



Self-Efficacy as Key Mediator: How Knowledge Sharing and Internal Communication Boost Employee Performance

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This study aims to identify benchmarks for developing employee performance by examining the effects of knowledge sharing and internal communication on performance, as well as understanding the mediating role of self-efficacy in these relationships at PT Marinal Indoprima. Employing a quantitative approach, data were collected through Google Forms and interviews with 80 employees, determined using the Slovin formula from a total population of 369 employees. The collected data were processed using Smart-PLS software and analyzed through the SEM-PLS method, which allowed for the examination of complex relationships between multiple variables simultaneously. The findings reveal that employee performance is positively influenced by knowledge sharing, but not significantly affected by internal communication. Furthermore, the study demonstrates that self-efficacy mediates the relationship between knowledge sharing and performance, but does not mediate the relationship between internal communication and performance. Both knowledge sharing and internal communication were found to positively impact self-efficacy, and self-efficacy itself has a direct positive effect on performance. The results suggest that organizations should focus on enhancing knowledge sharing practices and fostering self-efficacy among employees to improve performance outcomes, while recognizing that internal communication alone may not directly drive performance improvements. Theoretically, this research contributes to the expansion of knowledge regarding performance escalation mechanisms in organizational settings and provides valuable insights into the complex interplay between communication practices, individual psychological factors, and performance outcomes, offering a nuanced understanding of how these elements interact in the context of Indonesian manufacturing companies. These findings have important implications for human resource management practices and organizational development strategies aimed at optimizing employee performance through targeted interventions.

Keywords: knowledge sharing, internal communication, self-efficacy, employee performance, mediation

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1. INTRODUCTION

In a company whose orientation is to achieve targets, it is inseparable from very complex dynamics and management mechanisms, starting from planning, organizing, and implementation, to monitoring stages supported by the resources in it (Terry, 1953) One of the factors that affects the course of every managerial process from start to finish in achieving company goals is employee performance. The achievement of organizational goals is highly dependent on workers who are required to strive for maximum performance to achieve the goals that the organization focuses on, an employee who has good and quality performance can increase the achievement of company goals (Martha & Miawan Putra, 2020). This is emphasized by (Putri, Wolor, & Marsofiyati Marsofiyati, 2023) that employee performance is very vital in the agency's efforts to meet the targets that have been set. Therefore, it is important for every leader in an organization to always optimize the performance of each individual in it so that management dynamics can be implemented. Descriptively, performance is expressed as a form of individual behavior that is directly shown as the performance achievement obtained by the individual based on his job description (Afandi & Bahri, 2020)

Given the importance of the role of employee performance in a company, in terms of the implementation of each task, problem solving, and policy determinants. Therefore, policymakers must improve and develop so that the performance of each individual is not stagnant and continues to develop. This is in accordance with the statement (Malika & Irfani, 2022) that employee performance optimization can be obtained, one of which is with training and development provided by the company. Meanwhile, there are several things that have a positive impact on employee performance, including work relationships and communication between employees (Ambarwati, Sundari, & Pakpahan, 2024) The interaction between employees determines the performance of the individual, because the more intense the interaction between workers, the more it helps the individual in completing his overall work, or in other words it affects the performance of the individual himself (Fauzia Afriyani et al. 2024). Based on the theory put forward by (Newstrom & Davis, 2002) that a person's potential performance is influenced by abilities formed from the relationship between knowledge and expertise, as well as motivation formed from the relationship between attitude and situation. Therefore, the researcher conducted interviews related to relationship dynamics and also communication with employees of PT Marinal Indoprima and obtained the fact that they often communicate internally and also apply knowledge-sharing behaviors that are driven by the level of employee self-efficacy with a percentage of intensity of 90%. However, on the other hand, there are differences in different age ranges and education levels in each employee, which is shown in table 1.

TABLE 1 | Employee data

Education level	Basis	Junior	Senior	Bachelor
	74,2%	12,5%	11,1%	2,2%
Age range	Gen Z	Millennial	Gen X	
	14%	40%	46%	

Source: HR Manager Data (2025)

This shows that although the level of interaction and self-efficacy of PT Indoprima Marinal is quite high, both cannot be done easily due to problems such as differences in work culture, both in terms of working methods and ways of communicating caused by differences in age range, and differences in levels of understanding caused by different levels of education. Another factor that has the potential to hinder the implementation of knowledge sharing and internal communication is regional culture, considering that the research object is located on the island of Madura, which is famous for its harsh disposition and is difficult to understand, and even a stigma is built that states that informing older people is unethical because it is considered patronizing, even in the context of sharing knowledge. This certainly creates a limit for individuals at PT Marinal Indoprima to interact and also share information. So the focus of this study highlights how the performance of employees at PT Marinal Indoprima with the conditions of interaction between employees, which includes knowledge sharing and communication between employees, is quite intense, but there are some differences in it.

In connection with previous research, there were pros and cons related to how the knowledge-sharing process affects employee performance. For example, in a study related to the attachment between knowledge-sharing attitudes and their effect on the performance of each employee , findings showed positive results of knowledge-sharing behaviors on everyone's performance (Hayatul Fauzi, Herri, & Games, 2025) The same findings were put forward by (Erwina & Mira, 2019) that there is a positive impact that knowledge-sharing variables have on performance. This is in contrast to the research conducted by (Prasetyo, Indiworo, & Puspitasari, 2024) with research outputs stating that knowledge sharing has no effect on employee performance. Likewise, the research of (Febriyanti, Armansyah, Rizki, & Herman, 2024) also present the results that employee performance is not significantly affected by knowledge sharing between employees. The same case occurs with internal communication variables, where there are findings that show performance can be positively and significantly influenced by internal communication (Darmawan, Sungkono, & Karnama, 2025) which is driven by the findings of (Waru, Andriani, & Yunita, 2024), which also suggest that performance can be positively contributed to by internal communication . However, on the other hand, (Aji & Cori, 2019) provide an overview of results related to employee performance, which are negatively influenced by internal communication variables. Research (Utami, Khan, & Bukhari, 2024) also found that there is no influence of internal communication on employee performance.

Considering that self-efficacy in each individual at PT Marinal Indoprima is very high, it is important to conduct tests related to the effect of high self-efficacy on the performance of each individual, so this study also involves self-efficacy, which is a form of a person's confidence in his ability to control a situation and produce something useful. (Santrock, 2007) as a mediating variable that tests the influence of related variables in this study. Based on the research gap and the phenomenon that occurs in the object, the purpose of this study is to provide answers related to the gap in previous research and explain the impact of the phenomenon that occurs on the object by examining the mediating function of employee self-efficacy in the interaction between knowledge sharing behavior, internal communication, and employee performance.

2. LITERATURE REVIEW

Knowledge Sharing

Knowledge sharing is part of the main stage in knowledge management, and it has been proven to optimize the use of knowledge by channeling knowledge to individuals in need (Andra & Utami, 2018). A series of information dissemination activities between individuals in the form of information, experience, and skills in an organization to achieve a goal is called knowledge sharing. Knowledge sharing is an activity that involves the explicit and tacit dissemination of knowledge between workers, which can improve organizational performance and innovation. (Wang & Noe, 2015) This process is not only related to individual motivation but also to supportive organizational environments, such as organizational culture, leadership, and reward systems. (Kim & Lee, 2017) Meanwhile, according to Bartol and Srivastava in (Hanapi, Sukomo, & Toto, 2020) Knowledge-sharing behavior is the dissemination of information and related competencies that are practiced by individuals in an organization with other individuals.

The company's contribution in emphasizing the implementation of knowledge dissemination for its workers is an important aspect, because knowledge that can be distributed, implemented, and developed must be done through knowledge-sharing behavior. So that solving problems that occur in an organization in the workplace can be helped (Partogi & Tjahjawi, 2019) There are factors that can affect knowledge sharing including; sharing opportunities, communication, technology, work culture, employee attitudes and motivation to share (Shabrina & Silvianita, 2015). Factors that affect knowledge sharing include 1) Sharing knowledge secretly, 2) Sharing explicit knowledge (Aristanto, 2017) Organizations that are able to preserve knowledge-sharing and relationship-building behaviors will be more effective in encouraging performance improvement among their employees.

Internal Communication

Internal communication refers to vertical and horizontal communication within an organization in the form of information and message exchange, which aims to ensure smooth operations and the achievement of organizational goals. (M. Welch, 2015) Then, according to Ruslan in (Febianti & Kusdinar, 2020) internal communication is communication that is carried out within the organization, either from employees in the organization or vice versa. Effective internal communication can increase employee engagement, strengthen organizational culture, and support the knowledge-sharing process (Men & Bowen, 2017) Clarity and transparency of internal communication can encourage employee awareness of their respective duties and responsibilities so that relationships between employees become harmonious (Rizkyana et al., 2024)

According to (Mazzei, 2018) open internal communication encourages employees to be more active in sharing knowledge, as they feel valued and supported by the organization. In addition, by utilizing the right communication platform and optimizing the use of technology, such as the internet, email, or digital collaboration tools, it has a crucial role in facilitating the flow of information in the organization (Ruck & Welch, 2018) Basically, the factors that affect internal communication include the suitability and integrity of the information needed by employees according to their work (Putranto, Suryoko, & Waloejo, 2013). Some of the factors that affect internal communication include 1) downward communication, 2) upward communication, and 3) horizontal communication (Saputra, 2014)

Self-Efficacy

An individual's form of belief in soft skills and hard skills to organize and perform the actions necessary to achieve certain outcomes can be interpreted as self-efficacy (Bandura, 1997) This concept plays a major role in determining how a person motivates himself, thinks, and acts in the face of challenges (Maryam, 2015) A person's high level of self-efficacy can increase their psychic confidence in the face of unexpected circumstances and make it more likely to be an opportunity (Richter, Hirst, van Knippenberg, & Baer, 2012) (Richter et al., 2012) According to (Wang & Noe, 2015) self-efficacy affects a person's performance and perseverance in facing obstacles, as well as playing a role in adapting to changes in the work environment. Research (Salanova, Schaufeli, Llorens, Peiró, & Grau, 2015) describes that work engagement can be positively influenced by self-efficacy, which is demonstrated by dedication, enthusiasm, and full concentration in work. However, self-efficacy and excessive work behavior (workaholism) were found to have a positive attachment, meaning that the sustained increase in the individual's self-efficacy in the work environment increases the tendency to exhibit workaholic behavior (Libano, Llorens, Salanova, & Schaufeli, 2012) so there needs to be proper and balanced management.

In addition, (Siddiqui, 2015) research has found that self-efficacy contributes positively to psychological well-being, where good self-efficacy can allow a person to manage stress more organized and lower levels of anxiety. This is in line with the findings that self-efficacy has been found to be involved in developing individual competencies to handle difficult situations and achieve desired outcomes (Rogers, 2016) In general, successful experiences, observational learning, and adequate social support can upgrade employees' self-efficacy. Indicators in this study include 1) Employees feel that the work they do is in accordance with their abilities, 2) Employees are able to adjust to working within the company, 3) Employees feel that the work they do meets their expectations, 4) Employees have the technical knowledge to complete the work, 5) Employees feel that they have the same or more abilities than their colleagues, and 6) Feeling that previous experience helped employees gain the confidence to do the job (Ardanti & Rahardja, 2017).

Employee Performance

Performance is a combination of motivation and ability whose output is in completing tasks and work of a person in accordance with the level of readiness and competence possessed (Widodo & Yandi, 2022) Meanwhile, according to (Handayani, 2016) performance is the output of the work done by an employee in an effort to achieve a set goal. Meanwhile (Cahyani, Sudiantini, & Narpati, 2024) said that the achievement of work results by employees in the term period refers to predetermined working conditions. From some of these expert opinions, it can be concluded that employee performance is the output of employee movement to complete work according to their duties during a certain period. Performance itself has a positive correlation in many

aspects, including work relationships and work motivation (Ginting, Tarigan, & Tambunan, 2023) training and the work environment (Widita & Ristianawati, 2025) as well as a positive correlation in personality and communication between employees (Silalahi & Ramli, 2021)

(Hamdiyah, Haryono, & Fathoni, 2016) state that performance appraisal refers to aligning results with agreed standards, which are influenced by several variables such as leadership, motivational drive, and conditions around the workplace. Employee performance is generally a parameter that companies use to assess individuals in it. Employees with performance that meets or even exceeds the benchmark can be given awards in the form of incentives, compensation, promotions, and vice versa. Individuals who are below the standards of the company can be subjected to punishment such as mutation to termination of employment. Through the stage of assessing the company's performance, it is also possible to find out the extent of the progress in achieving the company's goals (Widjaja, 2021) Factors that highlight employee performance in this study are 1) Quality of Work, 2) Quantity of Work Results, 3) Punctuality, 4) Cost Emphasis, and 5) Effectiveness of Human Resources (Kasmir, 2019) .

3. RESEARCH METHODS

The marine product processing industry located in Sumenep City, precisely in Kapedi Village, namely PT Marinal Indoprima, is the focus of this research. The Slovin formula was used for the determination of sample volume; 80 employees were selected as respondents for the collection of data from a total population of 369. The researcher collected variable indicator data using Google Forms and the use of Likert scale benchmarks with details of (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. This study uses a quantitative approach, which is a method that functions to test a specific population or sample through data tested using a predetermined hypothesis (Sugiyono, 2014) and involves collecting and processing numerical data to find patterns or relationships that emerge. The main data were obtained through questionnaires that were compiled to measure respondents' opinions and attitudes towards a number of aspects that were the focus of the research. The choice of a Google Forms questionnaire with a series of 16 questions from all indicators in this study is the main technique in data collection. These questions were formulated by combining the appropriate literature and conducting direct observations with stakeholders as well as some employees at PT Marinal Indoprima to ensure that the instrument is relevant and covers various important aspects overall. This questionnaire addresses several domains, such as knowledge-sharing behavior, the intensity of communication within the company, the level of employee self-efficacy, and employee performance.

Random sampling is a system that is applied to ensure and guarantee equality of opportunities for individuals to be selected as a sample from the entire population. Thus, the samples obtained represent employees from various fields at PT Marinal Indoprima. The Smart-PLS 4.0 application was used in this study as a data analysis tool, which was then analyzed through testing Structural Equation Modeling-Partial Least Squares (SEM-PLS) to determine the influence of variables in this study. SmartPLS allows testers to examine the reuse and validity of the testing method of the complex relationship between observed variables and test the hypothesis on the structural model. This approach helps identify how employee performance is directly or indirectly influenced by the variables being tested.

More specifically, this study explores how employee performance at PT Marinal Indoprima is tested through the variables of knowledge sharing and internal communication. Also, how do knowledge sharing and internal communication affect self-efficacy? The contribution of self-efficacy mediation was also involved in this study to find out its role in mediating the influence of knowledge sharing and internal communication on employee performance within the scope of PT Marinal Indoprima. As well as the impact of self-efficacy on individual performance. The conceptual model developed describes the relationship between these variables, with self-efficacy acting as an intermediary that connects knowledge sharing, internal communication, and employee performance.

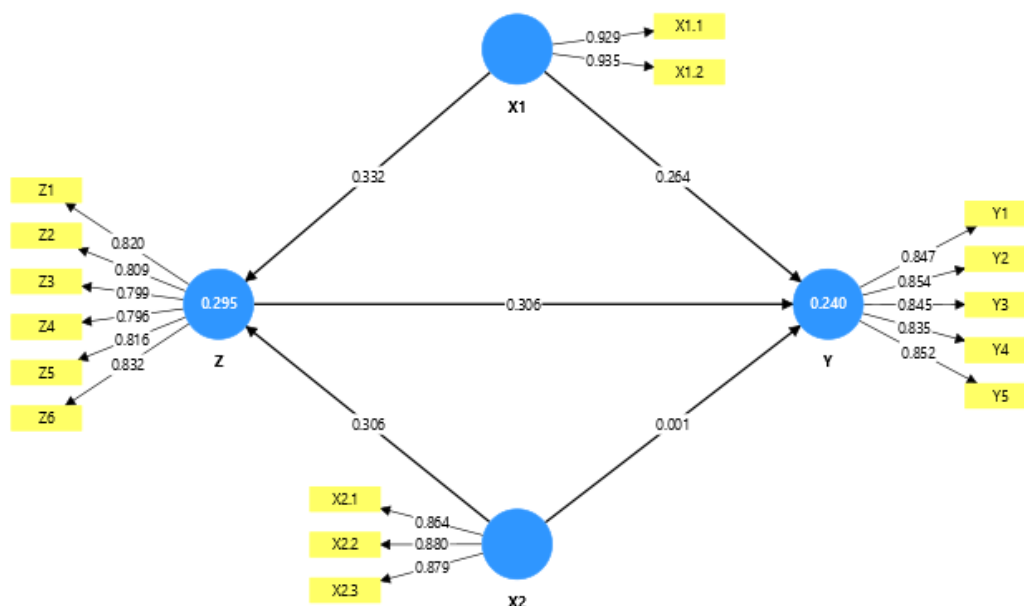


Figure 1. PLS Model

4. RESULT AND DISCUSSION

4.1 RESULT

The following are the results of data collection conducted directly regarding the characteristics of participants who contributed to this research. By involving several points, including the respondent's age, working period, and last education. The respondents emphasized in this study were 80 workers from PT Marinal Indoprime who had filled in questions related to the tracing of the personality of each individual, which was stated in the form of a table:

TABLE 2 | Respondent Characteristics

Yes	Character	Information	Sum	%
1.	Age	20-30	7	8.8
		31-40	45	56.3
		41-50	21	26.3
		> 51	7	8.8
2.	Education Level	Elementary School	6	7.5
		Middle school	25	31.3
		High school	32	40
		Bachelor	17	21.2
3.	Length of Service	1-4	52	65
		5-8	24	30
		> 9	4	5

Source: Interview Results Data (2025)

4.1.1 Measurement Model Test (Outer Model)

Outcome of the Common Method Bias Analysis

Common method Bias results are used to identify the level of likelihood of bias that arises due to common factors during the data collection process. One source of method variance error is caused by a measurement method that is not due to the construction represented by the measurement, so it can lead to systematic errors (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The technique used by the researcher to identify the problem in this study is the Full Collinearity Variance Inflation Factor (VIF) test in smartPLS. The results of the test showed that all VIF values in this study were lower than 3.33. This shows that the model is free from common method biases (Kock, 2015), so that the analysis process using Smart PLS can be carried out.

Outcome of the Convergent Validity Test

Measurement of convergent validity values that can be seen with several items consisting of outer loadings and discriminant validity tests through Fornell-Larcker and HTMT approaches. The value of outer loadings can be said to be valid if it exceeds 0.70 (Hair, Black, Babin, & Anderson, 2019). All of these variables were declared valid based on Table 3, representing the results related to the external loading test, and show that the overall has more value than 0.70.

TABLE 3 | Outer Loadings

	Knowledge sharing	Internal communication	Employee Performance	Self efficacy
KS1	0.929			
KS2	0.935			
IC1		0.864		
IC2		0.880		
IC3		0.879		
EP1			0.847	
EP2			0.854	
EP3			0.845	
EP4			0.835	
EP5			0.852	
SE1				0.820
SE2				0.809

SE3	0.799
SE4	0.796
SE5	0.816
SE6	0.832

Source: Primary Data, 2025

The HTMT approach to discriminant validity determination must meet the criteria of the obtained value must be less than 0.9 for each variable in this study (Ghozali & Latan, 2015). The output of the discriminant validity test with the HTMT approach in this study is presented in table 4, where all variables are lower than 0.9 or declared valid.

TABLE 4 | Heteroit-monotrait ratio (HTMT)

	X1	X2	Y	Z
X1				
X2	0.530			
Y	0.462	0.294		
Z	0.531	0.509	0.479	

Source: Primary Data, 2025

The validity of the discriminator using the Fornell-Lacker approach must meet the requirements; that is, the value obtained for each variable must be more than the results obtained compared to the results obtained by other variables in each column (Ghozali & Latan, 2015b). Through the Fornell-Lacker approach, Table 5 represents the output of the discriminant validity test, with the overall value of each variable greater than the subsequent variable in their respective columns, so that it can be said to be valid.

TABLE 5 | Fornell Larcker Results

	X1	X2	Y	Z
X1	0.932			
X2	0.448	0.874		
Y	0.408	0.258	0.846	
Z	0.470	0.455	0.430	0.812

Source: Primary Data, 2025

Discriminant validity test results

The correlation of each variable can be assessed using cross-loading. The value of 0.7 is the minimum limit related to determining the correlation strength of each indicator with the variable being studied (Ghozali, 2021a). Table 6, which presents the results of cross-loading testing with values above 0.7, shows a strong correlation between all indicators and corresponding variables.

TABLE 6 | Cross Loading

	Knowledge Sharing	Internal Communication	Employee Performance	Self Efficacy
KS1	0.929	0.410	0.344	0.451
KS2	0.935	0.424	0.415	0.424
IC1	0.396	0.864	0.195	0.358
IC2	0.439	0.880	0.230	0.395
IC3	0.345	0.879	0.247	0.434
EP1	0.355	0.272	0.847	0.342
EP2	0.399	0.206	0.854	0.390

EP3	0.367	0.158	0.845	0.351
EP4	0.281	0.224	0.835	0.338
EP5	0.312	0.236	0.852	0.395
SE1	0.329	0.411	0.371	0.820
SE2	0.373	0.310	0.310	0.809
SE3	0.323	0.327	0.342	0.799
SE4	0.296	0.237	0.425	0.796
SE5	0.451	0.391	0.344	0.816
SE6	0.485	0.501	0.316	0.832

Source: Primary Data, 2025

Reliability test results

Ensuring the standard measurement tools used in the research can be done with validity and reliability tests to ensure reliability and quality assurance. The Average Extracted Variance (AVE) value must exceed 0.5 (Ghozali, 2021b). The results of the AVE validity test are presented in Table 7, thus showing that the validity criteria in the tested data are met, because the AVE value for all variables is above 0.5. Cronbach's alpha and composite reliability with a determination of values must exceed 0.6 and are used as a method of reliability testing. All the variables tested can be declared reliable, based on Table 7, which shows that Cronbach's alpha and composite reliability values are more than the standard 0.6.

TABLE 7 | Composite Reliability and AVE

	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted
Knowledge sharing (X1)	0.848	0.929	0.868
Internal communication (X2)	0.847	0.907	0.764
Employee Performance (Y)	0.901	0.927	0.717
Self efficacy (W)	0.897	0.921	0.659

Source: Primary Data, 2025

4.1.2 Structural Model Test (Inner Model)

Direct impact

Determination of the effects of each variable requires bootstrapping testing. Can be concluded to be influential if the T statistic $> T$ Table (1.665) and can be said to be significant if the P value < 0.05 ($\alpha = 5\%$). The results show that knowledge sharing has a positive and significant impact on employee performance, as shown in table 8. The standard regression coefficient is 0.264, the statistical T statistic is $2.293 > 1.665$, and the P value is $0.011 < 0.05$, suggesting that the hypothesis is acceptable. Internal communication had no impact on employee performance and did not show any significance, as evidenced by the standard regression coefficient of 0.001, T statistic of $0.005 < 1.665$, and P value of $0.996 > 0.05$, so the results showed that the hypothesis was unacceptable. And self-efficacy has a significant positive impact on employee performance; this is corroborated by a standard regression coefficient of 0.306, a T statistic of $2.440 > 1.665$, and a P value of $0.015 < 0.05$, which means that the hypothesis is acceptable.

Furthermore, the findings of the knowledge-sharing variable on self-efficacy with a statistical T statistic of $3.348 > 1.665$ and a P value of $0.001 < 0.05$, and in the internal communication variable that was studied for its effect on self-efficacy with a statistical T statistic of $2.766 > 1.665$ and a P value of $0.006 < 0.05$, so that it was stated that both hypotheses were acceptable.

TABLE 8 | Direct Effect Results

	Original sample	T statistics	P values
Knowledge sharing (X1) $>$ Employee Performance (Y)	0.264	2.293	0.022

Knowledge sharing (X1) > Self efficacy (Z)	0.332	3.348	0.001
Internal communication (X2) > Employee Performance (Y)	0.001	0.005	0.996
Internal communication (X2) > Self Efficacy (Z)	0.306	2.766	0.006
Self efficacy (Z) > Employee Performance (Y)	0.306	2.440	0.015

Source: Primary Data, 2025

Indirect impact

Determining the significance of the indirect effect or the role of mediation (intervening), it can be stated that there is a mediating effect if the P value < 0.05 ($\alpha = 5\%$). These results suggest that the hypothesis is acceptable, as shown in table 9, in which self-efficacy is found to mediate the effect of knowledge sharing on employee performance with a path coefficient of 0.102 and a P-value of $0.048 < 0.05$. The results of the study also showed that the hypothesis was unacceptable because self-efficacy could not mediate the influence of internal communication on employee performance, with a path coefficient of 0.094 and a P value of $0.076 > 0.05$.

TABLE 9 | Indirect Effect Results

	Original sample	T statistics	P values
Knowledge sharing (X1) > Self efficacy (Z) > Employee Performance (Y)	0.102	1.982	0.048
Internal communication (X2) > Self efficacy (Z) > Employee Performance (Y)	0.094	1.778	0.076

Source: Primary Data, 2025

Outcomes of the determination coefficient (R-Square)

Classification determination of the evaluation of the R-squared statistical model to test the test results to see whether they are strong, medium, or weak. R-squared values of 0.75, 0.50, and 0.25 correspond to strong, medium, and weak models. (Hair et al., 2019) See Table 10 showing the output of the R-squared test. The correlation between employee performance influenced by internal knowledge sharing and communication and self-efficacy with an R-square value of 0.240, or 24%, shows a weak model, with external variables that cannot be explained in this study 76%. In addition, self-efficacy influenced by knowledge sharing and internal communication, evidenced by an R-square value of 0.295, or 29.5%, showed a weak model with external variables that cannot be represented in this study of 70.5%.

TABLE 10 | R Square Value

	R square	R square adjusted
Employee Performance (Y)	0.240	0.209
Self efficacy (W)	0.295	0.277

Source: Primary Data, 2025

Outcomes of the Goodness of Fit (GoF)

Assessment of the overall accuracy of the model and feasibility using Goodness of Fit (GoF) testing. Provided that it shows a strong model if the GoF value is ≥ 0.36 , it indicates a medium model if it is ≥ 0.25 , as well as indicating a weak model if it is ≥ 0.10 (Ghozali & Latan, 2012). Referring to the results of the GoF calculation presented below, with a GoF value of 0.448, it can be concluded that the pattern in this study qualifies as a strong category.

$$\text{Comm: } \frac{0.868 + 0.764 + 0.717 + 0.659}{4} = 0.752$$

$$R^2: \frac{0.240+0.295}{2} = 0.2675$$

$$\text{GoF: } \sqrt{0.752 \times 0.2675} = 0.448$$

4.2 DISCUSSION

The effect of knowledge sharing in the employee performance

Knowledge sharing is the behavior of individuals in sharing with other individuals who have the same willingness to learn what has been learned and known (Tupamahu, Pelamonia, & Pinoa, 2021) Knowledge sharing is a series of mutual communications between groups and individuals within it that create a necessary attachment to achieve an interest (Kessel, Kratzer, & Schultz, 2012) The output of the tests in this study showed that the knowledge-sharing variable had a significant positive influence on the performance of individuals and groups. This is in accordance with the facts on the ground at PT Marinal Indoprime, where even though there are differences in generations and education levels, employees can still share knowledge and understand each other so that every problem and misalignment can be overcome by sharing knowledge. This is what ultimately causes both individual and group performance to continue to improve. These results reinforce the findings of previous research that illustrate that knowledge-sharing behaviors have a positive impact on performance as well as encourage collaboration and improve employee performance both individually and in groups within the organization (Khaerana & Mangiwa, 2021)

From these findings, it can be concluded that positive improvements in terms of individuals or collectively reflecting improved employee performance can be obtained through knowledge-sharing behavior between individuals in an agency. Therefore, referring to the findings in this study, the implication that is suitable to be applied is to continue to provide space for employees to carry out knowledge-sharing behaviors so that there is a positive attachment between individuals and an improvement in the quality of individuals in carrying out their responsibilities to the company.

The influence of internal communication in the employee performance

Internal communication is a series of information exchanges between leaders and employees in a company that result in the creation of horizontal and vertical communication exchanges that allow work to take place effectively (Audi & Prihantoro, 2021) Communication that depends on the accuracy of message delivery and reception to achieve effective internal communication (Mary Welch, 2012) Internal communication can be seen in two directions, as an advantage or a threat to the performance of individuals in the organization. The message conveyed in accordance with its purpose can improve individual performance (Endang, Mubarak, & Aryanda, 2020) this is because with internal communication, the level of employee understanding of their work becomes high so that their performance is maximized. Meanwhile, miscommunication factors in employees cause communication within the organization to be hampered and overlap of work, misunderstandings, decreased performance, and conflicts (Manurung & Yuliana, 2024) leading to non-optimal individual performance both individually and in groups.

The findings in this study provide insights related to internal communication that do not have a significant influence on employee performance. Reinforcing the results of previous research, which also stated that internal communication does not have an impact on employee performance (Kurniasih, 2021). This is in line with the field facts at PT Marinal Indoprime, where although the intensity of communication between employees is relatively high, the course of communication between employees is varied, not focusing on communication about work only, but conversations about things outside of work such as homework, personal problems, and other external problems so that it has less impact on performance. Based on the results of this study, the implication that can be applied is to maintain the stability of internal communication within the scope of employees by providing a formal forum for employees to share knowledge so that the communication that is established tends to be more about work matters.

The effect of knowledge sharing on self-efficacy

According to (Widodo, 2013) knowledge sharing is the behavior of distributing knowledge owned in the organization so that it can create positive value for the company. Knowledge sharing can be done by having knowledge in a specific area that you have mastered, both theoretically and technically. The knowledge mastered will strengthen the individual's ability to convey information and discuss with other individuals (De Lima, Cid Bastos, & Varvakis, 2021) and must be accompanied by the courage to distribute the expertise possessed. More specifically, knowledge-sharing behavior can be channeled with good self-efficacy so that information about the skills to be shared can be conveyed effectively and there are no limitations in its delivery. Referring to (Melina, Apriyanti, & Asmike, 2024), the application of knowledge-sharing behavior is very helpful in strengthening self-efficacy in each individual. In addition, it can be seen in a study conducted by (Endrawati, Rivai, & Lukito, 2025), that employees who share knowledge feel that their confidence increases so that they do not doubt the alliance they have.

It was found that there was a positive impact on the correlation between knowledge sharing and self-efficacy in each employee. Previous research has also highlighted the positive influence that knowledge sharing has on self-efficacy (Asion, 2024) Reflecting on the findings of this research, the scope of PT Marinal Indoprima employees who often channel their expertise or abilities and indirectly increase their trust in the mechanisms they master. This opens up an overview for superiors at PT Marinal Indoprima to utilize and maximize the role of knowledge sharing so that there is a continuous improvement in efficacy in each employee.

The effect of internal communication on self-efficacy

According to (Puspitaningsih, 2016) the form of individual belief to achieve goals by utilizing the skills they have is the definition of self-efficacy. There is also a significant correlation that marks a positive relationship between communication and self-efficacy (Tingginehe & Wijono, 2018) Internal communication at PT Marinal Indoprima that runs continuously, although it does not have an impact on employee performance, is found to have a significant influence on self-efficacy. The habit of interacting intensely makes each individual have self-efficacy that continues to develop. This is in line with the opinion of (Wardani, 2012) who states that when individuals continue to interact with others within reasonable limits without limiting themselves, they can increase their self-efficacy.

Within the scope of PT Marinal Indoprima, the high intensity of communication that occurs in it indirectly increases confidence, closeness of relationships between fellow employees; and the courage to speak. This underlies the emergence of a positive increase in self-efficacy in employees, they are more courageous to interact and discuss so that self-efficacy can increase consistently. Based on the testing of this research, it was found that there was a positive influence between internal communication and self-efficacy. Similar research also found that the effect of internal communication on employee self-efficacy was found to have a positive correlation (Pauzi, Mulia Z, & Komariah, 2022) This is enough to provide a view for every element in the organization to continue to strive to improve self-efficacy by utilizing the intensity of communication between employees in the internal scope.

The role of self-efficacy mediation on the influence of knowledge sharing in the employee performance

One of the definitions of self-efficacy is the confidence that a person has in his or her own ability to achieve a series of goals (Bandura, 1997) This study obtained results showing that the influence of knowledge-sharing variables on employee performance can be mediated by the role of self-efficacy. Likewise, the condition at PT Marinal Indoprima, where the high level of self-efficacy of workers makes them often share and also discuss, causes the effectiveness of knowledge-sharing behavior to run optimally. These findings open up a new picture for further research related to the role of self-efficacy mediation that does not only dwell on variables that have been often studied.

The results of this study are strengthened by the fact that within the scope of PT Marinal Indoprima's employees, the majority of each individual has a high level of confidence in the abilities of each individual, which encourages them to carry out knowledge-sharing behaviors. Therefore, the closeness and familiarity between employees has become intense so that cumulatively the team's performance at PT Marinal Indoprima continues to be progressive in achieving the company's targets. Therefore, companies must maintain the quality of self-efficacy in each employee as an implication with the aim of emphasizing knowledge-sharing behavior within the internal scope so that employee performance is maintained in quality.

The role of self-efficacy mediation on the influence of internal communication in the employee performance

With a high level of self-efficacy, the communication established with employees becomes quite intense; this must be the focus of the stakeholders at PT Marinal Indoprima, considering that communication is needed to describe how work should be done in order to improve competence and performance (Novitasari & Setiawan, 2015), and highlighting communication which is a form of dynamic activity, because it continues to undergo continuous changes (Liliweri, 2004) Therefore, ensuring the quality of internal communication must be the main focus of leaders so as not to cause a decrease in employee performance. In accordance with (Hidayat, 2021) who states that internal communication must contain the accuracy and completeness of information needed by employees related to their responsibilities.

The findings of this study represent that employee self-efficacy cannot mediate the influence of internal communication on employee performance. Based on the reality that happens at PT Marinal Indoprima, the internal communication process is often carried out when workers are doing their work and do not really focus on discussing the work, so even though each of them has good self-efficacy, it cannot guarantee the effectiveness of internal communication in improving performance. In these conditions, the problems that arise are ineffectiveness of working time, which causes a decrease in performance in quantity, as well as a lack of focus that causes a decrease in quality performance. This happens because basically the internal communication that occurs is only large in quantity. A policy that is suitable to be applied to the scope of employees at PT Marinal Indoprima is to provide rules to limit workers from having unnecessary interactions while working so as not to interfere with the focus on completing the tasks charged, so that productivity and performance are maintained.

The effect of self-efficacy on the employee performance

According to (Eni, Saha, Hossain, & Rahaman, 2025), self-efficacy in individuals to share knowledge significantly affects the intention to channel knowledge and knowledge-sharing behaviors with other individuals. Self-efficacy is closely related to the individual's self-control and stance in facing failure and solving every problem faced (Cherian & Jacob, 2013). Quoting from the test output in this study, it was found that self-efficacy has a significant effect on employee performance and has a positive effect. This reinforces the results of previous research that found findings related to the positive impact of self-efficacy on employee performance (Ridho Pratomo, 2022) In line with the situation at PT Marinal Indoprima, with competent human resources in their fields so that they have no doubts and limitations in conveying information and sharing expertise with each other. This is based on the performance of employees at PT Marinal Indoprima, which continues to consistently improve. Confidence in the skills one

possesses, or what can be interpreted as self-efficacy (Bandura, 1997), allows every employee at PT Marinal Indoprime to be confident in helping others, both in completing work, finding problem solving, and sharing knowledge or expertise.

From these things, it can be a representation that the self-efficacy of PT Marinal Indoprime employees, who are always confident in their abilities, can make the performance of each individual continue to develop. With the contribution of self-efficacy that is able to have a positive influence on employee performance, the appropriate application for PT Marinal Indoprime is to continue to provide opportunities in the form of training for the development of employee self-quality so that the self-efficacy and performance of each employee increase simultaneously and sustainably.

5. CONCLUSION

Of all the hypotheses proposed, there are two hypotheses that are declared insignificant and rejected, namely the internal communication hypothesis on employee performance with a p-value greater than 0.05 and the hypothesis about the role of self-efficacy mediation on the contribution of internal communication to employee performance with a p-value of 0.076, above 0.05. In this case, it is recommended for policymakers at PT Marinal Indoprime to regulate work time and rest with punishment in it so that the implementation of communication only takes place during rest, not at work, with the aim of avoiding a decline in individual performance due to loss of concentration when performing their duties and obligations. However, different results were shown on the contribution of self-efficacy in mediating knowledge sharing linked to employee performance with a P value of 0.048 below 0.05, or it can be said that the hypothesis is accepted. In the internal communication hypothesis, the effect on self-efficacy was also tested with a P-value of 0.006, which is lower than 0.05. From the test results in this research, the recommended step is to increase the effectiveness of communication by measuring and emphasizing the intensity of communication between employees better so that the level of internal communication is not only high in quantity but also high in quality. This is based on research by (Risambessy, Chandra, & Putri, 2024) which reveals that effective internal communication has a constructive significance that has a direct impact on employee performance.

Accepted hypotheses, or in the sense of significant influence, including effects of knowledge-sharing variables that were found to contribute positively to performance with P-values of 0.022 below 0.05, as well as on self-efficacy with P-values of 0.001 below 0.05. Furthermore, findings on the direct effects on performance influenced by self-efficacy that show a P-value of 0.015, lower than 0.05, mean the stated hypothesis is accepted. Referring to these results, the leadership of PT Marinal Indoprime must provide a forum for workers to share knowledge and competencies in the term period, as well as the application of methods by often involving employees in training, because encouraging individuals to continue participating in training can improve the performance of each individual (Hartomo & Luturlean, 2020) In these ways, the competence of each individual can continue to improve continuously, and they can consistently carry out the behavior of sharing knowledge with colleagues, and with the abilities they have from the results of participating in training, the self-efficacy of employees is more stable or does not decrease in handling a job.

6. LIMITATIONS AND IMPLICATIONS

6.1 Limitations

The SEM-PLS research approach was used to investigate variables associated to employee performance, which limits the variables tested in this study. This is indicated by the performance variable's R-squared value of 20.9%, indicating that other external variables can influence employee performance. This narrow focus has resulted in less detailed study results in explaining the intricacies and dynamics of the organization by emphasizing the performance of each person. Therefore, it is recommended for future research for research connected to characteristics that have never been juxtaposed with employee performance, to ensure that this research continues to develop and experience continual development.

6.2 Implications

This study's theoretical implications include expanding knowledge and serving as a future research guideline on the areas of information sharing, internal communication, self-efficacy, and employee performance. In practical terms, this research can serve as a consideration and representation for organizational leaders when responding to systematics that directly affect employee performance, both in the variables investigated in this study and in variables outside of this study. Here are the details about practical consequences that can be used as a reference by the organization. 1) Implement a customized mentorship program for employees that is relevant to their field of work, with the assistance and guidance of specialists. This seeks to provide a platform for each individual to develop their abilities and learn new skills that will benefit their future performance. The growth of this competency will also make everyone more aggressive in sharing the abilities learned from training with other colleagues, so that individual competencies can continue to be stable; 2) Establish clear rules governing the process of internal communication, including sanctions for violations. This strives to ensure that internal communication within the scope of employees is not only frequent but also high quality. Considering the course of communication carried out at work, which has the ability to impair each individual's performance; 3) Facilitate a forum for employees to exchange ideas, interact, and discuss with other employees. Forums can be held for a certain period of time so that they can run continuously and definitely. This activity can be packaged in the form of a forum sharing discussion. This aims to ensure that the process of sharing knowledge and communication can be carried out by all employees regardless of the differences that exist, and the topic of discussion can be more focused on work.

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