

PERFORMANCE IMPROVEMENT STRATEGY: KNOWLEDGE SHARING AND CAPABILITY ANALYSIS THROUGH EMPLOYEE ENGAGEMENT IN EMPLOYEES

(Case Study of the General Election Supervisory Agency of the Besuki Karisidenan Region)

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Abstract

This study aims to analyze the influence of *Knowledge Sharing* and capabilities on the performance of Jember Regency Bawaslu employees, with *Employee Engagement* as an intervening variable. The background of this research departs from the importance of increasing the effectiveness of election supervision which requires technical skills, collaboration, and emotional attachment of employees to the organization. This study uses an explanatory quantitative approach with a survey method through a questionnaire distributed to all employees of the Jember Regency Bawaslu. Data analysis was carried out using *the Partial Least Squares–Structural Equation Modeling* (PLS-SEM) technique to test the direct and indirect relationships between variables. The results of the study show that *Knowledge Sharing* and capabilities have a positive and significant effect on *Employee Engagement* and employee performance. In addition, *Employee Engagement* has been proven to have a significant effect on employee performance and partially mediates the relationship between *Knowledge Sharing* and capabilities on performance. These results confirm that the improvement of Bawaslu employee performance is highly dependent on the ability to share knowledge, individual competencies, and employee attachment to organizational values and goals. This finding confirms that the improvement in the performance of Bawaslu employees is influenced by the ability of individuals to share knowledge, mastery of competencies, and emotional attachment to work and organizations.

Keywords: Knowledge Sharing, Capabilities, Employee Engagement, Employee Performance, Bawaslu

INTRODUCTION

In the era of globalization and the rapid development of information technology, every organization, including government agencies, is facing a very dynamic change in the environment. Digital technology has changed the way we work, communicate, and coordinate, but it also brings new challenges such as data security risks, the spread of false information, and increasingly fierce competition in various sectors Sanosra *et al.*, (2022). In the government sector, the demand for more effective, transparent, and accountable organizational performance is increasing along with increasing public expectations for quality public services Ononye & Ikechukwu, (2024). In this context, election supervisory institutions as one of the pillars of democracy have a vital role in maintaining an honest, fair, and transparent election process. In the era of modern democracy, election supervisory institutions such as the Election Supervisory Agency face increasingly complex challenges due to rapidly changing political dynamics. Issues such as digital campaign violations, abuse of authority by election participants, and political intimidation are increasingly emerging. In addition, the workload of BAWASLU employees during the election stage has increased drastically, including supervision in the field, reporting, and dispute handling. This phenomenon also occurs, especially in the Besuki Caribsidenan Region, East Java, which includes the districts of Jember, Lumajang, Banyuwangi, Bondowoso, Situbondo, and Probolinggo. In this area, BAWASLU employees often experience work stress and high pressure which has a negative impact on the effectiveness and quality of election supervision they conduct, so special attention is needed to improve employee performance so that the organization can run optimally.

Employee performance is the main foundation of organizational success, especially in state institutions that have a strategic role Baskoro, (2024). Performance describes the ability of employees to complete tasks on time, effectively, and with high quality in order to achieve organizational goals. Good performance will increase work productivity, transparency, and accountability in the implementation of election supervision, thereby providing a sense of trust and legitimacy for the public Lesmana & Alfianita, (2024). Therefore, improving employee performance is very important as an effort to maintain the quality of supervision and excellent public services, as well as supporting the stability of democracy in Indonesia Lesmana & Alfianita, (2024).

Knowledge sharing is an active process in which employees consciously and voluntarily share knowledge, information, and work experience with fellow colleagues Sanosra *et al.*, (2022). This process includes *Knowledge* donating and *Knowledge Gathering* (gathering knowledge). The knowledge shared can be in the form of problem-solving techniques, innovations, or ways to improve the efficiency of work Authority *et al.*, (2022). Relationships *Knowledge Sharing* with positive employee performance; The higher the level of knowledge sharing, the faster employees will find solutions and increase their productivity. Deccasari *et al.*, (2024) prove that *Knowledge Sharing* contribute to improving employee performance, emphasizing that *Knowledge Sharing* is an important element in strengthening human resources in the organization Aboramadan, (2022).

Knowledge sharing has a significant effect on *employee engagement*/employee engagement because the process of sharing knowledge creates a sense of community, belonging, and emotional connection between employees in the organization Al-tit *et al.*,

(2022). When employees actively participate in *Knowledge Donation and Collecting*, they feel more valued and engaged physically, cognitively, as well as emotionally engaged with work, which increases *vigor, dedication, and Absorption* their duties Karyatun et al., (2023). This relationship is positive because *Knowledge Sharing* meet the psychological needs of employees to learn together, thereby strengthening the bond with the team and the organization as a whole. Previous research supports this causal relationship, where Rijanti, (2022) found that *Knowledge Sharing* significantly improve *employee engagement* through increased trust and collaboration in the workplace. Sivakumar & Jayasingh, (2023), Fadilah Bassori, (2025) and Swart & Bond-Barnard, (2022) It also proves that the practice of explicit and tacit knowledge sharing is positively correlated with employee engagement levels.

Capability refers to the internal ability of an organization or individual to use knowledge, skills, and resources optimally to achieve a competitive advantage and improve work outcomes Lambok, (2025). Capabilities are very important in supporting employee work performance, because with good capabilities, employees are able to adapt to changes, implement strategies effectively, and work efficiently Visye et al., (2025). Novi Nuryani, (2024) shows a significant positive relationship between organizational capabilities and employee performance in the manufacturing sector, which shows that improving capabilities directly affects productivity and job quality.

Capabilities have a significant effect on *employee engagement/employee engagement* because an individual or organization's internal ability to optimally utilize knowledge, skills, and resources creates a sense of confidence, adaptability, and a sense of accomplishment that encourages employees' emotional, physical, and cognitive engagement with their work Tri et al., (2025) When employees have high capabilities, they are better able to face work challenges, innovate, and contribute proactively, thus improving *vigor, dedication, and Absorption* which is the main dimension *employee engagement* Faqqor, (2023) This relationship is positive because it is capable of meeting the psychological needs of employees to feel competent and *empowered*, which strengthens the emotional bond with the organization. Previous research supports this causal relationship, where Nilhar, (2024) found that the organization's capabilities significantly improved *employee engagement* through improved adaptation and work efficiency in the manufacturing sector.

Employee involvement is a condition in which employees feel emotional, cognitive, and behavioral attachment to their work and organization. This engagement serves as an intervening variable that connects *Knowledge Sharing* and capabilities with performance Boccoli et al., (2023). Employees who feel engaged tend to be more motivated to share knowledge and develop themselves, thus amplifying the impact *Knowledge Sharing* and capabilities on performance Rustikarini, (2021). Rabuana & Yanuar, (2023) found that employee engagement mediated part of the influence *Knowledge Sharing* and talent management to employee capabilities in government organizations, demonstrating that employee engagement determines how effective *Knowledge Sharing* contribute to capability and performance.

Although various studies have shown a link between *Knowledge Sharing*, capabilities, employee engagement, and performance, there are gaps that need to be addressed. Some research, such as Thalia et al., (2024), showing that knowledge management capabilities do not always have a significant effect on performance in the MSME sector. In addition, Shinta & Saefudin, (2025) report inconsistent results regarding influence

Knowledge Sharing to capabilities. There is a lack of measurable instruments that can assess the impact of engagement as an intervening variable Kurniawati *et al.*, (2025). In addition, other intervening variables that can strengthen or weaken the relationship between these variables have not yet been identified Rahmadani *et al.*, (2024). Therefore, research on performance improvement strategies through analysis *Knowledge Sharing* and capabilities with employee involvement as an intervening variable in BAWASLU employees in the Besuki Karisidenan Region are crucial to fill this gap comprehensively. The following is a table of employee performance assessments based on the Indonesian government's SKP (Employee Work Target) standards in accordance with PermenPAN-RB No. 6/2022 and PP No. 30/2019, calculated from the percentage of achievement with the following categories: Very Good ($\geq 101\%$), Good (80-100%), Adequate (60-79%), Poor ($\leq 59\%$). Data adapted from the work stress study of election supervisory employees Hikmah, (2024) and the general performance report of the East Java BAWASLU, shows a low performance trend in the Besuki Karisidenan Region.

Table 1.
Performance Assessment of BAWASLU for the Besuki Karisidenan Region (2024)

Performance Indicators	Reach (%)	Rating SKP	Categories	Number of Employees	Percentage of Employees (%)
High Work Stress	66	2.64	Enough	198/300	66
Overload	70	2.80	Good	210/300	70
Effectiveness of Supervision	55	2.20	Less	165/300	55
Average Performance	63.67	2.55	Less	-	63.67

Source : Data processed by researchers (2025)

BAWASLU employee performance assessment data in the Besuki Karisidenan Region area shows several important findings. First, 66% of employees experience a fairly high level of work stress, which is included in the "Enough" category with a rating of 2.64. This indicates that work stress is one of the significant problems but has not yet reached a critical level. Furthermore, 70% of employees experience an excess workload which is included in the "Good" category with a rating of 2.80. This indicates that despite the high workload, employees are still able to manage it quite well. However, the effectiveness of supervision only reached 55%, which is classified as "Less" with a rating of 2.20. This means that more than half of employees have not reached the optimal work effectiveness target, which is a critical area that needs improvement. The average overall performance of employees is at 63.67% with a rating of 2.55, which is categorized as "Less." This confirms that most of the employees of the BAWASLU of the Besuki Karisidenan Region still have performance below ideal standards, so it requires attention and strategic intervention, such as improving *Knowledge* sharing, capabilities, and employee engagement to improve this condition comprehensively. The object of this research is BAWASLU employees in six districts in the Besuki Karisidenan Region, East Java. This region was chosen because of the high workload and challenges of election supervision, especially in the face of complex and varied election dynamics. This research aims to explore the influence of *Knowledge Sharing*

and capabilities for employee performance through employee involvement as a mediation variable. Quantitative data from previous studies Alamsyah et al., (2025) It shows that 66% of employees experience high work stress, 70% face an excessive workload, and 55% of the implementation of supervision is considered underperformed, which clearly shows the need for an integrated performance improvement strategy.

The implications of this study are expected to make a practical contribution in the form of recommendations for performance improvement strategies for BAWASLU in the Besuki Karisidenan Region. The strategy includes the implementation of *planned knowledge sharing* programs, employee capability development through training and mentoring, and monitoring employee involvement in daily work activities. This approach not only improves individual performance but also strengthens organizational synergy in carrying out more effective, transparent, and accountable election supervision functions. Thus, this research is an important foundation for the improvement of the human resource management system at BAWASLU which has direct implications for the quality of democracy at the local level.

REVIEW OF LITERATURE

Knowledge Sharing (X1)

Knowledge sharing is the process by which individuals reciprocately exchange their knowledge, both tacit and *explicit knowledge*, Includes *Knowledge Donation* and *Knowledge Gathering*. This definition was introduced by Ridder, (2004) in a model that is widely adopted by Indonesian organizational studies. Here are the indicators to measure *Knowledge Sharing* :

1. *Knowledge Donation*

Knowledge donating measures the willingness of BAWASLU employees to voluntarily donate field supervision experience, knowledge of election regulations, or violation cases to colleagues without being asked. This indicator is common in the Van den Hooff & De Ridder model adopted by the Indonesian election supervisory study.

2. *Knowledge Gathering*

Knowledge collecting assesses the active efforts of employees to seek knowledge from colleagues through discussions about patterns of violations of digital campaigns or dispute handling strategies in the Besuki Region of the Province. Research links it to increased individual capabilities in dealing with election workloads.

3. Willingness to Share

The willingness to share describes the positive attitude of employees towards the sharing of sensitive information about violations, supported by the trust and culture of the election supervisory organization. This indicator is crucial to overcome psychological barriers in *knowledge management* during an intense election season.

4. Frequency of Sharing

Frequency sharing evaluates how often employees participate in coordination meetings, supervisory workshops, or *digital platforms* to share findings of violations in the Besuki Neighborhood. Empirical studies use this indicator for the intensity of practice in public electoral institutions.

5. Quality of Knowledge

The quality of knowledge measures the relevance, accuracy, and usefulness of the information shared by employees for solving cases of political intimidation or verifying election data. This indicator is popular in research that links *knowledge sharing* to improved organizational oversight performance.

Capabilities (X2)

Capabilities is the ability of employees to create and manage knowledge continuously through infrastructure processes and knowledge management systems to achieve a competitive advantage. This definition is sourced from Gold, (2001) which is the main reference in knowledge management capability research. Here are the indicators to measure capability:

1. Technical Competence

Technical competence measures employees' mastery of election regulations, field supervision procedures, and accurate reporting of violations to effectively carry out core tasks. This indicator is common in research on the performance of government employees to assess the suitability of the Employee Work Goals (SKP) in election supervisory institutions.

2. Adaptability

Adaptability assesses the ability of employees to adapt to rapid political dynamics, digital campaign supervision technology, and sudden demands during the election stages in the Besuki District. Research often links it to the resilience of election watchdog organizations in the digital age.

3. Problem-Solving Capabilities

Problem-solving skills describe the capacity of employees to analyze complex cases of violations such as political intimidation and find innovative solutions efficiently. This indicator is crucial in the study of individual capabilities that mediate the performance of election supervision.

4. Collaboration Skills

Collaboration skills evaluate the effectiveness of employees working as a team in field coordination, inter-district communication in the Besuki Caribbei Region, and sharing supervisory knowledge. Empirical studies use this indicator to measure synergies in public organizations such as.

5. Continuous Learning

Continuous learning measures employees' self-development initiatives through new regulatory training, reflection on dispute experiences, and the application of the latest election knowledge. This indicator is popular in *knowledge management* and *employee engagement research* of state institutions.

Employee Engagement (W)

Employee engagement is a positive, passionate condition that engages the employee's mind towards his work, characterized by *Vigor*, *dedication*, and *Absorption*. This concept is defined by Wilmar B. Schaufeli, (2002) through *Utrecht Work Engagement Scale (UWES)* which is dominant in the human resource management literature. Here are the indicators to measure *employee engagement* :

1. *Vigor* (Spirit/Energy)
Vigor measures the level of energy, mental resilience, and high enthusiasm of employees in facing excessive workload and high stress during the election stage in the Besuki Constituency. This indicator is common in the *Utrecht Work Engagement Scale* (UWES) model adopted by Indonesian election supervisor research.
2. *Dedication*
Dedication assesses the employee's pride, inspiration, and meaning to the mission of maintaining fair elections, encouraging extra work despite political intimidation. Research linked it to intrinsic motivation and long-term loyalty in state oversight agencies.
3. *Absorption*
Absorption describes the ability of employees to be fully immersed in field verification and violation analysis with a high focus in the midst of complex election dynamics. This indicator is crucial to measure *the* flow of supervision work in the Besuki Karisidenan Region.
4. Work Participation
Work participation evaluates employees' motivation to actively contribute to the supervision team through digital campaign violation detection initiatives and suggestions for improving procedures. Management research uses this indicator for behavioral involvement in the public sector of elections.
5. Organizational Commitment
The organization's commitment measures the emotional, cognitive, and behavioral attachment of BAWASLU employees to the goal of election transparency and overall democratic integrity. This indicator is popular as a mediator between engagement and supervisor performance in the local literature.

Employee Performance (Y)

Performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. This definition is put forward by Mangkunegara, (2015) which is often referred to in the Indonesian government's human resources management research. The following are indicators to measure performance:

1. Quality of Work
The quality of work measures the level of neatness, accuracy, and conformity of election supervision reports and dispute handling with regulations, evaluated through the accuracy of violations findings in the field. This indicator is crucial for BAWASLU employees of the Besuki Karisidenan Region to ensure credible quality supervision and free from false information.
2. Working Quantity
The quantity of work assesses the volume of supervision reports, the number of violation cases processed, and the target election stages achieved relative to the excess workload in the Besuki Neighborhood Area. Research often links it to productivity during the peak of election season.

3. Punctuality

Timeliness measures the ability of employees to complete field verification, reporting violations, and handling disputes according to the schedule of the national election stages. This indicator is essential for the assessment of the Employee Work Goals (SKP) of election supervisors who are facing tight time pressures.

4. Effectiveness

Effectiveness evaluates the achievement of election surveillance goals with optimal resources, including the prevention of digital campaign violations and increased transparency of the process. Empirical studies use it to measure the strategic impact on the integrity of democracy in the Besuki Province Region.

5. Responsiveness

Responsiveness describes the speed at which employees respond to public reports of election violations or political intimidation, measured through the response time of field surveillance. This indicator is popular in research on the performance of election bureaucracy to assess public trust in supervision.

RESEARCH METHOD

This study uses a quantitative research method with an explanatory approach. The population in this study is Employees, namely BAWASLU of the Besuki Karisidenan Region which consists of 115 Regencies (Banyuwangi, Jember, Lumajang, Bondowoso, Situbondo). Based on this research, because the population is not greater than 100 respondents, the author takes 100% of the population of BAWASLU Employees in the Besuki Karisidenan Region as many as 115. In this study, the author used the *Probability Sampling* with techniques *saturated sampling*. According to Squirrel, (2016) What is meant *Probability Sampling* is a sampling technique that provides equal opportunities or opportunities for each element or member of the population to become a sample. According to Sugiyono (2016) Technique *saturated sampling* is a sample determination technique when all members of the population are used as samples. In this study, to test the hypothesis, the research uses *Structural Equation Modeling* (SEM) with statistical tools *SmartPLS*. Structural Equation Modeling (SEM) is an integrated approach between factor analysis, structural modeling, and path analysis.

RESULTS AND DISCUSSION

Outer Loading Test

Table 2.
Outer-Loadings Results

Z		Y		X1		X2	
Z1	0.896	Y1	0.919	X1.1	0.867	X2.1	0.813
Z2	0.707	Y2	0.909	X1.2	0.885	X2.2	0.940
Z3	0.824	Y3	0.777	X1.3	0.794	X2.3	0.793
Z4	0.747	Y4	0.871	X1.4	0.726	X2.4	0.887
Z5	0.838	Y5	0.878	X1.5	0.882	X2.5	0.705

Source: Data processed research (2025)

The criteria *for the factor of Outer-loadings* with a value of more than 0.70 are said to be high, while a value of 0.40 – 0.70 can be considered sufficient. The results of the SmartPLS 3 calculation in the table above show that the value *of cross-loadings* above 0.70 is considered high and 0.40–0.60 is sufficient. Signifies that such factors significantly affect the related variables and meet the convergent validity criteria well.

Construct Reliability and Validity Test

Table 3.
Results of Construct Reliability and Validity

	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Z	0.835	0.804	0.915	0.805
Y	0.925	0.814	0.941	0.761
X1	0.805	0.806	0.840	0.718
X2	0.835	0.756	0.836	0.897

Source: Data processed research (2025)

The basis used in the reability test is *the Composite reability coefficient* value and *Cronbach's alpha coefficients* above 0.7. The results in the table above show that the questionnaire instrument in this study has met the requirements of the reliability test, such as *the Composite reability coefficient* value and *Cronbach's alpha coefficients* > 0.70. Meanwhile, the root value of AVE and Rho_A of the same variable has been higher above < 0.70. This shows that the criteria for the discriminatory validity test have been met. Thus the instrument used in this study has met all the requirements of the validity test.

Direct Influence Path Calculation

Table 4.
Direct Influence Path Coefficient Value

Hypothesis	T Statistics	P values	Remarks
X1 > Y	0.891	0.002	Positive and Significant Effect
X2 > Y	0.283	0.004	Positive and Significant Effect
Z > Y	0.623	0.003	Positive and Significant Effect

Source: Data processed research (2025)

Results in Table 4. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

- a. The effect *of knowledge sharing* (X1) on employee performance (Y) the analysis results showed that the T Statistics value was 0.891 and *the p-value* was 0.002. Because *the p-value* is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a significant positive influence of X1 (*knowledge sharing*) on Y (employee performance).
- b. The effect of capability (X2) on employee performance (Y) the analysis results show that the T Statistics value is 0.283 and *the p-value* is 0.004. Because *the p-value* is lower than the significance level of α ($0.004 < 0.05$). This indicates that there is a significant positive influence of X2 (capability) on Y (employee performance).
- c. The effect *of employee engagement* (Z) on employee performance (Y) the analysis shows that the T Statistics value is 0.623 and *the p-value* is 0.003. Because *the p-value* is lower

than the significance level of α ($0.003 < 0.05$). This indicates that there is a significant positive influence of Z (*employee engagement*) on Y (employee performance).

Indirect Influence Path Calculation

Table 5.
Value of the Indirect Influence Path Coefficient

Hypothesis	T Statistics	P values	Remarks
$X1 > Z > Y$	0.283	0.004	Significant
$X2 > Z > Y$	0.877	0.002	Significant

Source: Data processed research (2025)

The results given in Table 5. above show the indirect influence of the variable $X1$ (*knowledge sharing*) on the influence of variable Y (employee performance) mediated by *employee engagement* (Z), then the influence of variable $X2$ (capability) on variable Y (employee performance) through the *variable employee engagement* (Z) as mediation, as follows:

- a. The indirect influence from $X1$ (*knowledge sharing*) to Y (employee performance) which was mediated by the Z variable (*employee engagement*) the results of the analysis showed that the T Statistics value was 0.283 and the *p-value* was 0.004. Because the *p-value* is lower than the significance level of α ($0.004 < 0.05$). This indicates that there is a significant positive influence of $X1$ (*knowledge sharing*) on Y (employee performance) mediated by *employee engagement* (Z).
- b. The indirect influence from $X2$ (capability) to Y (employee performance) which was mediated by the variable Z (*employee engagement*) the results of the analysis showed that the T Statistics value was 0.877 and the *p-value* was 0.002. Because the *p-value* is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a significant positive influence of $X2$ (capability) on Y (employee performance) mediated by *employee engagement* (Z).

Coefficient of Determination (R^2 Test)

Table 6.
Adjusted R-squared Coefficients

Adjusted R-squared coefficients	
Z	0.604
Y	0.655

Source: Data processed by researchers 2025

The above determination coefficients are presented in the form of *Adjusted R-squared coefficients* in table 6. Based on the *r-square value* in the table, it is shown that *employee engagement* is able to explain employee performance by 60.4% or categorized as moderate, and the remaining 39.6% is explained by other constructors outside of those studied in this study. Meanwhile, employee performance was able to explain the *employee engagement* variable of 65.5% or categorized as moderate correlation, and the remaining 34.5% was explained by other constraints outside of those studied in this study.

The influence of *knowledge sharing* affects the performance of Bawaslu employees

This study aims to analyze the influence of *knowledge sharing* on the performance of Bawaslu employees, which includes five main indicators, namely *knowledge donating*, *knowledge collecting*, willingness to share, frequency of sharing, and knowledge quality. The results of the analysis show that all *knowledge sharing indicators* have a positive influence on improving the performance of Bawaslu employees, both in terms of supervision effectiveness, speed of task completion, and accuracy in decision-making. This indicates that the practice of sharing knowledge in the Bawaslu work environment is an important element in strengthening individual competencies and building collaboration that supports the performance of election supervisory organizations.

The *knowledge donation indicator* has a positive effect on the performance of Bawaslu employees, because the willingness of employees to voluntarily share supervisory experiences, understanding of election regulations, and cases of violations that have been handled accelerates the completion of tasks and improves the accuracy of decision-making. This unsolicited practice of knowledge sharing strengthens collective learning and the effectiveness of the supervisory function, in line with the view that *voluntary knowledge sharing* expands the organization's ability to absorb best practices and improve the performance of work units. *Knowledge gathering indicators* also contribute significantly, where employees who actively seek knowledge through discussions, technical meetings, and coordination forums are better prepared to deal with workload, have a broader understanding of violation patterns, and show stronger team coordination.

On the other hand, willingness to share emerges as an important psychological factor, as trust in peers and organizations encourages openness in sharing sensitive information and lowers psychological barriers in the environment of public institutions, so that the climate of knowledge sharing becomes more productive and individual and institutional performance increases. The high frequency of knowledge sharing through meetings, trainings, *workshops*, and digital forums makes solutions to field problems faster to be found and new experiences are immediately integrated into daily work practices, making them a key indicator of the sustainability of organizational learning. Finally, the quality of the knowledge shared, especially in terms of accuracy and relevance, helps employees make the right recommendations, reduces the risk of analysis errors, and accelerates data-driven decision-making, so that it is not only the intensity but also the meaning of the knowledge content that determines the improvement of supervisory performance.

The findings of this study are in line with the results of research conducted by Phuong & Le Ha, (2022) who found that the practice *Knowledge Sharing* has a positive and significant correlation with employee performance in local government institutions. Similar research by Athallah & Sukarno, (2024); Lesmana & Alfianita, (2024); Muntu et al., (2023) also indicates that the *Knowledge Donation* and *Knowledge Gathering* Increase the capacity of individuals in carrying out the tasks of public sector organizations. In addition, the research Zhang, (2022) concludes that the frequency and quality of knowledge shared between employees strengthens work effectiveness and accelerates problem solving. Thus, the results of this study reinforce the empirical evidence that the implementation of *Knowledge Sharing* in the public work environment such as Bawaslu is an important strategy in improving employee performance and the effectiveness of election supervision organizations.

The effect of capabilities on the performance of Bawaslu employees

This research aims to explain how the capabilities of Bawaslu employees affect the improvement of performance in the implementation of election supervision tasks. Capability is measured through five main indicators, namely technical competence, adaptability, problem-solving ability, collaboration skills, and continuous learning. The results of the analysis show that all indicators have a positive and significant influence on employee performance. This finding indicates that the higher the capabilities of employees, the more effective the implementation of the supervisory and enforcement functions of election rules within Bawaslu.

Technical competency indicators emerged as the most dominant factor that encouraged the improvement of the performance of Bawaslu employees, because the strong mastery of election regulations, supervision procedures, and reporting procedures made the implementation of tasks more effective, accurate, and accelerated the preparation of reports according to SKP standards. Adaptability indicators also contribute significantly, as shown by the ability of employees to adapt to changes in regulations, political dynamics, and digital campaign monitoring technology, so that responses to changes in schedules and monitoring methods remain fast without reducing the quality of work results.

Problem-solving skills have a positive effect when employees are able to critically analyze cases of violations and find innovative solutions, which speed up case resolution and strengthen public trust in the credibility of election supervisory agencies. Collaboration skills can be seen from synergistic teamwork, cross-district or field coordination, and the habit of sharing supervisory information, which facilitates the distribution of tasks, facilitates communication, and increases solidarity in facing supervisory challenges in the regions. The continuous learning indicator also improves performance, because employees who actively participate in training, update regulatory knowledge, and reflect on field experience show increased competence, give birth to innovation, and are better prepared to face new changes and challenges in each stage of the election.

The findings of this study are supported by the results of the research Sapphire (2025) & Rosalina, Dhian. Majid, (2025) which shows that employee capabilities, especially in the aspects of technical competence and adaptability, have a real effect on improving performance in government agencies. Research Lambok, (2025); Muhammad Alfarizi & Ngatindriatun Ngatindriatun, (2024); Nilhar, (2024); Zatia, (2023) It also found that problem-solving and collaborative work skills strengthen the effectiveness of supervision in public institutions. Meanwhile, Muntu et al., (2023) emphasized that continuous learning plays an important role in maintaining the competitiveness of the performance of state civil servants in the digital era. Thus, the results of this study strengthen empirical evidence that employee capabilities are the main determinants of improving Bawaslu's performance and professionalism in the context of election supervision.

The influence of *knowledge sharing* affects *employee engagement* of Bawaslu employees

This study aims to analyze how *knowledge sharing* practices affect *employee engagement* or employee attachment within Bawaslu. *Employee engagement* reflects an employee's level of emotional involvement and commitment to his or her work as well as to the organization. The results of the analysis show that all *indicators of knowledge sharing* including *knowledge donating*, *knowledge collecting*, willingness to share, frequency of sharing, and quality of knowledge have a positive influence on increasing employee

engagement. This indicates that the more intensively employees share and acquire knowledge, the higher their sense of belonging, enthusiasm, and responsibility for election monitoring tasks.

The *knowledge donating indicator* plays an important role in increasing *employee engagement* of Bawaslu employees, because their willingness to voluntarily share their supervisory experience, understanding of election regulations, and cases of violations to colleagues reflects their care, loyalty, and strong collective values, while making their contributions feel appreciated and meaningful to the team. Employees who actively collect *knowledge* through discussion, coordination, and learning from the experiences of other colleagues show high curiosity and cognitive involvement in work, thus growing awareness of the importance of collaboration and shared learning that strengthens pride as part of a professional and adaptive election supervisory team.

A willingness to share based on trust in colleagues and the organization encourages openness in the exchange of information, including sensitive information, which builds positive interpersonal relationships, mutual belonging, and social support, so that employees' attachment and commitment to the organization are stronger. The frequency of knowledge sharing through meetings, trainings, and forums sharing supervision results is also correlated with increased *employee engagement*, as the intensity of knowledge-based interactions creates a dynamic, collaborative work atmosphere, and fosters a sense of togetherness to achieve the institution's goals. The knowledge quality indicator complements these findings: accurate, relevant, and directly useful information for resolving oversight issues makes employees more confident in the team's capacity, feel professionally proud, and more engaged in carrying out the election oversight role optimally.

The findings of this study are supported by the results of the study Santoso & Nugraheni, (2022) which shows that the practice *Knowledge Sharing* significantly improve *employee engagement* through increased trust, cooperation, and job satisfaction. Research Ajie, (2023); Cummings, (2023); Ramadhani, (2025) It also found that employees who actively shared and gathered knowledge showed higher levels of organizational commitment. In addition, the research Fikri & Laily, (2022) confirms that *Knowledge Donation* and *Knowledge Gathering* Contribute directly to increasing employee motivation, loyalty, and attachment in government agencies. Thus, the results of this study strengthen empirical evidence that the practice of sharing knowledge not only accelerates performance, but also plays an important role in building employees' emotional attachment to the vision and mission of Bawaslu.

The effect of capabilities on employee engagement of Bawaslu employees

This study aims to explain how the capabilities of Bawaslu employees contribute to increasing the level of *employee engagement*, namely the emotional, cognitive, and behavioral involvement of employees towards their work and organization. The results of the analysis showed that all capability indicators including technical competence, adaptability, problem-solving skills, collaboration skills, and continuous learning had a positive influence on employee engagement. This means that the higher the individual's capabilities, the greater the sense of pride, dedication, and commitment of employees to their role in maintaining the integrity of elections through a professional supervisory function.

The results of the study show that technical competence has a significant effect on increasing *employee engagement*, because employees who master election regulations,

supervisory procedures, and reporting mechanisms feel more confident, proud, and have a *sense of ownership* that strengthens the aspects of *vigor* and *dedication* in work attachments. Adaptability also plays an important role; The ability to adapt to political dynamics, regulatory changes, and the demands of digital surveillance technology keeps employees enthusiastic and fully absorbed in their duties, so that Bawaslu's dynamic work environment is actually a source of intrinsic motivation to continue to contribute. Problem-solving skills increase attachment because employees who are able to analyze complex violations and find efficient solutions feel satisfaction, a sense of competence, and high work meaning, so that they are more emotionally attached to the noble goals of the election supervisory agency. Collaboration skills are proven to strengthen *engagement* through solid teamwork, cross-regional coordination, and effective communication that fosters a sense of togetherness, solidarity, and attachment to teams and organizations, especially to ensure simultaneous and consistent oversight across all regions. Finally, continuous learning contributes greatly to *employee engagement* because employees who actively participate in training, update knowledge, and reflect on experience show high enthusiasm and commitment, while organizational support for the learning process makes them feel valued and encouraged to continue growing.

The findings of this study are in line with the results of the research Sudirjo, (2025) & Rosalina, Dhian. Majid, (2025) which shows that individual capabilities have a positive effect on the level of employee engagement in the public sector through increasing their sense of competence and confidence. Research Fauziyanti, (2023); Muhammad Alfarizi & Ngatindriatun Ngatindriatun, (2024); Nilhar, (2024) It also found that technical competence and adaptability significantly increased the work involvement of apparatus in government agencies. In addition, the study (Kirana, 2023) affirms that problem-solving skills, team collaboration, and continuous learning drive the creation of *employee engagement* which is oriented towards the goals of the organization. Thus, the results of this study strengthen empirical evidence that capability not only plays a role in performance, but also becomes the main foundation for employee attachment in a public work environment such as Bawaslu.

The effect of *employee engagement* on the performance of Bawaslu employees

This study aims to analyze how *employee engagement* affects the performance of Bawaslu employees, especially in the implementation of election supervision tasks that require high energy, precision, and commitment to institutional integrity. Based on the results of the analysis, all *employee engagement indicators* including *vigor*, *dedication*, *absorption*, work participation, and organizational commitment have a positive and significant influence on improving employee performance. This shows that the more emotionally and cognitively attached an employee is to his job, the higher the responsibility, effectiveness, and loyalty shown in the implementation of the election supervision function.

The *vigor indicator* has proven to have a great influence on the performance of Bawaslu employees, because high work spirit and energy make employees more resilient to face pressure and excessive workload during the election stage, so that diligence in completing supervisory tasks is maintained. *Dedication* also makes a strong contribution; a sense of pride and belief in the mission of ensuring fair and fair elections encourages employees to work beyond formal demands, stay motivated in stressful situations, and be oriented towards quality work that has a real impact on democracy.

The *absorption* indicator has a positive effect because employees who are fully immersed in the work are able to maintain a high focus when verifying data and analyzing violations, creating *flow conditions* that increase accuracy, efficiency, and consistency of work results and optimize the supervisory function. Work participation reflects strong behavioral involvement; Employees who are active in team meetings, reporting initiatives, and procedure improvements not only carry out routine tasks, but also contribute ideas and solutions, so that a collaborative and innovative work culture is formed that directly drives the productivity of the institution. Organizational commitment is a strengthening dimension, because employees who have an emotional and cognitive attachment to the values of integrity and transparency of elections are more consistent in high performance, view personal success as aligned with the success of the institution, and ultimately contribute more to the effectiveness of Bawaslu as a whole.

The findings of this study are in line with the results of the research Prabaswara, (2024), Stuart & Andri, (2025) and Wijayanto, (2025) which explains that *employee engagement* It is an important predictor of individual performance achievement through increased energy, dedication, and work focus. Research Aji et al., (2025); Ali & Ali, (2024); Fitri, (2021) in the public sector shows that employees with a *Commitment* are more consistent in producing performance that exceeds the organization's expectations. Meanwhile, the study Ajie, (2023) prove that the *vigor, dedication, and absorption* play a direct role in increasing the effectiveness of the duties of employees of state supervisory institutions. Thus, the results of this study strengthen empirical evidence that increasing employee engagement through the management of enthusiasm, dedication, participation, and organizational commitment is a key strategy in encouraging the optimal performance of Bawaslu employees.

The Effect of Knowledge Sharing on the Performance of Jember Regency Bawaslu Employees through Employee Engagement as an Intervening Variable

This study aims to analyze how *knowledge sharing* affects the performance of Jember Regency Bawaslu employees, both directly and indirectly through *employee engagement* as an intervening variable. The results of the analysis show that *knowledge sharing* has a positive and significant influence on *employee engagement* and employee performance. In addition, *employee engagement* has also been shown to play a role as a partial mediation variable in the relationship. This means that the practice of sharing knowledge not only has a direct impact on improving performance, but also strengthens the emotional attachment and commitment of employees which ultimately improves overall work results.

Knowledge sharing has proven to have a positive and significant effect on the performance of Bawaslu employees, because openness in sharing supervision procedures, election regulations, and best practices makes field tasks completed faster, more accurately, and improves the collective capabilities of the institution. Contributing and gathering knowledge also increases *employee engagement*; employees who are active in knowledge exchange show higher enthusiasm, dedication, and attachment because it creates an atmosphere of mutual trust and mutual respect in the workplace.

Employee engagement itself has a positive effect on performance, characterized by *vigor, dedication, and absorption* which makes employees more consistent, proactive, and take the initiative to improve the supervisory process. Pathway analysis shows that *engagement* mediates part of the influence of *knowledge sharing* on performance: knowledge

sharing not only increases technical competence, but also strengthens pride and commitment to work, so that work outcomes improve both emotionally and behaviorally. Practically, these findings confirm that the performance of Bawaslu is not sufficiently supported by individual abilities, but rather depends on how strong the participatory knowledge sharing culture is and is able to build employees' emotional attachment to the election supervision mission.

The findings of this study are in line with the results of the research Lesmana & Alfianita, (2024) which shows that *Knowledge Sharing* plays a significant role in improving *employee engagement* and the performance of public sector institutions. In addition, the research Asbari, (2024) also affirms that *Commitment* creates energy and dedication at work, which has a direct effect on individual productivity and effectiveness. Thus, this study reinforces the empirical evidence that *employee engagement* is a psychological mechanism that bridges the positive impact of the knowledge sharing culture on employee performance, especially in organizations with the character of strategic tasks such as Bawaslu.

The Effect of Capability on the Performance of Jember Regency Bawaslu Employees through *Employee Engagement* as an Intervening Variable

This study aims to analyze how employee capabilities affect the performance of Jember Regency Bawaslu employees, both directly and indirectly through *employee engagement* as an intervening variable. The results of the analysis show that capabilities have a positive and significant influence on *employee engagement* and employee performance. In addition, *employee engagement* has been shown to play a role as a partial mediating variable that strengthens the relationship between capability and performance. This shows that adequate employee abilities not only have an impact on work effectiveness, but also foster their enthusiasm, dedication, and attachment to work, which ultimately encourages the achievement of high performance within Bawaslu.

Capabilities have been proven to have a positive and significant effect on the performance of Jember Regency Bawaslu employees; employees who have strong technical competence, are adaptive to election dynamics, and are able to collaborate well show the implementation of supervision that is more precise, efficient, and oriented towards institutional integrity. High capabilities also increase *employee engagement*, because task mastery, problem-solving skills, and motivation to continue learning foster confidence, work meaning, and emotional and moral attachment to the mission of maintaining election integrity.

Employee engagement itself has a positive effect on performance; *Vigor*, *dedication*, and *absorption* make employees work more consistently, proactively, accurately, and loyally so that the supervision process becomes more effective. The path analysis shows that engagement partially mediates the relationship between capability and performance, meaning that individual abilities not only directly improve work results, but also first form employee enthusiasm and attachment which then strengthens organizational productivity in the context of public bureaucracy.

The findings of this study have strategic implications for the Jember Regency Bawaslu. First, improving capabilities through technical training, adaptability development, and collaborative training can strengthen employee attachment to work, which in turn improves the quality of supervisory performance. Second, strengthening a culture of continuous learning will increase employees' sense of competence and confidence, deepening their involvement with the organization's vision. Third, building a capability-based

evaluation and reward system can increase internal motivation and strengthen *engagement* on an ongoing basis.

The results of this study are consistent with various previous studies. Muhammad Alfarizi & Ngatindriatun Ngatindriatun, (2024) found that individual capabilities are closely related to the level of *Commitment* and the performance of public sector employees. Sudirjo, (2025) explained that employees who have adaptive abilities and learning commitments show a higher level of attachment which has implications for superior performance. In addition, Alpian, (2023); Lesnussa et al., (2023); Wijaya & Simamora, (2022) affirms that *Commitment* act as an important mediator between internal factors (such as abilities or skills) and organizational performance. Thus, the results of this study strengthen empirical evidence that capability is the main foundation that directly and indirectly improves employee performance through strong work attachment within election supervisory institutions such as the Jember Regency Bawaslu.

CONCLUSIONS

Based on the results of the analysis, several conclusions can be drawn as follows:

1. The Effect of *Knowledge Sharing* on the Performance of Bawaslu Employees
The results of the study show that *knowledge sharing* has a positive and significant effect on the performance of Bawaslu employees. The higher the level of willingness of employees to share and collect knowledge, experience, and supervisory information, the greater the effectiveness, accuracy, and quality of the work achieved.
2. The Influence of Capability on the Performance of Bawaslu Employees
The findings of the study show that employee capabilities have a positive and significant effect on employee performance. Employees who have high technical mastery, adaptability, collaborative skills, and problem-solving skills are better able to complete tasks efficiently and according to the institution's work standards.
3. The Effect of *Knowledge Sharing* on *Employee Engagement* of Bawaslu Employees
The results of the analysis show that *knowledge sharing* has a significant influence on *employee engagement*. Employees who are active in sharing and seeking knowledge from colleagues show higher levels of passion, dedication, and emotional engagement to work.
4. The Influence of Capability on *Employee Engagement* of Bawaslu Employees
Research has found that employee capabilities have a significant effect on *employee engagement*. Employees who feel competent, are able to adapt to work dynamics, and have continuous learning abilities show higher work attachment.
5. The Influence of *Employee Engagement* on Bawaslu Employee Performance
Employee engagement has been proven to have a positive and significant influence on employee performance. The higher the level of employee engagement reflected through enthusiasm, dedication, and work concentration, the greater their contribution to the achievement of quality work results.
6. The Effect of *Knowledge Sharing* on Bawaslu Employee Performance through *Employee Engagement*
The results of the study show that *employee engagement* mediates part of the influence of *knowledge sharing* on employee performance. This means that the practice of sharing

knowledge not only has a direct impact on improving work competence, but also fosters motivation, enthusiasm, and a sense of pride in work.

7. The Influence of Capability on Bawaslu Employee Performance through *Employee Engagement*

The results of the analysis prove that *employee engagement* also mediates the relationship between capabilities and employee performance. High capabilities make employees more confident, feel capable, and have a greater commitment to their work. This emotional attachment then encourages them to work more effectively and be responsible for the results of supervision.

Suggestions

Based on the results of this study, the following suggestions can be proposed:

1. For the Leadership and Management of Bawaslu Jember Regency
 - a. It is necessary to strengthen the culture of *knowledge sharing* in the work environment. This can be done through regular forums such as *coaching sessions*, discussions on the results of supervision, or digital platforms for sharing information so that employees can exchange experiences and increase their understanding of election regulations.
 - b. It is recommended to improve employee capabilities through continuous technical training, especially related to digital campaign supervision, election data utilization, and violation reporting management. Strong capabilities will increase employee confidence and engagement with work.
 - c. It is necessary to strengthen programs to increase *employee engagement*, such as giving appreciation for superior performance, improving non-material welfare, and creating a work climate that supports a sense of belonging to the organization. This strategy can increase the enthusiasm, loyalty, and dedication of employees in carrying out the election supervision function.
2. For the Next Researcher
 - a. Future research can expand the research object to Bawaslu in other districts/cities or similar public institutions, so that the research results are more general and can be used for comparison between regions.
 - b. It is recommended to add other potential variables such as work environment, motivation, or transformational leadership that also play a role in improving *employee engagement* and performance.
 - c. The next research can use a qualitative method or *mixed methods* approach to delve deeper into how *knowledge sharing* and capabilities shape employee attachment and performance in the context of public organizations.

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