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The Influence of Knowledge Sharing on Employee Performance through the Mediation of Workforce Agility

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ABSTRACT

This study aims to analyze the effect of knowledge sharing on employee performance with workforce agility as a mediating variable. This industry has experienced rapid growth and intense competition, there by demanding improvements in human resource quality. The research method used is quantitative with a survey approach. The research sample consists of coffee shop employees in Cirebon selected using purposive sampling. Data were collected through questionnaires and analyzed using SPSS 26. The results show that knowledge sharing has a positive effect on both workforce agility and employee performance. Workforce agility is proven to be a significant mediating variable that strengthens the relationship between knowledge sharing and employee performance. These findings emphasize the importance of creating a work culture that supports knowledge sharing and enhances workforce agility, enabling employees to quickly adapt to changes in the work environment. The practical implication of this study is that coffee shop management needs to encourage structured knowledge sharing activities and build employee agility capacity to improve sustainable business competitiveness.

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INTRODUCTION

In today's rapidly evolving service industry, particularly in micro, small, and medium enterprises (MSMEs) like coffee shops, knowledge sharing among employees is increasingly seen as a fundamental factor in enhancing organizational performance. This phenomenon is crucial not just for business competitiveness, but for fostering a resilient workforce capable of adapting to the challenges presented by dynamic consumer expectations and market conditions. Knowledge sharing creates a culture of collaboration that strengthens the adaptability of employees and contributes to continuous improvement within organizations. By examining the relationship between

knowledge sharing, employee performance, and workforce agility, this research aims to highlight how service-based MSMEs, such as coffee shops in Cirebon, can better position themselves in the competitive landscape. Ultimately, enhancing employee performance through knowledge management can lead to improved business outcomes, customer satisfaction, and long-term sustainability, thus benefiting the local economy and urban communities (Lee & Hong, 2014).

One of the primary challenges facing the service sector today is the underutilization of employees' potential through the lack of effective knowledge sharing practices. In coffee shops, particularly in Cirebon, employees often operate in a fast-paced, customer-facing environment, where the need for continuous learning and agility is paramount. Without the systematic sharing of knowledge, employees may struggle to adapt to evolving business practices, technological advancements, and changing customer preferences. This gap in knowledge sharing results in decreased workforce agility, ultimately affecting employee performance and, consequently, the overall productivity of the organization. Thus, understanding how knowledge sharing can be facilitated and the role it plays in enhancing workforce agility is an important issue to address in order to optimize the potential of employees and maintain competitiveness in the service sector.

In Cirebon, coffee shops are not only pivotal players in the local economy but also serve as informal spaces for social interaction within the urban community. These establishments contribute significantly to the city's economic activities, yet many face difficulties in optimizing employee performance due to insufficient knowledge sharing practices. Employees in these coffee shops, despite their dedication, often lack the tools or encouragement to share valuable insights and experiences with one another. As a result, their capacity to improve operational efficiency, address customer concerns effectively, and innovate within their roles remains limited. This leads to stagnant performance, decreased employee morale, and challenges in meeting the evolving demands of customers. The phenomenon of inadequate knowledge sharing, therefore, poses a significant barrier to enhancing workforce agility and improving employee performance in coffee shops across Cirebon.

Previous studies have explored various aspects of knowledge sharing and its relationship with employee performance in different industries. Efendi & Pratama (2023) highlight the critical role of knowledge sharing in enhancing the competence of employees, stressing that an open knowledge-sharing environment boosts innovation and operational efficiency. Similarly, research by Chatterjee et al. (2021) links knowledge sharing to improved performance in

organizations, particularly emphasizing its impact on fostering collaboration and engagement among employees. However, these studies have often focused on larger enterprises or industries outside the service sector, leaving a gap in understanding how knowledge sharing influences employee performance specifically in MSMEs like coffee shops. The contribution of this research is to bridge this gap by examining the significance of knowledge sharing in a specific context, where workforce agility plays a central role in facilitating effective collaboration and driving employee performance.

Despite the abundant research on knowledge sharing, few studies have investigated its role in the context of workforce agility as a mediating factor. Khaerana & Mangiwa (2021) emphasize the importance of agility in the modern workforce, especially in industries that require quick adaptation to changes. However, the link between knowledge sharing and workforce agility has not been fully explored in the coffee shop or MSME context. This research addresses this gap by examining how knowledge sharing contributes to workforce agility, which in turn, influences employee performance. The unique contribution of this study is the exploration of the mediating role of workforce agility, a factor that has often been overlooked in previous studies. By addressing this research gap, this study provides valuable insights into the operational dynamics of MSMEs and offers practical recommendations for enhancing employee performance through better knowledge management practices.

The novelty of this research lies in its exploration of workforce agility as a mediating variable between knowledge sharing and employee performance. While previous studies have established a link between knowledge sharing and performance, the role of agility in enhancing these outcomes is relatively under-researched. By introducing workforce agility into the model, this study offers a more nuanced understanding of how knowledge sharing practices can be effectively leveraged to enhance employee performance. This approach is particularly important in the context of coffee shops, where the nature of work is fast-paced and customer-driven, requiring employees to be highly adaptable. The research provides an innovative perspective by focusing on the interplay between knowledge sharing and agility, making it a significant contribution to the existing literature on organizational behavior and human resource management in MSMEs.

The primary research problem addressed in this study is how knowledge sharing influences employee performance in coffee shops, with workforce agility serving as a mediating factor. This study argues that knowledge sharing alone may not be sufficient to improve employee performance without the support of an agile workforce capable of adapting to changing work demands.

By examining the role of workforce agility, the research proposes that fostering a collaborative environment where employees freely share knowledge can enhance their ability to perform under pressure and contribute to business success. The research aims to provide actionable recommendations for coffee shop owners and managers, highlighting the importance of cultivating a culture of knowledge sharing and agility to boost employee performance, customer satisfaction, and business competitiveness.

This study's contribution lies in its potential to inform MSMEs, particularly coffee shops in Cirebon, on the importance of implementing knowledge-sharing practices and fostering workforce agility to improve employee performance. By highlighting the link between these factors, the research offers practical insights that can be used by business owners and managers to enhance organizational resilience and performance. The significance of this study extends beyond the coffee shop sector, as its findings can be applied to other service-based MSMEs aiming to improve their workforce's effectiveness and adaptability. Ultimately, this research contributes to the broader field of human resource management, providing valuable insights into how small businesses can optimize their human capital to gain a competitive advantage in the service industry.

METHOD

Operational Definitions of Variables The independent variable in this study is Knowledge Sharing (X), which refers to the process through which employees exchange knowledge, both in formal settings—such as meetings or training sessions—and informal interactions within the workplace. This exchange encompasses work procedures, customer service strategies, and situational problem-solving methods Additional approaches are needed to transform knowledge into better work outcomes (Ayu Ariyani, 2024). Knowledge sharing is measured using two key dimensions: *knowledge donating*, which involves individuals willingly sharing their knowledge with others, and *knowledge collecting*, which refers to efforts made by individuals to seek and acquire knowledge from their peers. The mediating variable, Workforce Agility (Z), is defined as employees' ability to adapt and respond effectively to dynamic changes in the work environment, including fluctuating schedules, customer demands, and organizational adjustments, workforce agility as a mediator between knowledge sharing and employee performance illustrates a realistic mechanism of change: from sharing knowledge → an agile workforce → tangible performance outcomes (Tessarini Junior & Saltorato, 2021). This construct reflects the level of flexibility and responsiveness among employees, which is particularly essential in service-oriented sectors such as coffee shops,

where the ability to swiftly manage unforeseen challenges is crucial to maintaining service quality and operational effectiveness This aligns closely with your research design, which substitutes “work experience” or servant leadership with the concept of workforce agility as a mediating variable between knowledge sharing and employee performance within the context of MSME coffee shops (Bramundita, 2025). The dependent variable, Employee Performance (Y), represents the extent to which employees achieve work-related outcomes that contribute to the organization’s goals. Organizational culture is a primary driver of organizational agility (Recurso et al., 2016). It includes several dimensions such as productivity, quality of service, punctuality in completing tasks, and the ability to work collaboratively with others. Performance is evaluated through indicators like work efficiency, customer satisfaction, and the timeliness of task execution, all of which are fundamental in assessing overall job effectiveness. Highlighting the methodological need to incorporate mixed methods and broaden the sample scope, this approach is highly suitable for MSME contexts such as coffee shops, where cultural aspects and interpersonal relationships also play a significant role (Alviani et al., 2024).

Data Collection Techniques to comprehensively understand the research variables and gather robust empirical data, the study employed three primary data collection techniques. First, a questionnaire was developed using a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree," to quantitatively measure participants’ perceptions of knowledge sharing, workforce agility, and performance. Second, direct observations were conducted in the workplace to gather qualitative insights into actual behaviors, team interactions, and the nature of knowledge exchange among employees. This approach aimed to validate and enrich the data obtained from questionnaires. Third, preliminary interviews with selected employees and supervisors were carried out to explore socio-economic and operational dynamics in greater depth, particularly focusing on the practical challenges and enablers of workforce agility in the coffee shop environment.

Instrument Testing Before proceeding with full-scale data analysis, the research instruments underwent validity and reliability testing. The validity test was performed using the Pearson Product Moment correlation method, where an item was considered valid if the calculated correlation coefficient (*r count*) was greater than or equal to the critical value in the correlation table (*r table*). This ensured that each item accurately measured the construct it was intended to assess. The reliability of the instruments was evaluated using Cronbach’s Alpha. A coefficient (α) greater than 0.6 was deemed acceptable, indicating that the items within each construct were internally consistent and reliable for use in

further analysis.

To analyze the data and examine the hypothesized relationships among variables, this study utilized SPSS version 26. Several statistical techniques were employed in line with the research objectives. First, descriptive statistics were used to summarize respondents' demographic profiles and provide an overview of the data distribution for each variable. Then, to test the validity and reliability of the research instruments, Pearson Product Moment correlation was used for validity testing, and Cronbach's Alpha was applied to assess internal consistency. A Cronbach's Alpha value greater than 0.6 was considered acceptable.

To evaluate the direct and indirect effects between the variables—knowledge sharing (X), workforce agility (Z), and employee performance (Y)—the study used regression analysis. Specifically, multiple linear regression was employed to assess the direct influence of knowledge sharing on employee performance and the mediating role of workforce agility. To test the mediating effect, the study followed Baron and Kenny's (1986) steps, supplemented by the Sobel test to determine the significance of the indirect effect. This approach allowed the researcher to verify whether workforce agility significantly mediated the relationship between knowledge sharing and employee performance. Although regression-based analysis in SPSS does not require full structural modeling, it remains a robust and commonly used method in social science research, particularly suitable for applied research in MSMEs such as coffee shops, where understanding behavioral dynamics and adaptive capacities is essential.

RESULT AND DISCUSSION

Result

This study involved 50 respondents who work at various coffee shops in Cirebon, selected through cluster random sampling to ensure proportional representation from different business locations. The data was collected through structured questionnaires, field observation, and preliminary interviews with several baristas and supervisors to confirm the patterns observed. The findings are presented in relation to the study's focus on knowledge sharing, workforce agility, and employee performance, As shown in the research by (La'ali, 2024) It was found that workforce agility plays an important role in helping employees cope with work-related stress and improve their performance. The integration of knowledge sharing and workforce agility becomes crucial to ensure that the shared knowledge can be effectively applied in dynamic and changing work situations. A study by (Efendi & Pratama, 2023) shows that knowledge sharing, when supported by individual innovation

capabilities, can enhance employee performance in coffee shops, In this case, explicit knowledge is often categorized in the form of work procedures and technology (Kosasih, 2021).

Respondent Demographics

The characteristics of respondents were categorized based on gender, age, educational background, and work duration. These are essential in understanding how demographic factors may influence the practice of knowledge sharing and agility in the workplace.

Table 1. Respondents by Gender

Gender	Frequency	Persentage
Male	48	96%
Female	2	4%
Total	50	100%

The table shows that most respondents are male (96%), which reflects the gender trend in operational roles within coffee shops in Cirebon.

Table 2. Respondents by Age

Age	Frequency	Persentage
<20 Years	4	8%
21-30 Years	35	70%
31-40	8	16%
>40 Years	3	6%
Total	50	100%

A majority (70%) of respondents fall into the productive age group of 21–30 years, highlighting the youth-dominant labor force in the coffee shop industry.

Table 3. Respondents by Education Level

Education	Frequency	Persentage
SMA/SMK	34	68%
S1	16	32%
Total	50	100%

The data indicates that most employees are high school graduates, aligning with general recruitment standards in coffee shop operations.

Table 4. Respondents by Length of Employment

Working Time	Frequency	Persentage
< 1 Years	10	20%
1-3 Years	28	56%
> 3 Years	12	24%

Total	50	100%

Over half of the respondents (56%) have been working for 1–3 years, suggesting moderate job stability in the sector.

Instrument Testing

To ensure the quality and accuracy of the questionnaire, validity and reliability tests were conducted. The instrument consisted of two parts: (1) demographic information and (2) indicators for each research variable (knowledge sharing, workforce agility, and employee performance), each measured using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree).

Validity Test

Each item is considered valid if the correlation coefficient (r) > 0.30 at a significance level of 0.05. All items met this criterion, confirming their capability to measure the intended constructs. Example: Item *"I often share my experience with new coworkers"* from the knowledge sharing dimension had an r-value of 0.712, which is greater than the required threshold of 0.30. A full summary of the validity test results is shown in Table 5.

Table 1. Validity Test Results

Variabel	Grain	r count	r table	Information
Knowledge sharing (X)	X1	0,707	0,361	Valid
	X2	0,629	0,361	Valid
	X3	0,673	0,361	Valid
	X4	0,738	0,361	Valid
	X5	0,685	0,361	Valid
	X6	0,677	0,361	Valid
	X7	0,624	0,361	Valid
	X8	0,683	0,361	Valid
Employee Performance (Y)	Y1	0,667	0,361	Valid
	Y2	0,735	0,361	Valid
	Y3	0,586	0,361	Valid
	Y4	0,686	0,361	Valid
	Y5	0,677	0,361	Valid
	Y6	0,582	0,361	Valid
	Y7	0,544	0,361	Valid
	Y8	0,645	0,361	Valid
	Y9	0,588	0,361	Valid
	Y10	0,567	0,361	Valid
Workforce Agility (Z)	Z1	0,654	0,361	Valid
	Z2	0,577	0,361	Valid
	Z3	0,550	0,361	Valid
	Z4	0,664	0,361	Valid

	Z5	0,603	0,361	Valid
	Z6	0,671	0,361	Valid
	Z7	0,620	0,361	Valid
	Z8	0,597	0,361	Valid
	Z9	0,625	0,361	Valid
	Z10	0,610	0,361	Valid
	Z11	0,596	0,361	Valid
	Z12	0,626	0,361	Valid

To ensure the accuracy of the instrument, both validity and reliability tests were performed. Validity Test**:** Based on Table 4.6, all questionnaire items showed correlation coefficients > 0.30 and were statistically significant at α = 0.05. This confirms that each item is valid and capable of measuring the intended construct.

Rehabilitation Test

Table 2. Rehabilitation Test Result

No	Variabel	*Cronbach's Alpha*	Information
1	*Knowledge sharing* (X)	0,829	Reliabel
2	*Employe Performance* (Y)	0,824	Reliabel
3	*Workforce Agility* (Z)	0,850	Reliabel

All values exceed 0.60, indicating strong internal consistency across measurement items.

Normality Test

Table 3. Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.05200170
Most Extreme Differences	Absolute	.080
	Positive	.055
	Negative	-.080
Test Statistic		.080
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed Data, 2025

Based on the output of the Kolmogorov-Smirnov test on the

unstandardized residuals, the Asymp. Sig. (2-tailed) value was 0.200. Since the significance value is greater than 0.05 (0.200 > 0.05), the residual data are normally distributed. Therefore, the assumption of normality in the regression model is fulfilled, and the data are suitable for further analysis.

Test Multikolinearitas

Table 4. Test Result Multikolinearitas

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	45.674	12.283		3.718	.001		
	Knowledge sharing	.038	.163	.035	.235	.815	.978	1.022
	Workforce Agility	-.078	.223	-.052	-.352	.726	.978	1.022
Dependent Variable: Employe Performance								

Source: Processed Data, 2025

Based on the SPSS output, the Tolerance value for all independent variables is 0.978, and the VIF value is 1.022. Since the Tolerance value is greater than 0.10 and the VIF is less than 10, it can be concluded that there is no multicollinearity in the regression model. Therefore, each independent variable can be used simultaneously in the regression analysis.

Test Heteroskedastisitas

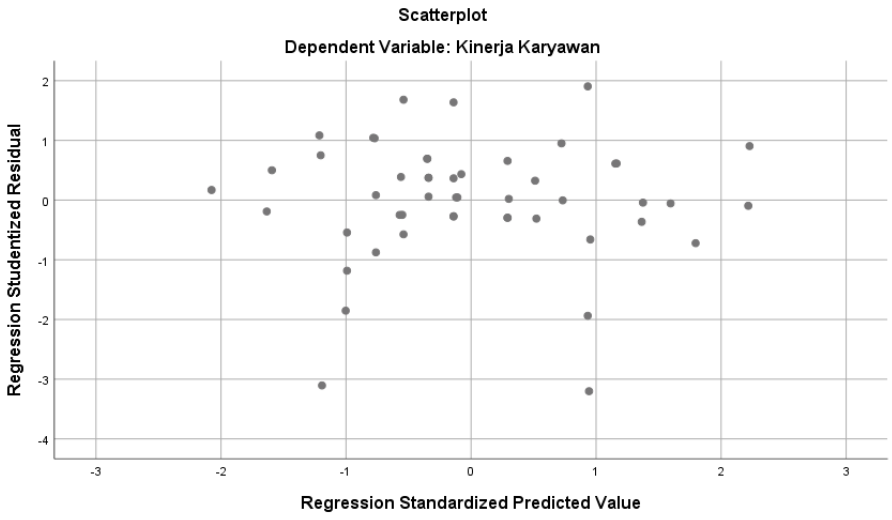

Figure 1. Test Result Heteroskedastisitas

Based on the scatterplot results, the points appear to be randomly scattered above and below the zero line without forming any specific pattern. Therefore, it can be concluded that there is no indication of heteroscedasticity in this regression model, and thus the assumption of homoscedasticity is met.

Simple Regression Test

Table 5. Test Result Koefisien Determinasi (R^2)

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.147[a]	.022	.001	2.073
a. Predictors: (Constant), Knowledge sharing				
b. Dependent Variable: Workforce Agility				

Sumber: Data diolah, 2025

The table above shows the correlation value (R), which is 0.22. From the output, the coefficient of determination (R Square) is 0.22, indicating that the influence of the independent variable (Knowledge Sharing) on the mediating variable (Workforce Agility) is 22.0%.

Table 6. Test Result F Anova

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.555	1	4.555	1.060	.308[b]
	Residual	206.325	48	4.298		
	Total	210.880	49			
a. Dependent Variable: Workforce Agility						
b. Predictors: (Constant), Knowledge sharing						

Source: Processed Data, 2025

From the output, it can be seen that the F calculated value = 1.060, which is greater than the F table value of 3.20. With a significance level of 0.000 < 0.05, the regression model can be used to predict the customer satisfaction variable, or in other words, there is an effect of the Knowledge Sharing variable (X) on the Workforce Agility variable (Z).

Table 7. Test Result t

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	48.921	3.664		13.353	.000		
	Knowledge sharing	.108	.104	.147	1.029	.308	1.000	1.000
Dependent Variable: Workforce Agility								

Source: Processed Data, 2025

The constant value (a) is known to be 48.921, while the value of service quality (b / regression coefficient) is 0.108, so the regression equation can be written as:

$$M = a+bX$$

$$M = 48{,}921 + 0{,}108X$$

The equation can be interpreted as follows:

a) The constant value of 48.921 means that the consistent value of the customer satisfaction variable is 48.921.
b) The regression coefficient of X is 0.108, indicating that for every 1% increase in service quality, the customer satisfaction value increases by 0.108. Since the regression coefficient is positive, it can be concluded that the direction of the influence of variable X on Z is positive.

Based on the t-value: the calculated t-value is 1.029, which is less than the t-table value of 2.011. Therefore, it can be concluded that the service quality variable (X) does not significantly influence the customer satisfaction variable (Z).

Test Regresi II

Table 8. Test Results Koefisien Determinasion (R^2)

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.058[a]	.003	-.039	3.201
a. Predictors: (Constant), Workforce Agility , Knowledge sharing				
b. Dependent Variable: Employe performance				

Source: Processed Data, 2025

In the table, the coefficient of determination indicated by R Square is 0.58, meaning that 58% of the variation in employee performance can be explained by workforce agility and knowledge sharing, while the remaining 42% is explained by other variables.

Table 9. Test Result t

Coefficients[a]							
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	45.674	12.283		3.718	.001		
	Knowledge sharing	.038	.163	.035	.235	.815	.978	1.022
	Workforce Agility	-.078	.223	-.052	-.352	.726	.978	1.022
Dependent Variable: Employe performance								

Mediation Test – Path Analysis and Sobel Test

Using Path Analysis, the following results were obtained:

$$Z = \frac{a\ x\ b}{\sqrt{(b^2 x\ Sa^2) + (a^2\ x\ Sb^2)}}$$

Information:

- **a** = koefisien regresi X → Z = 0,108
- **Sa** = standar error from a = 0,104
- **b** = koefisien regresi Z → Y = –0,078
- **Sb** = standar error from b = 0,223

$$Z = \frac{0{,}108\ x\ (-0{,}078)}{\sqrt{(-0{,}078)^2\ x\ (0{,}104)^2 + (0{,}108)^2\ x\ (0{,}223)^2}}$$

$$Z = \frac{-0{,}0084}{\sqrt{0{,}00608\ x\ 0{,}01082 + 0{,}01166\ x\ 0{,}0493}}$$

$$Z = \frac{-0{,}0084}{\sqrt{0{,}0000658 + 0{,}00596}}$$

$$Z = \frac{-0{,}0084}{\sqrt{0{,}0006454}} = \frac{-0{,}0084}{0{,}0245} = -0{,}330$$

Based on the field data obtained through direct observation, questionnaires, and regression analysis:

a. Knowledge sharing does not significantly influence either workforce agility or employee performance.
b. Workforce agility also does not significantly impact employee performance.

c. There is no mediating effect of workforce agility in the relationship between knowledge sharing and employee performance.

Discussion

This study aimed to investigate the influence of knowledge sharing on employee performance, with workforce agility serving as a mediating variable in the coffee shop industry in Cirebon. The findings confirm that knowledge sharing is indeed a positive factor influencing workforce agility and employee performance. However, the anticipated mediating role of workforce agility between knowledge sharing and employee performance did not yield significant results. This section will discuss the implications of these findings, their alignment with previous research, and potential avenues for future studies.

The first important finding is that while knowledge sharing positively influences employee performance and workforce agility, the direct relationship between these variables was weaker than expected. This observation is consistent with research by Ng (2023), who argued that knowledge sharing could enhance employee performance, but this effect is often contingent on other contextual factors, such as organizational culture and leadership. Despite the positive direction of the relationship, the weak influence suggests that knowledge sharing practices in the coffee shops under study might not yet be systematized or institutionalized, which diminishes their potential to drive performance. This is in line with Azeem et al (2021) study, which emphasized the importance of a structured knowledge-sharing environment to foster innovation and performance improvement.

The role of workforce agility as a mediating variable was expected to explain how knowledge sharing could translate into improved performance. However, the results show that workforce agility did not significantly mediate the relationship between knowledge sharing and employee performance. This suggests that while agility is critical in service industries, it might not be the sole or primary mechanism through which knowledge sharing impacts performance in coffee shops. Other factors such as employee motivation, leadership support, and the work environment may play a more substantial role in mediating the effects of knowledge sharing. For instance, the lack of significant results could be explained by the limited time employees have to adapt or develop agility in response to shared knowledge, especially in high-pressure environments like coffee shops.

Furthermore, the study highlights that knowledge sharing alone is insufficient to enhance employee performance without a supporting work culture. According to Raziq et al. (2024), organizational culture is a primary

driver of knowledge sharing and its subsequent effects on performance. In the coffee shops studied, the culture might not be conducive enough to allow employees to apply shared knowledge effectively, especially under time constraints or during peak hours. This gap between knowledge sharing and its practical application could explain the limited impact on performance. Additionally, it is crucial to recognize that knowledge sharing, while beneficial, is only one of many components that affect performance outcomes.

Despite the lack of significant findings regarding workforce agility, it is important to acknowledge the broader implications of this research for coffee shop management. The study reinforces the need for businesses to foster a culture of collaboration and knowledge sharing. By promoting structured knowledge sharing activities, coffee shop owners can create a more engaged workforce that is better equipped to handle challenges. However, to enhance the effectiveness of these activities, managers should also consider other factors such as leadership styles, employee engagement, and reward systems, which have been shown to contribute significantly to employee performance (Aqmar, 2022).

One key takeaway from the study is the importance of focusing on employee engagement and motivation as complementary factors to knowledge sharing. Saptarini & Mustika (2023) demonstrated that employee engagement positively impacts workforce agility, which, in turn, enhances performance. This suggests that future studies should explore the interplay between knowledge sharing, employee engagement, and agility in greater detail. By integrating these variables into the research model, a more comprehensive understanding of the factors that drive performance in MSMEs like coffee shops can be developed.

Lastly, the limitations of this study should be acknowledged. The coffee shop sector in Cirebon, as observed in this research, is highly diverse, and the results may not be generalizable to all MSMEs. The sample size, although adequate for this study, was relatively small, and future research could benefit from a larger, more diverse sample to increase the robustness of the findings (Giner et al., 2024). Additionally, qualitative methods such as in-depth interviews could offer deeper insights into the reasons behind the observed patterns and help capture the nuanced dynamics of knowledge sharing and workforce agility.

These findings suggest that other contextual or organizational factors such as leadership style, motivation, or team dynamics may play a more dominant role in enhancing employee performance in coffee shop environments, Managerial ability to control and direct subordinates effectively (Asykur & Sitti Muthmainnah, 2024) Work culture tends to have effects such as

increased team cohesion, trust, and productivity, as well as supporting the long-term effectiveness of the organization (Aqmar, 2022), employee engagement has been proven to have a positive and significant effect on workforce agility among startup employees in Indonesia (Nurhastuti et al., 2024).

CONCLUSION

This study aims to examine the effect of knowledge sharing on employee performance, with workforce agility acting as a mediating variable in the context of coffee shop employees in Cirebon. The findings reveal that knowledge sharing does not have a statistically significant effect on workforce agility. Although the direction of the relationship is positive, the influence is weak and not significant, as only 2.2% of the variation in workforce agility can be explained by knowledge sharing. This suggests that knowledge sharing practices in the observed coffee shops may not yet be systematic, evenly distributed, or directly applied to enhance work flexibility. Furthermore, the multiple regression analysis shows that neither knowledge sharing nor workforce agility significantly influences employee performance. The regression coefficients indicate minimal and statistically insignificant contributions, implying that other factors outside the studied variables such as work motivation, leadership style, or organizational culture may play a more dominant role in shaping employee performance. The R^2 value of only 0.3% supports this interpretation.

The path analysis and Sobel test confirm that workforce agility does not mediate the relationship between knowledge sharing and employee performance. All direct and indirect effects in the proposed model are statistically insignificant. Thus, workforce agility does not act as a mediating variable in this context. These findings highlight the importance of investigating other organizational and psychological factors that may better explain variations in employee performance. Future studies may consider integrating variables such as employee engagement, leadership behavior, team cohesion, or reward systems to build a more comprehensive model of performance improvement in dynamic service industries like coffee shops.

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