


The Influence of Knowledge Sharing and Empowerment on Employee Performance in All Branches of Threeleanor Aesthetic Clinic

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ABSTRACT

Penelitian ini bertujuan untuk menganalisis pengaruh berbagi pengetahuan dan pemberdayaan terhadap kinerja karyawan di seluruh cabang Klinik Estetika Threeleanor. Pendekatan penelitian yang digunakan adalah kuantitatif dengan teknik survei. Pendataan dilakukan melalui kuesioner yang dibagikan kepada karyawan Klinik Estetika Threeleanor dan dianalisis menggunakan SPSS. Hasil penelitian menunjukkan bahwa Berbagi Pengetahuan dan Pemberdayaan memiliki efek positif dan signifikan terhadap kinerja karyawan. Kemudian berdasarkan hasil uji koefisien penentuan parsial, dapat disimpulkan bahwa variabel yang paling dominan dalam mempengaruhi kinerja karyawan adalah Pemberdayaan. Hasil penelitian ini memberikan implikasi praktis bagi pengelolaan Klinik Estetika Threeleanor, khususnya dalam mengembangkan sumber daya manusia dan mendukung keberlanjutan bisnis perusahaan.

This study aims to analyze the effect of knowledge sharing and empowerment on employee performance in all branches of Threeleanor Aesthetic Clinic. The research approach used is quantitative with survey techniques. Data collection was carried out through questionnaires distributed to employees of Threeleanor Aesthetic Clinic and analyzed using SPSS. The results of the study indicate that Knowledge Sharing and Empowerment have a positive and significant effect on employee performance. Then based on the results of the partial determination coefficient test, it can be concluded that the most dominant variable in influencing employee performance is Empowerment. The results of this study provide practical implications for the management of Threeleanor Aesthetic Clinic, especially in developing human resources and supporting the sustainability of the company's business.



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INTRODUCTION

Threeleanor Aesthetic Clinic is a beauty clinic that not only provides various aesthetic products, but also professional medical services. In a highly competitive and service-based industry like this, employee performance is one of the main determinants in maintaining service quality and customer satisfaction. Therefore, the development of appropriate human resources (HR) is the key to ensuring that the work system runs optimally.

In medical aesthetics, the development of technology, products, and treatment methods occurs very rapidly. Therefore, Knowledge Sharing or sharing knowledge is one of the important strategies in maintaining employee competence and competitiveness. Through Knowledge Sharing, each individual in the team is given the opportunity to share experiences, skills, and the latest information. Knowledge Sharing is a method or step in knowledge management that is used to provide an opportunity for members of a group, organization, agency or company to share the knowledge, techniques, experiences and ideas they have with other members. (Sayouw et al., 2024)

Another factor that also important in improving performance is Empowerment. Employee empowerment is implemented by giving staff the trust to make decisions within the scope of their duties, solve problems with a professional approach, and carry out work with healthy autonomy. The role of superiors in empowerment is very important, namely by encouraging self-confidence, providing moral support, and creating work flexibility. Empowerment makes the boss to encourage his employees to be more confident in themselves so that it can be run well by the employees. The role of the boss in this empowerment can also provide flexibility to employees to help eliminate obstacles that occur. (Setyanti et al., 2022).

In the beauty and medical service industry such as that run by Threeleanor Aesthetic Clinic, the success of the organization is highly dependent on the quality and performance of its employees. Good HR development management, consistent Knowledge Sharing practices, and the implementation of empowerment strategies are the main pillars in creating a professional, adaptive, and highly dedicated work team. By integrating these approaches, Threeleanor Aesthetic Clinic can strengthen its internal foundation while providing the best service to customers, which ultimately contributes to sustainable business growth.

Most of the research on knowledge sharing and employee empowerment on employee performance has been conducted in large industrial sectors such as manufacturing, banking, or multinational companies. There are still very few studies examining this topic in the context of the beauty service industry and aesthetic clinics, especially those on micro business scale such as Threeleanor Aesthetic Clinic. Therefore, this study aims to investigate the effect of knowledge sharing and empowerment on employee performance in all Threeleanor Aesthetic Clinic Branches, this study seeks to answer the question: how do knowledge sharing and empowerment affect employee performance in all Threeleanor Aesthetic Clinic Branches?

This research contributes to the human resource management literature by bridging this gap and providing practical recommendations for strengthening employee engagement, ultimately supporting the long-term success of the company.

METHOD

The research method used is a descriptive method with quantitative. The first method used by the author is a descriptive research method, a research method that focuses on the present and actual problems in the form of data, then the data is collected, processed, analyzed, interpreted and then concluded. The research was carried out from February to May 2025, employing a quantitative method with a survey approach through questionnaire distribution. The collected data was analyzed using a descriptive associative model to examine the relationship between Knowledge Sharing and Empowerment on Employee Performance.

The sampling technique used in this study, the researcher used a saturated sampling technique because the population was relatively small. So the research sample was 35 respondents in employees at all Threeleanor Aesthetic Clinic branches. Rimary data was collected through a questionnaire based on a Likert scale (1–5), where respondents were asked to rate the research variables according to predefined statements aligned with the measurement indicators. Table 1 below presents the operationalization of variables as a reference for measurement.

Table 1. Operationalization of research variables

Variable	Conceptual Definition	Operation Definition	Indicators
Knowledge Sharing	Knowledge sharing is a process in which individuals voluntarily transfer, disseminate, and exchange knowledge..	Knowledge sharing is carried out in all Threeleanor Aesthetic Clinic branches with the aim of developing employee capabilities.	1.knowledge donating 2.knowledge collecting
Empowerment	Empowerment is a process of giving power, authority, trust, and resources to employees.	Granting power, authority, trust and resources to employees in all Threeleanor Aesthetic Clinic branches	1.Trust 2. Authority 3. Responsibility
Kinerja	Employee performance is the	How individuals carry out the	1.Quality of

Karyawan	work results achieved by individuals in carrying out the tasks and responsibilities given..	tasks and responsibilities given in all Threeleanor Aesthetic Clinic branches	work 2.Quantity of work 3.Responsibility 4. Cooperation 5. Initiative
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Source: Own compilation

RESULTS AND DISCUSSION

Validity is a measure that shows the levels of validity or error of an instrument. An instrument is said to be valid if it is able to measure The validity value can be seen in the SPSS output results in the Corrected Item-Total Correlation table.

Tabel 2. Validity Test

Variable	Corelation	R table	Description
Knowledge Sharing	0.767	0.333	Valid
	0.914	0.333	Valid
	0.924	0.333	Valid
	0.955	0.333	Valid
	0.828	0.333	Valid
Empowerment	0.885	0.333	Valid
	0,566	0.333	Valid
	0,655	0.333	Valid
	0,814	0.333	Valid
	0,832	0.333	Valid
	0,787	0.333	Valid
	0,805	0.333	Valid
	0,562	0.333	Valid
Kinerja Karyawan	0,644	0.333	Valid
	0,627	0.333	Valid
	0.742	0.333	Valid
	0.762	0.333	Valid
	0.780	0.333	Valid
	0.757	0.333	Valid
	0.830	0.333	Valid
	0.813	0.333	Valid
	0.692	0.333	Valid
	0.836	0.333	Valid
0.846	0.333	Valid	
	0.640	0.333	Valid

Source: Own compilation

Based on table 2, it can be seen from each statement item that is stated as valid, meaning that r count $>$ r table, which is 0.333. The results of this test indicate that all statement items are stated as suitable for use as research measuring instruments and can be used for further analysis.

Tabel 3. Reliability Test

Variable	Cronbach's Alpha	Critical value	Description
Knowledge Sharing	0,941	0,600	Reliabel
Empowerment	0,868	0,600	Reliabel
Kinerja Karyawan	0,923	0,600	Reliabel

Source: Own compilation

Based on table 3, the reliability coefficient value of the research instrument obtained for each variable has a Cronbach's Alpha that is greater than the critical value, which means that all variables are declared reliable.

Tabel 4. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.52248363
Most Extreme Differences	Absolute	.087
	Positive	.057
	Negative	-.087
Test Statistic		.087
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

Source: Own compilation

The results of the normality test using the Kolmogorov-Smirnov test presented in table 4.10 above, it can be seen that the Asymp. Sig value obtained is 0.200 or greater than 0.050. These results indicate that the data used is normally distributed, so that the assumption of data normality is met. Normally distributed means that the number of questionnaires given to each respondent applies proportionally according to the number of subjects in each respondent.

Tabel 5. Operationalization of research variables

Coefficients ^a								
Model	Unstandardized Coefficients			Standardized Coefficients		Correlations		
	B	Std. Error		Beta	t	Sig.	Zero-order	PartialPart
1 (Constant)	2.359	3.922			.602	.552		
Knowledge.Sharing	.436	.134		.380	3.249	.003	.629	.498 .341
Empowerment	.710	.148		.561	4.801	.000	.730	.647 .503

a. Dependent Variable: Kinerja

Source: Own compilation

Based on table 5, the results of data processing using IBM SPSS Statistics Software show the multiple regression equation value for Knowledge Sharing and Empowerment on employee performance in all Threeleanor Aesthetic Clinic branches, so the following regression equation can be formed:

$$Y = 2.359 + 0,436 X1 + 0,710 X2$$

The coefficients contained in the equation can be interpreted as follows:

1. The constant of 2.359 says that Knowledge Sharing (X1) and Empowerment (X2) have constant values and no changes. This means that when employees do not have Knowledge Sharing and Empowerment, their employee performance is 2.359
2. The regression coefficient of Knowledge Sharing (X1) is obtained positive at 0.436, which means that the higher the Knowledge Sharing, the better the employee performance in all Threeleanor Aesthetic Clinic Branches will be. In other words, Knowledge Sharing contributes to employee performance by 0.436.
3. Empowerment (X2) has a positive coefficient of 0.710, which means that the higher the Empowerment, the better the employee performance in all Threeleanor Aesthetic Clinic Branches.

Tabel 6. Koefisien Korelasi Berganda

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 ^a	.648	.626	4.66167

a. Predictors: (Constant), Empowerment , Knowledge.Sharing
 b. Dependent Variable: Kinerja
 Source: Own compilation

Based on table 6, it can be seen that the multiple correlation coefficient (R) between Knowledge Sharing and Empowerment with employee performance is 0.805 in the range of 0.800 - 0.999. This data shows that there is a very strong relationship between Knowledge Sharing and Empowerment with employee performance in all Threeleanor Aesthetic Clinic Branches.

Then the determination coefficient value (R Square) of 0.648 shows that Knowledge Sharing and Empowerment contribute (influence) of 64.8% to employee performance.

Tabel 7. Hasil Analisis Koefisien Determinasi Simultan

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 ^a	.648	.626	4.66167

a. Predictors: (Constant), Empowerment , Knowledge.Sharing
 b. Dependent Variable: Kinerja
 Source: Own compilation

$$KD = r_{xy}^2 \times 100\%$$

Which is :

KD = How far is the change in variable Y influenced by variable X
 r_{xy}^2 = Correlation coefficient squared

$$KD = 0,8052 \times 100\% = 64,80\%$$

Based on table 7, it can be seen that the simultaneous determination coefficient value is 0.805. This value indicates that simultaneously Knowledge Sharing (X1) and Empowerment (X2) have an influence on employee performance of 64.80%, while the remaining 35.2% is influenced by other variables/factors that were not studied.

Tabel 8. Hasil Analisis Koefisien Determinasi Parsial
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	2.359	3.922		.602	.552			
Knowledge.Sharing	.436	.134	.380	3.249	.003	.629	.498	.341
Empowerment	.710	.148	.561	4.801	.000	.730	.647	.503

a. Dependent Variable: Kinerja
 Source: Own compilation

Based on Table 8, calculations can be carried out to obtain the partial influence of the determination coefficient, namely by using the following calculation formula:

$$Kd = B \times \text{Zero Order} \times 100\%$$

Below, the researcher will present a detailed table of calculation results for the partial determination coefficient:

Tabel 9. Hasil Analisis Koefisien Determinasi Parsial

Variabel Penelitian	B x Zero Order x 100%	Hasil
<i>Knowledge Sharing (X1)</i>	0,436 x 0, 629 x 100%	27,42 %
<i>Empowerment (X2)</i>	0,710 x 0, 745 x 100%	52,89 %
Total		80.31%

Source: Own compilation

Based on Table 9, it can be seen that the influence of the Knowledge Sharing variable (X1) on employee performance is 27.42%, the influence of the Empowerment variable (X2) on employee performance is 52.89%. With these results, it can be concluded that the most dominant variable in influencing employee performance is Empowerment (X1).

Discussion

Based on the research results in this sub-chapter, it will be discussed in detail and clearly regarding the Influence of Knowledge Sharing and Empowerment on Employee Performance in All Branches of Threeleanor Aesthetic Clinic. The results of the research from the questionnaire data source using several statement items or questions asked to respondents or employees, indicators of all variables with a total of 25 statements, are as follows:

Knowledge Sharing in all Threeleanor Aesthetic Clinic Branches

Based on the calculation results of the six statement items used as measuring tools to measure the Knowledge Sharing dimension, an average value of 3.30 was obtained. This value is in the scale range of 2.60 - 3.40, which indicates that the level of Knowledge Sharing in all Threeleanor Aesthetic Clinic branches is included in the fairly good category. This shows that the practice of sharing knowledge between employees has begun to run, although it is not yet optimal. To improve work effectiveness and information dissemination in the clinic environment, further efforts are needed to strengthen the culture of sharing knowledge, experience, and skills between individuals in the organization.

Empowerment in all Threeleanor Aesthetic Clinic Branches

Based on the calculation results of the nine statement items used as a measuring tool to measure the Empowerment dimension, an average value of 3.14 was obtained. This value is in the scale range of 2.60 - 3.40, which indicates that the level of Empowerment in all Threeleanor Aesthetic Clinic branches is included in the fairly good category. This shows that the implementation of employee empowerment, such as delegation of authority, support from superiors, and opportunities to contribute to decision making, has begun to be implemented, but has not been maximized. Therefore, more intensive efforts are still needed to improve the quality of Empowerment so that employees can work more confidently, responsibly, and productively.

Employee Performance in all Threeleanor Aesthetic Clinic Branches

Based on the calculation results of the ten statement items used as measuring tools to measure the Performance dimension, the calculation results of the eleven statement items used as measuring tools to measure the employee performance dimension are shown. The average value obtained is 3.20, which is in the scale range of 2.60 - 3.40. This indicates that the level of employee performance in all Threeleanor Aesthetic Clinic branches is included in the fairly good category. This finding reflects that in general employees are able to carry out their duties and responsibilities well, but there is still room for improvement, especially in terms of work efficiency, target achievement, and more optimal service quality.

The Influence of Knowledge Sharing on Employee Performance in All Threeleanor Aesthetic Clinic Branches

Knowledge Sharing has a positive influence on employee performance of 27.42%. Although its contribution is not yet dominant compared to other variables, the practice of sharing knowledge between employees still plays an important role in supporting the smooth implementation of daily tasks. This is in line with previous research by (Rifai et al., 2022) which was conducted at PDAM

Sukabumi Regency with the object of research being employees in the company stating that Knowledge Sharing has a significant effect on employee performance.

Based on previous research regarding the influence of Knowledge Sharing on Employee Performance, it can be said that Knowledge Sharing owned by each employee is very important for the company because when an employee has good knowledge, all the work done will also run well, this will have an impact on good employee performance. This process not only accelerates the transfer of work experience and skills, but also helps create a collaborative and innovative work environment. With effective Knowledge Sharing, employees can learn from each other and improve their competence continuously, thus having a positive impact on productivity and quality of work results at Threeleanor Aesthetic Clinic.

The Influence of Empowerment on Employee Performance in All Threeleanor Aesthetic Clinic Branches

Empowerment berkontribusi sebesar 52,89% terhadap peningkatan kinerja karyawan, sehingga menjadikannya variabel yang paling dominan dalam penelitian ini. Pemberdayaan yang diberikan kepada karyawan meliputi pelimpahan wewenang, dukungan dari atasan, serta pemberian kepercayaan penuh dalam menjalankan tugas dan pengambilan keputusan. Kondisi ini secara signifikan mampu meningkatkan rasa tanggung jawab dan motivasi kerja karyawan, yang pada akhirnya berdampak positif terhadap efektivitas dan produktivitas kerja. Dengan adanya pemberdayaan yang optimal, karyawan merasa lebih dihargai dan memiliki kontrol atas pekerjaan mereka, sehingga mampu berkontribusi secara maksimal dalam pencapaian tujuan organisasi. Oleh karena itu, pemberdayaan menjadi kunci utama dalam meningkatkan kualitas kinerja karyawan di seluruh cabang Threeleanor Aesthetic Clinic.

Hal ini sejalan dengan penelitian yang telah dilakukan oleh (Megawangi et al., 2023) mengatakan bahwa terdapat pengaruh positif antara variabel Empowerment terhadap kinerja pegawai. Perusahaan yang baik adalah perusahaan yang memperhatikan karyawannya. Knowledge Sharing sangat penting untuk dilakukan karena dapat meningkatkan knowledge (pengetahuan) karyawan dan dapat meningkatkan kesenjangan pengetahuan antar karyawan serta berdampak pada peningkatan kinerja. Sedangkan Empowerment sangat penting untuk dilakukan di perusahaan karena dapat memunculkan potensi dan modalitas yang ada didalam diri karyawan dan memaksimalkannya sehingga karyawan menjadi mandiri, yang pada akhirnya akan memberikan hasil pencapaian kinerja karyawan yang baik.

The influence of Knowledge Sharing and Empowerment on Employee Performance in all Threeleanor Aesthetic Clinic Branches

Empowerment contributed 52.89% to improving employee performance, making it the most dominant variable in this study. Empowerment given to employees includes delegation of authority, support from superiors, and giving full trust in carrying out tasks and decision-making. This condition can significantly increase the sense of responsibility and work motivation of employees, which ultimately has a positive impact on work effectiveness and productivity. With optimal empowerment, employees feel more appreciated and have control over their work, so they are able to contribute maximally to achieving organizational goals. Therefore, empowerment is the main key to improving the quality of employee performance in all Threeleanor Aesthetic Clinic branches.

This is in line with research conducted by (Megawangi et al., 2023) which that there is a positive influence between the Empowerment variable and employee performance. A good company is a company that pays attention to its employees. Knowledge Sharing is very important to do because it can increase employee knowledge and can increase the knowledge gap between employees and have an impact on improving performance. Meanwhile, Empowerment is very important to be carried out in a company because it can bring out the potential and modalities that exist within employees and maximize them so that employees become independent, which will ultimately provide good employee performance achievement results.

CONCLUSION

Based on the results of conceptual and theoretical studies, as well as assumptions built into the framework of thought, it can be concluded that knowledge sharing and empowerment have a positive and significant influence on employee performance in all Threeleanor Aesthetic Clinic branches. Both

variables, both partially and simultaneously.

Knowledge sharing encourages the creation of a collaborative work culture where information, expertise, and experience between employees can be accessed and utilized together. This has an impact on increasing individual and team competence, accelerating task completion, and minimizing errors in customer service.

Empowerment provides space for employees to make decisions, act independently, and feel appreciated in carrying out their responsibilities. This empowerment gives rise to a sense of self-confidence, ownership of work, and intrinsic motivation to work more optimally.

The combination of knowledge sharing and empowerment creates a strong synergy in building an open, dynamic, and performance-oriented work environment. When employees are given sufficient knowledge and the trust to use it, they will be more motivated to make their best contribution to the organization.

Thus, to improve employee performance sustainably, Threleanor Aesthetic Clinic management needs to consistently encourage knowledge sharing practices and implement structured empowerment strategies throughout all branches.

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