



Analysis of Communication, Knowledge Management, Teamwork, Ability, and Performance of Private Sector Employees in the City of Semarang

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Abstract

The objective of this study is to scrutinize the impact of communication, knowledge management, teamwork, and capability on the performance of employees. The research utilized a quota sampling technique, involving a total of 344 employees. The factors under investigation were communication, knowledge management, teamwork, capability, and employee performance. The results from the hypothesis testing indicated that communication significantly improves employee performance. Moreover, it was discovered that capability considerably augments employee performance via knowledge management and teamwork. The research emphasizes the crucial contribution of capability in enhancing employee performance. It was also verified that knowledge management and teamwork significantly contribute to employee performance. To sum up, this study offers important perspectives on the elements affecting employee performance, underlining the significance of communication, knowledge management, teamwork, and capability.

Keywords: Communication, Knowledge Management, Teamwork, Ability.

Introduction

Research has shown that communication skills, teamwork, ability, and knowledge management are significant factors in employee performance. Communication skills involve the ability to work with others and communicate ideas effectively (Aslamiah et al., 2021). Teamwork skills involve the ability to collaborate with others and work together to achieve a common goal (van Laar et al., 2020). Ability refers to individual competencies (i.e., knowledge and skills) that are relevant for working well with others (Singh, 2022). Knowledge management involves the ability to combine intellectual resources and efforts to build new knowledge (Hana Angelica Daniella Mantow & B. Medina Nilasari, 2022). Good communication is key in the workplace as it can boost work morale, engagement, productivity,

Analysis of Communication, Knowledge Management, Teamwork, Ability, and Performance of Private Sector Employees in the City of Semarang

and potential employee retention (Hee et al., 2019). Managers should strive to develop their communication skills to foster a better understanding of their role within their teams (Agustina, 2022). This can be done by asking for feedback from trusted coworkers and managers regarding written and oral communication separately (Musheke & Phiri, 2021). In addition, managers should focus on building good teamwork skills by encouraging collaboration among team members and setting clear goals to be achieved (Manzella, 2022). Lastly, managers should ensure that their teams have access to the necessary resources and knowledge needed for success by providing training opportunities or investing in technology that facilitates knowledge sharing (Zimik & Barman, 2023). There is a moderate relationship between work ability and job performance (Adebimpe et al., 2018). Employability skills refer to the knowledge, skills, and attitudes needed in the workplace (Salsabila, 2021), and employers value them because they show how well an employee gets along with other team members and customers (Latief et al., 2019). In addition, work ability can mediate the relationship between mentoring acceptance and objective and subjective career success, as well as its relationship with job performance (Mahfud, 2019). Employability skills are transferable skills that are useful in almost any job. These skills involve developing expertise, a knowledge base, or a mindset that makes you more attractive to employers. Employers value work ability because they see it as an indication of how to interact between team members with other customers, and work ability is related to knowledge, skills, and attitudes. Teamwork skills involve the ability to work with others and include communication, conflict management, active listening, interpersonal awareness, collaboration, reliability, and empathy (Khawam et al., 2017). Examples of teamwork skills include communication, responsibility, honesty, active listening, empathy, collaboration, and awareness (Sanyal & Hisam, 2018; Wanyeki et al., 2019). Teamwork means efforts made collaboratively to achieve a specific goal. Knowledge management in the workplace involves the collection and curation of collective employee knowledge, and applying that knowledge to achieve goals. Knowledge management means that employees can quickly access best practices, information about previous projects, and other important information that informs that organizations that enable their workforce to navigate the continuous and extraordinary data output will succeed with knowledge management (Dea & Pritania, 2017; Dewi & Adila, 2022).

Knowledge management is an intentional strategy for identifying, structuring, preserving, and disseminating the insights and experiences of staff members within a corporation. It encompasses a collection of instruments, protocols, methodologies, practices, and anticipated conduct that aid a corporation in enhancing its efficiency. (Pratiwi et al., 2023). It can help organizations improve document security, increase employee efficiency, and reduce frustration in searching for digital assets (Kee et al., 2023). The main benefits of knowledge management include faster access to knowledge and information, increased efficiency, informed decision-making, improved customer satisfaction, promotion of innovation and cultural change, and reduction of duplication and content dissemination (Pinasti et al., 2022). Knowledge management further streamlines the process of locating the required information or the individual possessing it, boosts efficiency and output, fosters improved work environments, promotes creativity and cultural transformation, and stimulates the exchange of thoughts among staff members (Haji et al., 2021). Research confirms that efficient communication within any corporate structure significantly influences employee productivity. Companies are urged to ensure a smooth flow of information across the organization to enhance employee productivity and long-term business profitability (Kalogiannidis, 2020). The outcomes of the examinations conducted on the impact of communication and the work environment on employee productivity can be elucidated in the subsequent discourse: Communication exerts a positive and substantial influence on employee productivity, the work

environment positively and significantly affects employee productivity, and both communication and the work environment collectively have a positive and substantial impact on employee productivity (Setyawati et al., 2023). Results indicate the substantial positive influence of advocates of knowledge management (KM) on the practices and processes of knowledge management (KM), and in turn, these practices and processes positively affect the productivity of knowledge workers and the performance of the organization. In the same vein, the productivity of knowledge workers significantly boosts the performance of both the employees and the company (Khalil et al., 2022). Other research results show that there is a positive relationship between Knowledge Management and Employee Performance (Rehman et al., 2020). Teamwork is a key factor in increasing productivity and improving organizational efficiency in the long run (Amin, 2023). The collaborative coefficient is a new concept in teamwork that is rarely considered in scientific research. In addition, the results can be used for decisions related to employees (such as promotions, transitions, dismissals, and assignments), analysis of training requirements, employee development (Askari et al., 2020). The teamwork approach has a significant contribution to the perceived productivity of the organization (Idowu, 2020). In previous research, the role of ability and Employee Performance through Knowledge management has not been linked. Therefore, Knowledge management (knowledge management) becomes clear and increasingly important to evaluate and determine the dimensions of the company's work and rely on them in global competition (Wibowo et al., 2021). This study found that the knowledge management process has a significant and positive impact on job satisfaction. Also, job satisfaction is positively and very significantly related to employee performance (Ratan et al., 2020).

This research will also evaluate the competence and output of employees via collaborative efforts, despite existing studies indicating that improvements in performance due to teamwork strategies might lead to heightened job requirements and work-related stress. Nevertheless, these negative outcomes appear to diminish with greater degrees of emotional dedication (Ogbonnaya, 2019). Teamwork and what needs to be known to advance the science and practice of team performance (Carol et al., 2000)

Literature Review

Communication and Employee Performance

Efficient communication within a professional setting is crucial as it elevates the spirits, involvement, efficiency, contentment, and performance of employees. In the end, proficient communication in the workplace aids in achieving superior results for individuals, groups, and the entire organization. For a manager, cultivating strong communication abilities has significant immediate and future advantages for the organization (Musheke & Phiri, 2021). Proficient communicators have the ability to inspire their workforce to achieve more with superior outcomes and minimal miscommunications. These circumstances in the professional realm contribute to the company's triumph, as well as the individual success of the employees and their leaders. (Hee et al., 2019). In any corporate structure, efficient communication plays a crucial role in enhancing the performance of employees. It is advisable for businesses to ensure a consistent flow of information across the organization, as it can boost the productivity of employees and contribute to the long-term profitability of the business. (Kalogiannidis, 2020). This research refers to the improvement of employee performance through communication and the physical work environment of the company. Communication, in fact, has a significant effect on employee performance (Agustina, 2022). Practicing good communication skills has a certain impact on understanding others, eliminating communication barriers, and eliminating

Analysis of Communication, Knowledge Management, Teamwork, Ability, and Performance of Private Sector Employees in the City of Semarang

workplace violence. Ultimately, hopefully, employees produce good performance (Singh, 2022). All these arguments provide a reference for hypothesis H1 that communication has a positive effect on employee performance. Efficient communication within a professional setting is crucial as it elevates the morale, engagement, productivity, satisfaction, and overall performance of employees. In the end, proficient communication in the workplace aids in achieving superior results for individuals, teams, and the entire organization. For a manager, the development of strong communication abilities carries significant immediate and future advantages for the organization. (Musheke & Phiri, 2021). Effective communicators are able to motivate their employees to accomplish more with better results, and fewer misunderstandings. Such situations in the world of work contribute to the success of the company, and the personal success of the employees themselves and their leaders (Hee et al., 2019). In every commercial organization, impactful communication is a key determinant of the performance of its employees. It is recommended for businesses to uphold a robust information exchange within the organization, which can enhance the efficiency of employees and increase the business's profitability over time (Kalogiannidis, 2020). This research refers to the improvement of employee performance through communication and the physical work environment of the company. Communication, in fact, has a significant effect on employee performance (Agustina, 2022). Practicing good communication skills has a certain impact on understanding others, eliminating communication barriers, and eliminating workplace violence. Ultimately, hopefully, employees produce good performance (Singh, 2022). All these arguments provide a reference for hypothesis H1 that communication has a positive effect on employee performance.

Knowledge Management and Employee Performance

Companies that want to excel and progress, and also have excellent performance efficiency, need to provide each worker with the necessary skills and abilities to enhance talented employees and a positive mindset. Companies also pay attention to changes in technology and the increasingly competitive business environment that impact the management of human resources (HR). There are two types of knowledge, namely tacit knowledge and explicit knowledge. There are references to everything that is embedded in humans since birth and distinguishes them from one another with silent knowledge. This consists of implicit knowledge as well as intuition, judgment skills, unquestioned values, and beliefs (Njiru & Thoronjo, 2023). It is defined as knowledge that a person possesses or that a person acquires through experience, where new information is generated as a result of different situations and contexts. Whereas formal, widely known, easily shared through media, and simple to express and share with others in the form of something new can be referred to as explicit knowledge (Pratiwi et al., 2023). Research findings show that knowledge management has a significant and positive impact on employee performance (Dea & Pritania, 2017). Another study revealed that knowledge management is a motivational factor in employee achievement and involves providing new knowledge to employees to complement their existing knowledge, this has a beneficial and important effect on job performance (Pinasti et al., 2022). Knowledge management is part of the employee performance that wants to be achieved, and if employees generally have a lot of knowledge in management positions. These employees use knowledge management to improve employee performance (Haji et al., 2021). These previous research results direct hypothesis H2 that knowledge management has a positive effect on employee performance.

Teamwork and Employee Performance

Teamwork is actively managed and carried out by a group of people who are part of an organization. Teamwork enhances collaboration within and between organizations. Teamwork usually consists of people with different skills, so it is used as a strength to achieve company goals (Aprilla, 2020). Study results show a positive and significant correlation between teamwork and employee performance in the manufacturing industry (Wanyeki et al., 2019). This shows that teamwork plays a significant role in the performance of individuals within an organization and cannot be ignored. Companies with a teamwork strategy last longer. Therefore, companies should train teamwork in daily work and create an environment so that employees can continue to cooperate with each other (Samwel, 2019). Teamwork does not have a significant positive impact on employee performance. In other words, an effective team is a team whose members achieve task completion numerically greater than the results of their individual efforts. Team Member Contributions occur but teamwork does not fully support the achievement of results (Mendonça et al., 2021). Although there are differences in previous research results, research (Aprilla, 2020; Samwel, 2019; Wanyeki et al., 2019) confirms that teamwork contributes positively to employee performance. This gives the perception that hypothesis H3 is that teamwork has a positive impact on employee performance as a research hypothesis.

Employee Ability and Performance through Knowledge Management

The competence of a worker is derived from the expertise and experience applied in executing tasks effectively. Such competence is beneficial not only for task execution but also for comprehending and inspiring others, whether individually or collectively. (Dea & Pritania, 2017). Competence, often considered a soft skill, can be imparted to others via knowledge management. Staff members can effectively communicate knowledge management and educate their colleagues about work abilities using specific technologies offered by the organization, in addition to offering specialized training sessions focused on soft skills. (Salsabila, 2021). An individual's ability gained from work experience can improve performance that is disseminated through knowledge management (Mahfud, 2019).

Instruction bolsters the abilities of workers and nurtures creative power. It is deemed the optimal method to maintain and stimulate staff members. Consequently, organizations allocate substantial resources and effort in enlightening their workforce about environmental matters and equipping them with the expertise and competencies that enhance their productivity. (Al-Tit et al., 2022). This also means that the level of employee competence and performance is closely related to employee performance (Efawati, 2020; Haji et al., 2021).

Companies that provide knowledge management with corporate web facilities as a place for employees to share knowledge and develop talent management prove that training and development programs improve employee performance (Hana Angelica Daniella Mantow & B. Medina Nilasari, 2022). This explanation shows that the H4 hypothesis of this research is that Ability has a positive impact on Employee Performance through Knowledge Management..

Employee Ability and Performance through Teamwork

Several studies indicate that teamwork has a positive impact on employee performance (Khawam et al., 2017). Teamwork enhances productivity and increases effectiveness and efficiency in the workplace (Wanyeki et al., 2019). A study conducted in Kenya found that teamwork helps improve productivity, and increases effectiveness, and also efficiency in the workplace. Another study found that efficient communication, trust levels, leadership, and

Analysis of Communication, Knowledge Management, Teamwork, Ability, and Performance of Private Sector Employees in the City of Semarang

accountability have a positive and significant impact on employee performance (Iswahyudi et al., 2023).

The ability of team members, team spirit, and trust are some factors that influence employee performance in a team. The knowledge, skills, and abilities of team members play a crucial role in determining team performance (Sanyal & Hisam, 2018). Team performance is not just the sum of the abilities of each of its members. Instead, it depends on how well they interact with each other and carry out tasks together (Sharma, 2019).

Teamwork has a significant impact on the ability and performance of employees. It enhances productivity and increases effectiveness and efficiency in the workplace. Efficient communication, trust levels, leadership, and accountability are some factors that positively influence a team. The ability of employees influences employee performance by considering teamwork, also plays a crucial role in determining overall performance. This provides direction for the H5 research hypothesis that ability has a positive impact on employee performance through teamwork. The research model based on the literature review above is as follows.

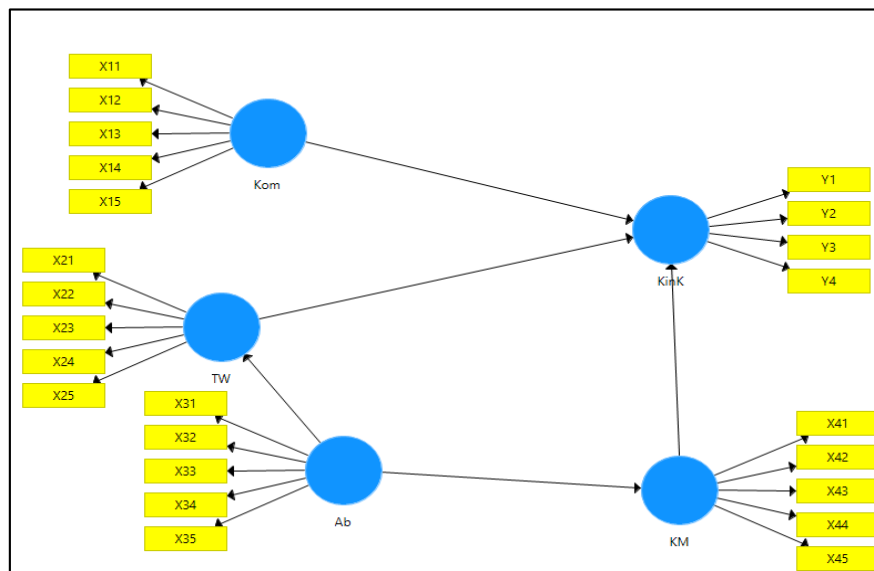


Figure 1. Research Model: The Influence of Communication, Knowledge Management, Teamwork, Ability, and Employee Performance on the Research Model

Research Method

The population of this study includes private employees in Semarang in 2022 from several private companies, the number of which is unknown. The sample taken is based on quota sampling of 344 employees. The sample was drawn using the quota sampling method because accurate population data was not obtained.

Table 1 Operational Definition of Variables

No	Variable	“Operational Definition	Indicator
1	Communication Skill (X1)	Communication skill is the knowledge about the role of the environment (context) in influencing the content and form of communication messages (Devito, 2019).	<ol style="list-style-type: none"> 1) Being confident 2) Togetherness 3) Interaction Management 4) Expressive Behavior 5) Orientation towards others
2	Team Work (X2)	“ <i>Teamwork is a form of work in a group that must be well managed to achieve a goal or complete a task</i> ” (Halim, 2020)	<ol style="list-style-type: none"> 1) Willing to cooperate with the team 2) Expressing positive expectations 3) Appreciating input from team members 4) Providing encouragement to colleagues 5) Building team spirit
3	Ability (X3)	refers to a person’s potential to execute diverse responsibilities within a role.. (Robbins & Judge, 2021)	<ol style="list-style-type: none"> 1) Character: It provides motivation to further train the mental characteristics of employees, so they can better comply with the regulations within the organization or agency. 2) Motive: The indicators are such as providing motivation to work in order to be more diligent in working, to fulfill the desires and needs of employees. 3) Self-Concept: The indicators are such as motivation for appearance, language, and good behavior within the agency. 4) Knowledge: Such as motivation for employees to expand their knowledge about the tasks or work given by the agency. 5) Skills: The indicators are such as motivation for each employee to have skills in working to get good work results.

Analysis of Communication, Knowledge Management, Teamwork, Ability, and Performance of Private Sector Employees in the City of Semarang

No	Variable	“Operational Definition	Indicator
	<i>Knowledge Management (X4)</i>	Knowledge management is a process that focuses on how knowledge can be organized and used to improve the performance of an organization (Kholis & Ferdian, 2019; Pinasti et al., 2022)	<ol style="list-style-type: none"> 1. Knowledge capture 2. Knowledge sharing and dissemination 3. Knowledge acquisition and application 4. Knowledge identification 5. Knowledge reflection
4	Employee performance (Y)	Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him(Mahfud, 2019)	<ol style="list-style-type: none"> 1) Work Quality 2) Quantity 3) Work Discipline 4) Initiative

Source of research journal

The research variables examined are Communication, Knowledge Management, Teamwork, Ability, and Employee Performance. The Research Variables and Indicators are presented in Table 2. This research is to find out and analyze the influence of Communication, Knowledge Management, Teamwork, Ability, and Employee Performance. The analysis uses the Structural Equation Model (SEM) in accordance with the purpose of this research.

Outer Loading

Table 2 Outer Loading Tabel 2 Outer Loading

Indicator	Ability	Employee Performance	Knowledge Management	Communication	TeamWork
X13				0,834	
X14				0,795	
X15				0,793	
X21					0,850
X22					0,854
X23					0,825
X31	0,714				
X32	0,710				
X33	0,802				
X34	0,726				
X35	0,791				
X41			0,852		
X42			0,734		
X45			0,718		
Y1		0,919			
Y2		0,714			
Y3		0,799			
Y4		0,917			

Processed primary data source, 2023

Reflective measurement is deemed substantial if it exhibits a correlation exceeding 0.70 with the construct under evaluation. Nonetheless, during the preliminary phase of scale development research, a loading value ranging from 0.5 to 0.60 is deemed adequate. (Ghozali,

2018). The table above provides information that the indicator’s correlation coefficient is below 0.7, so further analysis is continued.

The reliability and validity of a construct are assessed using Composite Reliability and Cronbach’s Alpha. A construct is deemed reliable if its Composite Reliability and Cronbach’s Alpha values exceed 0.70, and its Average Variance Extracted (AVE) value surpasses 0.50. (Ghozali, 2018). The construct reliability and validity data in Table 3 below show that the coefficients have met the requirements of the construct reliability.

Table 3 Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Ability	0,806	0,820	0,865	0,562
Employee Performance	0,858	0,868	0,906	0,708
Knowledge Management	0,659	0,690	0,813	0,593
Communication	0,737	0,753	0,849	0,652
TeamWork	0,797	0,799	0,881	0,711

Processed primary data source, 2023

Discriminant Validity Table 4 shows discriminant validity with an AVE (bold) value greater than the construct’s cross-correlation, thus the construct is declared valid. This is because the effort to build a correlation of one variable as much as below 0.9 with others appears stronger compared to the capacity of the concerned construct (Budhiasa, 2016). Its validity is based on the Heterotrait-Monotrait Ratio (HTMT).

Table 4 Discriminant Validity

Construct	Ability	Employee Performance	Knowledge Management	Communication
Employee Performance	0,756			
Knowledge Management	0,703	0,836		
Communication	0,679	0,820	0,821	
TeamWork	0,766	0,800	0,765	0,754

Processed primary data source, 2023

Collinearity Statistic (VIF) The test for collinearity in the SEM-PLS approach is determined by the Inner VIF value. The VIF value ought to be below 5, as a value exceeding 5 signifies the presence of collinearity among constructs. (Hair et al., 2019). The processing results from this research can be seen in the following Table 5:

Table 5 Collinearity Statistic (VIF)

Construct	Employee Performance	Knowledge Management	Communication	TeamWork
Ability		1,000		1,000
Employee Performance				
Knowledge Management	1,691			
Communication	1,780			
TeamWork	1,736			

Processed primary data source, 2023

Results and Discussion

The disclosure of the following research results is based on the research model image of Communication, Knowledge Management, Teamwork, Ability, and Employee Performance.

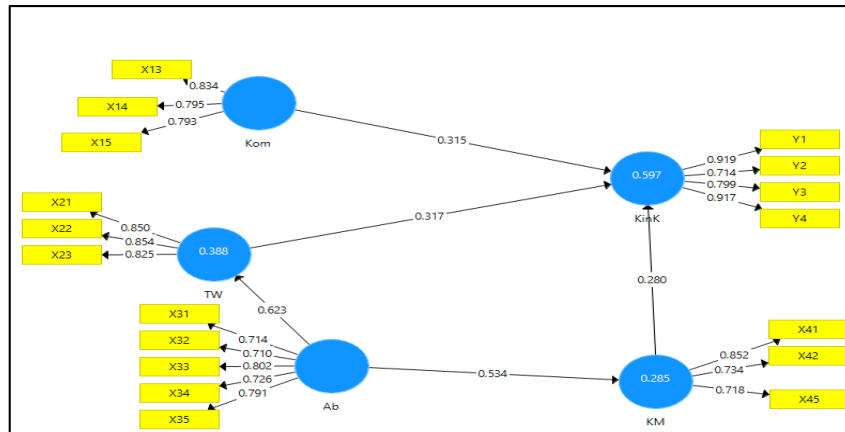


Figure 2 Research Result Model of the Influence of Communication, Knowledge Management, Teamwork, Ability on Employee Performance

Path Coefficients.

Table 6 Path Coefficients

Construct	Employee Performance	Knowledge Management	TeamWork
Ability		0,534	0,623
Knowledge Management	0,280		
Communication	0,315		
TeamWork	0,317		

Processed primary data source, 2023

The table above provides information that ability has a positive influence on both knowledge management and teamwork directly. Knowledge management, communication, and teamwork directly have a positive impact on employee performance. All this information means that the necessary improvements in the ability, knowledge management, communication, and teamwork variables will bring about positive changes, improvements, or enhancements in employee performance as expected by the stakeholders.

Specific Indirect Effects

Table 7 Specific Indirect Effects

Construk	Specific Indirect Effects
Ability -> Knowledge Management -> Employee Performance	0,149
Ability -> TeamWork -> Employee Performance	0,197

Processed primary data source, 2023

The indirect influence, as the information in the table above shows, indicates that ability through knowledge management will affect employee performance. This means that the ability shared through a process called knowledge management has a positive influence on improving employee performance. Similarly, if ability is applied to teamwork, then ability through teamwork will have a positive impact on improving employee performance.

R square dan Adjusted R Square

Table 8 R square dan Adjusted R Square

Construct	R Square	R Square Adjusted
Employee Performance	0,597	0,594
Knowledge Management	0,285	0,283
TeamWork	0,388	0,386

Processed primary data source, 2023

The coefficient of determination (R Square) serves as a measure to evaluate the extent to which the endogenous construct is elucidated by the exogenous construct. The coefficient of determination (R Square) is anticipated to fall within the range of 0 and 1. An R Square value of 0.75, 0.50, and 0.25 signifies a strong, moderate, and weak model respectively (Hair et al., 2019). Chin sets forth criteria for an Adjusted R Square value of 0.67, 0.33, and 0.19 to represent strong, moderate, and weak respectively. (Chin, 1998; Ghazali, I., & Latan, 2015).

The Analysis of Variance (R2) or Determination Test is used to determine the extent of the influence of the independent variable on the dependent variable. The table above shows that the R Square value indicates that changes or improvements in employee performance are directly influenced by the variables of Knowledge Management, Communication, and Teamwork, even though they are in the moderate category, i.e., 0.597 or 59.7%. This is confirmed by the Adjusted R square value of 0.594 or 59.4%.

Knowledge Management directly has a proportion of 0.285 or 28.5% influencing employee performance, in the weak category. This is confirmed by the Adjusted R square value of 0.283 or 28.3%. This means that Knowledge Management directly is not strong in influencing the improvement of employee performance, and still requires other variables in improving employee performance. Teamwork, likewise, in the weak category of 0.388 or 38.8%, this is confirmed by the Adjusted R square value of 0.386 or 38.3%, directly influences the improvement of employee performance.

F Square

The influence between variables is seen from the Effect Size or f-square. An f-square value of 0.02 is considered small, 0.15 is considered medium, and a value of 0.35 is considered large. A value less than 0.02 can be ignored or considered to have no effect (Hair et al., 2019).

Table 9 f-square

Konstruk	Kinerja Karyawan	Knowledge Management	TeamWork
Ability		0,399	0,633
Employee Performance			
Knowledge Management	0,115		
Communication	0,138		
TeamWork	0,144		

Processed primary data source, 2023

The table above shows that the variables of knowledge management and teamwork are dominant in influencing the ability variable. Knowledge management and teamwork, when applied and supported by ability, will ultimately influence the employee performance variable.

Analysis of Communication, Knowledge Management, Teamwork, Ability, and Performance of Private Sector Employees in the City of Semarang

The variables of knowledge management, communication, and teamwork independently are not strong (weak) in influencing employee performance.

Hypothesis Test

The hypothesis test that ability, knowledge management, communication, and teamwork directly influence employee performance is presented in the following table

Table 10 Direct Effect Hypothesis Test

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values
Communication -> Employee Performance	0,315	6,072	0,000
Knowledge Management -> Employee Performance	0,280	5,697	0,000
TeamWork -> Employee Performance	0,317	6,263	0,000

Processed primary data source, 2023

Table 11 Indirect Effect Hypothesis Test

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values
Ability -> Knowledge Management -> Employee Performance	0,149	4,970	0,000
Ability -> TeamWork -> Employee Performance	0,197	5,486	0,000

H1 Communication has a positive effect on employee performance, accepted, significantly positive.

H2 Knowledge management has a positive effect on employee performance, accepted, significantly positive.

H3 Teamwork has a positive impact on employee performance, accepted, significantly positive.

H4 Ability has a positive impact on Employee Performance through Knowledge Management, accepted, significantly positive. H5 Ability has a positive impact on Employee Performance through Teamwork, accepted, significantly positive.

Conclusion

This research shows that ability, knowledge management, communication, and teamwork have a significant influence on employee performance. In this context, ability has a direct influence on knowledge management and teamwork, which then impacts the improvement of employee performance. An indirect influence is also seen, where ability through knowledge management and teamwork contributes to the enhancement of employee performance. This indicates that ability shared through the process of knowledge management and applied in teamwork can improve employee performance. The coefficient of determination (R Square) analysis shows that changes or improvements in employee performance are influenced by the variables of knowledge management, communication, and teamwork. Although this influence is in the moderate category, it is still significant. However, it should be noted that knowledge management and teamwork directly are not yet strong enough in influencing the improvement of employee performance. This indicates that other variables are still needed in the effort to improve employee performance (Wijayanti & Sundiman, 2017).

The f-square table shows that the variables of knowledge management and teamwork have a dominant influence on ability. In other words, ability supported by knowledge management and teamwork can influence employee performance. The variables of knowledge management, communication, and teamwork independently have a weak influence on employee performance. This indicates that the improvement of employee performance requires a combination of all these variables, not just one variable.

The hypothesis test shows that communication, knowledge management, and teamwork have a significant positive influence on employee performance. This means that improvements in communication, knowledge management, and teamwork can enhance employee performance. In addition, ability also has a significant positive influence on employee performance through knowledge management and teamwork. This indicates that ability shared through the process of knowledge management and applied in teamwork can enhance employee performance. Overall, this research shows that ability, knowledge management, communication, and teamwork play a crucial role in enhancing employee performance. Therefore, improvements in these variables are expected to bring about positive changes and enhance employee performance (Kandou et al., 2016).

Declaration of conflicting interest

This research has no Declaration of Conflicting Interest. The author has never received a fee for consultation, nor any research funding. The author has never worked in a related company, nor holds shares in any company that may be influenced by the publication of this paper. The author has not received funds to attend related symposiums or talks. This research is purely independent.

Limitation

The limitations of this research are that it uses data from private sector employees in Semarang in 2022. However, the number of private companies and the total number of employees in Semarang may not be known or accurately available. This could affect the sample representation and generalization of the research results. The sampling method in this research uses quota sampling with a sample of 344 employees. This method may have bias because the samples are not selected randomly, but based on a certain quota. This could affect the validity and reliability of the research results. Other variables in this research may not consider variables that could affect employee performance, such as motivation, organizational culture, leadership, etc. These variables can influence the interpretation of the research results.

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Analysis of Communication, Knowledge Management, Teamwork, Ability, and Performance of Private Sector Employees in the City of Semarang

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Analysis of Communication, Knowledge Management, Teamwork, Ability, and Performance of Private Sector Employees in the City of Semarang

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