Analysis Method

Descriptive statistics is a type of statistical analysis used to describe collected data with the sole purpose of providing a summary or explanation (Sugiyono, 2018:13).

1. Normality Test

This study employs the Kolmogorov-Smirnov test with a significance level of 5%.

2. Multicollinearity Test

Ghozali (2016:60) states that if the Variance Inflation Factor (VIF) is less than 10 and Tolerance is more than 0.1, then the regression model can be considered free from multicollinearity.

3. Heteroskedasticity Test

The purpose of the heteroskedasticity test is to determine whether there are differences between the residuals of separate observation groups.

Hypothesis Testing

Hypothesis testing is used to examine the positive or negative correlation between each dependent and independent variable. In this analysis, performance accountability is the dependent variable, while budgetary goal clarity and internal control are independent factors.

1. F-Test

The F-test is used to examine whether the model used in this study is suitable for analyzing all independent variables against the dependent variable (Ghozali, 2018:76).

2. Coefficient of Determination (R^2) Test

According to Ghozali (2018:95), the determination test is used to examine the extent to which the model can explain the variation in the dependent variable. The coefficient of determination value ranges from 0 to 1.

3. t-Test

The t-test is used to measure the extent to which one independent variable individually explains the variation in the dependent variable (Ghozali, 2018:97).

3. RESULT AND DISCUSSION

Responden Characteristic

Based on the data, the number of male respondents was 27 respondents (27%), while the number of female respondents was 73 respondents (73%). This shows that the respondents are dominated by women. Based on the data, the age category of respondents is known to be mostly 26 - 35 years old, namely 36 people (36%), 18 - 25 years old, 28 people. people (28%), aged 36 - 45 years as many as 23 people (23%), and aged > 45 years as many as 13 people (13%). This shows that the average respondent is in adulthood. Based on the data, the longest period of time in the respondent's position was 4 years, namely 41 people (41%), 3 years, 23 people. (23%), > 5 years as many as 21 people (21%), and 2 years as many as 15 people (15%). This data certainly shows that the respondents have worked on average for more than 4 years.

**Classic Assumption Test
Normality Test**

Table 2 of Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	4.16802838
Most Extreme Differences	Absolute	.077
	Positive	.036
	Negative	-.077
Test Statistic		.077
Asymp. Sig. (2-tailed)		.155 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Based on the table above, it shows that the research instrument used in this questionnaire is reliable because the significant value is more than 0.05, namely 0.155.

Multicolenarity Test

Table 3 of Multicolenarity Test Results

Variable	Collinearity Tolerance	Statistics VIF	Conclusion
<i>Knowledge Sharing</i>	0.598	1.673	Multicollinearity does not occur
<i>Work Engagement</i>	0.483	2.070	Multicollinearity does not occur
<i>Loyalty</i>	0.589	1.699	Multicollinearity does not occur

Source : The data is processed by researchers , 2023

Based on the table above, it shows that the values of the independent variables show that the tolerance value is > 0.10 and VIF < 10, so it can be concluded that the regression model in this study is free from multicollinearity.

Heteroskedasticity Test

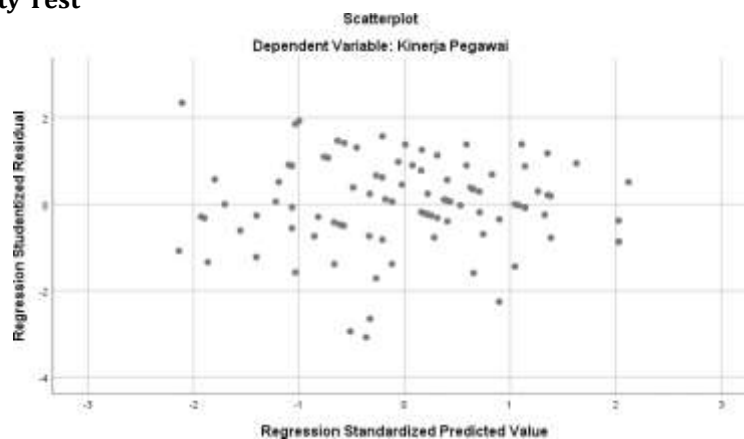


Fig 1 of Heteroskedasticity Test Results

Sumber : Primary data is processed by SPSS (2023)

Based on the image above, the Scatterplots graph shows the points spreading both above and below zero. So it can be concluded that the regression model used does not occur heteroscedasticity

**Hypothesis Test
T Test**

Table 4 of Regression Analysis Test Results for Equation One
Coefficients^a

Model	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.	
1	(Constant)	12.258	3.419		3.585	.001
	Knowledge Sharing	.447	.132	.337	3.387	.001
	Work Engagement	.276	.121	.251	2.272	.000
	Loyalty	.168	.093	.181	1.806	.001

a. Dependent Variable: Employee Performance

Sumber : Primary Data is Processed by SPSS (2023)

The regression equation shows that

- The constant value of this equation is 12,258, which means that if knowledge sharing (X1) and work engagement (X2) are 0, then employee performance (Y) increases by 12,258.
- The value of the knowledge sharing coefficient (X1) is 0.447, indicating that if knowledge sharing increases by one unit, employee performance will increase by 0.447.
- The work engagement coefficient (X2) value is 0.276, indicating that if work engagement increases by one unit, employee performance will increase by 0.276.
- The loyalty coefficient (M) value is 0.168, indicating that if loyalty increases by one unit, employee performance will increase by 0.168.

Table 5 Variable of Regression Analysis Test Results for Equation Two
Coefficients^a

Model	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.	
1	(Constant)	15.383	18.261		.842	.402
	Knowledge Sharing	1.657	.646	1.248	2.564	.001
	Work Engagement	.124	.431	.113	.289	.000
	Loyalty	1.156	.643	1.248	1.798	.001
	X1M	.043	.023	2.166	1.909	.000
	X2M	.014	.015	.772	1.949	.001

- Dependent Variable: Employee Performance

The regression equation shows that:

- The value of the knowledge sharing coefficient (X1) is 0.043, indicating that if knowledge sharing increases by one unit, loyalty will increase by 0.043.
- The work engagement coefficient (X2) value is 0.014, indicating that if work engagement increases by one unit, loyalty will increase by 0.014.

Test F

Table 6 of F Test Results
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1308.126	3	436.042	24.339	.000 ^b
	Residual	1719.874	96	17.915		
	Total	3028.000	99			

- Dependent Variable: Employee Performance
- Predictors: (Constant), Loyalty, Knowledge Sharing, Work Engagement

Based on the table above, it shows that the significance value is 0.000 which means <0.05, and for Fcount it is 24.339 which means > 3.089. So the conclusion is that the regression model is suitable for use.

Determination Coefficient Test

Table 7 of Coefficient of Determination Results (R2)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.657 ^a	.432	.414	4.233

- Predictors: (Constant), Loyalty, Knowledge Sharing, Work Engagement

Source: Primary Data Processed by SPSS (2023)

Based on the table above, the value of the coefficient of determination is 41.4%. This shows that 41.4% of the independent variables influence the dependent variable in this study, while 58.6% are influenced by other variables outside the model.

Test T

Table 8 of T Test Results

Variable	tCount	sig.	Information
<i>Knowledge Sharing</i>	3.387	0.001	Accepted
<i>Work Engagement</i>	2.272	0.000	Accepted
<i>Knowledge Sharing* Loyalty</i>	1.909	0.000	Accepted
<i>Work Engagement* Loyalty</i>	1.949	0.001	Accepted
<i>Loyalty* Employee Performance</i>	1.806	0.001	Accepted

Source: Data Processed by Researcher (2023)

Based on the table above it can be explained as follows:

1. For the knowledge sharing variable (X1) $t_{count} = 3.387 > t_{table} = 1.660$ and the significance value is $0.001 < 0.05$, meaning that knowledge sharing has a positive and significant influence on employee performance variables.
2. For the work engagement variable (X2) $t_{count} = 2.272 > t_{table} = 1.660$ and the significance value is $0.000 < 0.05$, meaning that work engagement has an effect on employee performance variables.
3. For the knowledge sharing variable (X1), $t_{count} = 1.909 > t_{table} = 1.660$ and the significance value is $0.000 < 0.05$, meaning that work engagement has an effect on the loyalty variable.
4. For the work engagement variable (X2) $t_{count} = 1.949 > t_{table} = 1.660$ and the significance value is $0.001 < 0.05$, meaning that work engagement has an effect on the loyalty variable.
5. For the loyalty variable (M) $t_{count} = 1.806 > t_{table} = 1.660$ and the significance value is $0.001 < 0.05$, meaning that loyalty has an effect on employee performance variables.

Discussion

The Effect of Knowledge Sharing on Employee Performance

The first hypothesis for the knowledge Sharing variable (X1) $t_{count} = 3.387 > t_{table} = 1.660$ and the significance value is $0.001 < 0.05$, which means the hypothesis is accepted. Based on hypothesis test calculations using SPSS, it is concluded that knowledge sharing has a positive and significant effect on employee performance.

With a culture of sharing knowledge, health workers can access the latest information, best practices and the latest discoveries in the health sector. This not only increases their understanding of current health issues, but also strengthens team collaboration. Employees who actively share knowledge tend to have more diversified skills and knowledge, which can help in handling complex health cases. Thus, knowledge sharing can be considered as the key to increasing the effectiveness and efficiency of health services at the Bengkulu Provincial Health Service.

The Influence of Work Engagement on Employee Performance

The second hypothesis for the work engagement variable (X2) $t_{count} = 2.272 > t_{table} = 1.660$ and the significance value is $0.000 < 0.05$, which means the hypothesis is accepted. Based on hypothesis test calculations using SPSS, it is concluded that work engagement has a positive and significant effect on employee performance.

When employees feel wholeheartedly involved in their work, they tend to show high levels of motivation, increase productivity, and make maximum contributions to organizational goals. High levels of engagement can also contribute to improved work quality, creativity and innovation. Employees who feel connected to the company's goals and values are usually more willing to overcome challenges and solve problems effectively. Therefore, work engagement not only affects individual performance, but can also improve the overall performance of the organization by creating a productive and competitive work environment.

The Effect of Knowledge Sharing on Loyalty

The third hypothesis for the knowledge Sharing variable (X1) $t_{count} = .909 > t_{table} = 1.660$ and the significance value is $0.000 < 0.05$, which means the hypothesis is accepted. Based on hypothesis test calculations using SPSS, it is concluded that knowledge sharing has a positive and significant effect on loyalty.

Through knowledge exchange, employees feel valued and have an important role in the organization. When information and skills are shared openly, work teams become more solid and

The Influence Of Knowledge Sharing And Work Engagement On The Performance Of Bengkulu Province Health Office Employees Mediated By Loyalty. Wilda Sri Fadilla Putri, et.al

mutually supportive, creating a positive work atmosphere. This can strengthen employees' emotional ties to the company, because they feel involved in mutual growth and success. Apart from that, knowledge sharing also creates opportunities for professional development, which can increase job satisfaction and motivate employees to continue to contribute positively. Thus, knowledge sharing practices can be a key factor in building sustainable employee loyalty.

The Influence of Work Engagement on Loyalty

Place hypothesis for the work engagement variable (X₂) $t_{count} = 1.949 > t_{table} = 1.660$ and the significance value is $0.001 < 0.05$, which means the hypothesis is accepted. Based on hypothesis test calculations using SPSS, it is concluded that work engagement has a positive and significant effect on loyalty.

When employees feel wholeheartedly involved in their work, this creates a close emotional bond with the company. A high level of involvement reflects a sense of attachment and positive identification with the company's vision, mission and values. Employees who feel involved in their work tend to be more loyal and committed to the organization. They don't just see work as a daily routine, but as an integral part of their career journey and professional growth. By increasing employee loyalty, organizations can reduce turnover, increase productivity, and build a sustainable work culture. Therefore, work engagement can be considered a key pillar in building and maintaining deep employee loyalty.

The Influence of Loyalty on Employee Performance

The fifth hypothesis for the loyalty variable (M) $t_{count} = 1.806 > t_{table} = 1.660$ and the significance value is $0.001 < 0.05$, which means the hypothesis is accepted. Based on hypothesis test calculations using SPSS, it is concluded that loyalty has a positive and significant effect on employee performance.

Employees who feel loyal to the organization tend to show high levels of motivation and dedication to their work. They are more likely to invest emotionally and contribute more than expected, creating a productive work environment. Loyalty can also create stability within a team, reduce employee turnover rates, and minimize the time and costs associated with hiring and retraining. Loyal employees also tend to have strong interpersonal skills, build positive relationships at work, and collaborate more effectively. Thus, employee loyalty is not only the result of good performance, but is also the main driver of sustainable and quality performance.

4. CONCLUSION

Based on the results of the research and discussions carried out by the researchers, the following research conclusions were obtained: Knowledge Sharing has a positive effect on employee performance. Work Engagement has a positive effect on employee performance. Knowledge Sharing has a positive effect on loyalty. Work Engagement has a positive effect on loyalty. Loyalty has a positive effect on employee performance. Suggestions that researchers can give in this research based on the research results for further research are: The next researcher needs to provide assistance to respondents so that the answers given are in accordance with what is desired. Future researchers are expected to carry out repeat research to determine the consistency of the results of this research.

REFERENCES

- [1] Adhika, I. N. R., Rihayana, I. G., & Salain, P. P. P. (2021). Pengaruh Stres Kerja, Kepuasan Kerja, dan Loyalitas Kerja Terhadap Kinerja Karyawan PT. Samudera Gemilang Denpasar. *Jurnal Satyagraha*, 04(02), 114–122.
- [2] Azikin, Dkk (2019) Pengaruh Lingkungan Kerja Dan Kompensasi Terhadap Kinerja Pegawai Melalui Komitmen Organisasi Pada Dinas Pendidikan Dan Kebudayaan Kabupaten Bantaeng. *Journal of Management* e-ISSN : 2614-851X (2019)
- [3] Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*.
- [4] Bernard Rum Greis. (2019). Pengaruh Etika Kerja, Keterlibatan Kerja dan Kepribadian Terhadap Kinerja Karyawan PT. Telkom (Persero) Area Manado. *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 7 (1).
- [5] Budiningsih Iffah, Dkk (2020). HardSkill Versus Soft Skill Dalam Pencapaian Kinerja Karyawan Proyek Infrastruktur Mass Rapid Transit (Mrt) Jakarta. *Jurnal Academia*, 9(2).

- [6] Choi, S, Lee, H., & Yoo, Y. (2010). The Impact Of information Technology And Transactive Memory System On Knowledge sharing, Application, And Team Performance. *A Field Study. MIS Quarterly*, 34 (4) . Pp. 855-870.
- [7] Erwina, dkk (2019). Pengaruh Knowledge Sharing Terhadap Kinerja Karyawan Pada Perusahaan Air Minum (Pam) Tirta Mangkaluku Kota Palopo. *JEMMA*, 2 (2).
- [8] Gozaly, J dan Wibawa, F.W. (2018). Analisis Kepuasan Kerja dan Faktor yang Mempengaruhi Loyalitas Karyawan. *Jurnal Integra*, 31.
- [9] Hirschman, O. Albert. 1970. *Growth Center, Growing Point and Lagging Region*. MIT Pres Cambrige Massachuset.
- [10] Lesmana, R., Sunardi, N., Hastono, H., & Widodo, A. S. (2021). Perceived Quality Membentuk Customer Loyalty via Brand Equity pada Pengguna Smartphone Merek Xiaomi di Tangerang Selatan. *Jurnal Pemasaran Kompetitif*, 4(2), 157-167.
- [11] Ma'ruf, R. (2021). Pengaruh Kompensasi dan Work Life Balance Terhadap Loyalitas Karyawan. *Psikoborneo: Jurnal Ilmiah Psikologi*, 9(1), 110.
- [12] Memah, L., Pio, R. J., & Kaparang, S. G. (2017). Page 1 JURNAL ADMINISTRASI BISNIS. *Jurnal Administrasi Bisnis*, 5(2), 1-9.
- [13] Novrandy, R. A., & Tanuwijaya, J. (2022). Pengaruh Work-Family Conflict dan Work Engagement terhadap Task Performance dan Turnover Intention Dengan Mediasi Supervisor Support. *Jmbi Unsrat*, 9(1), 414-430.
- [14] Purnamasari, N. P. D., & Sintaasih, D. K. (2019). Pengaruh Pengembangan Karir, Kompensasi, Dan Iklim Organisasi Terhadap Loyalitas Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 8(9), 5762.
- [15] Sutanjar, T., & Saryono, O. (2019). PENGARUH MOTIVASI, KEPEMIMPINAN DAN DISIPLIN PEGAWAI TERHADAP KINERJA PEGAWAI Tatan. In *Jurnal of Management Review* (Vol. 3, Issue 2).