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## **The Impact of Knowledge Sharing and Work Discipline on Village Officials' Performance in Jabon Subdistrict: The Mediating Role of Work Motivation**

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### ***Abstract:***

*Improving the performance of village officials can be achieved through the optimization of factors that influence it such as knowledge sharing, work discipline and high work motivation. This condition is important to realize excellent service for the community at the village level. This study aims to analyze the influence of knowledge sharing and work discipline on performance through the work motivation of village officials in Jabon District to provide recommendations for improving the performance of village officials and the quality of public services. This research uses a quantitative approach with a hypothesis testing design to explain the causal relationship between variables through statistical data analysis. Data were collected from 138 respondents through questionnaires, then their validity and reliability were analyzed and hypotheses were tested through multiple linear regression analysis using SEM PLS.*

**Keywords:** *Knowledge Sharing, Work Discipline, Work Motivation, Employee Performance, Village Officials*

## **1. Introduction**

In the ever-evolving era of globalization, every organization is required to have a competitive advantage in order to survive and thrive. This also applies to government organizations at the village level, which play an important role in public services and community development. Village officials, as the implementing element of the village government, have a great responsibility in realizing good governance and providing excellent service to the community. (Adha & Dj, 2020). Regardless of the form and purpose, organizations are formed for the benefit of humans (Pardosi, 2023). The government has an obligation to provide optimal services as part of the implementation of regional autonomy. (Nurdiana et al., 2022).. In carrying out organizational activities, the government needs to ensure that there is harmony between work motivation and working conditions to achieve realized goals. This involves maximum efforts in mobilizing employee morale, so that they are motivated

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to be dedicated and provide all their abilities and skills to achieve Company targets. (Ikhsan & Hasanah, 2023).

A village is an autonomous region that involves levels of government from the highest to the lowest. It has the authority to manage its own domestic affairs. (Ardiansyah & Sriyono, 2021). Villages are considered the smallest government entity, led by a Village Head who is directly elected through general, free, and secret elections by the population. Thus, the village forms a legal community unit that has clear boundaries and is authorized to regulate and manage the interests of the village community. (Yunus et al., 2023) The village government can be considered as the most basic layer of government that has direct interaction with the community. Therefore, the level of public trust in the management of the village government is crucial and indispensable. At this level, the village is considered an area or location that has autonomy and has continued to undergo changes since its inception. (Harianto et al., 2022).

Human resources (HR) are vital elements in an organization that act as active planners and executors of every organizational activity. They bring diverse thoughts, feelings, desires, status, as well as educational background, age, and gender into the organization to work together to achieve common goals. (Ubaidillah, 2020). Therefore, the effectiveness of functions in the organization is highly dependent on the ability of individuals in it to encourage the achievement of predetermined goals. The success of the organization in achieving its goals is highly dependent on the quality and performance of existing employees. High quality human resources will produce optimal performance for the organization and help achieve the desired targets of the Company. (Irawan & Prasetyo, 2022).

Village officials are an important element in the organization of village governance. The Village Government is regulated in Article 202 which states: (1) The village government consists of the village head and village officials. (2) Village officials consist of the village secretary and other village officials. Village officials are responsible for providing public services. Therefore, they are expected to have expertise, skills, and a high level of professionalism in carrying out their duties in serving the community. Effectiveness in providing services can be realized if village officials demonstrate superior performance. (Ignasius et al., 2023) The performance of village officials determines the success of village governance. In order for the tasks of urban village and village officials in serving the community to be carried out properly, abilities or expertise are needed that can improve the performance of these village officials. (Abadi et al., 2020)

The performance of village officials is a key factor in determining the successful implementation of the tasks and functions of village government. Good performance will reflect the effectiveness and efficiency of governance, as well as increase public trust and satisfaction with the services provided. (Noferius Giawa & Yoel Melsaro Larosa, 2023).. Therefore, it is important to identify factors that can affect the performance of village officials so that continuous performance improvement can be sought. Performance reflects the achievements of employees in an organization and is

an indicator of the success of the organization. It is expected that tasks in accordance with the job description can be completed on time and meet established quality and quantity standards. Employees who have high performance tend to work well and produce quality output. (Sihombing & Batoebara, 2019).

Performance reflects how an organization performs in its various operational activities, including finance, marketing, fundraising and distribution, technology, and human resources. (Ahiruddin et al., 2021).. Every company always hopes that its employees will achieve achievements, because having outstanding employees can make an optimal contribution to the company. In addition, by having an outstanding workforce, the company can improve its performance (Wirawan et al., 2019). (Wirawan et al., 2019). Mangkunegara (2021) states that employee performance is the output of the level of quality and amount of work carried out by an employee in accordance with the duties and responsibilities assigned. (Mangkunegara, 2021). Performance can also be interpreted as the result of individual work, management processes, or the organization as a whole. (Pratama & Wahyuningtyas, 2021).. This performance must be proven by concrete evidence and can be measured against predetermined standards.

Achievement can also be interpreted as a situation that needs to be identified and validated to relevant parties in order to assess the extent to which an institution achieves its goals related to the vision of an organization or company. It also aims to understand the positive and negative implications of certain operational policies. (Ivana et al., 2022). The purpose of performance evaluation is essential because through this assessment, we can assess the organization's achievements in meeting previously set performance standards. This aims to trigger the expected steps and results. Therefore, organizations need to pay full attention to certain aspects of employees, including improving the quality of their knowledge and skills, as well as increasing their level of welfare. Thus, it is expected that employees will be motivated to make maximum contributions in accordance with the needs of the organization. (Hartono & Khasanah, 2020).

Kecamatan Jabon is one of the kecamatanans located on the border with Kabupaten Pasuruan so that it is included in a rather remote area. Based on initial observations, it is known that the performance of services in several villages in Kecamatan Jabon is still considered less than optimal. Several community complaints related to the slow pace of administrative services and physical village development. Compared to other kecamatan in Kabupaten Malang, the pace of development in Kecamatan Jabon is relatively slower. One factor that is suspected to be influential is the suboptimal performance of village officials.

One factor that is thought to affect the performance of village officials is knowledge sharing. Knowledge sharing is the process of exchanging information, ideas, and knowledge among individuals or groups within an organization. In the context of village officials, knowledge sharing can facilitate the dissemination of knowledge and best practices among village officials, thereby improving their skills, abilities, and understanding in carrying out their duties and responsibilities. With effective

knowledge sharing, village officials can be more responsive to changes and challenges faced, and provide more innovative and quality solutions in service to the community. The phenomenon that has emerged shows that there is an important problem, namely the performance of cadres that has not been maximized. This is indicated by the lack of participation of village communities in various activities, especially in visits to child and elderly posyandu. The performance of these cadres is of course also influenced by various other factors.

The low level of knowledge sharing in the village causes village cadres to interact infrequently, reducing the level of learning organization and impacting their performance. Organizations need to pay attention to the conditions of knowledge sharing in the team, including communication, direct and indirect interactions between superiors and subordinates. (Sulistyorini et al., 2023).. Knowledge sharing is a shared learning process that involves the exchange of knowledge between employees, where individual experiences can be a source of information sharing. Knowledge sharing is a crucial part of improving human resources in organizations. This improvement can provide a significant boost to any effective process in the organization.

Research by Partogi and Tjahjawati (2019) supports the effect of Knowledge Sharing on Employee Performance. Based on the results of the study, it is known that the application of Knowledge Sharing among employees of government-owned companies such as PT Dirgantara Indonesia (Persero) has gone well. This is reflected in the average value of the knowledge sharing variable tested on employees who are in the high category. Among the two existing dimensions, the knowledge collection dimension shows a higher average value compared to the knowledge sharing dimension which has a lower average value. This indicates that in the application of knowledge sharing in the workplace, employees tend to more actively seek work-related information from their coworkers compared to taking the initiative to provide and share information with their coworkers. (Partogi & Tjahjawati, 2019).

Another factor that has the potential to influence the performance of village officials is work discipline. Discipline refers to the level of awareness and ability of a person to comply with all rules and social norms that apply in the company or community environment. The implementation of strong discipline is very important in achieving the goals of an organization or company. When discipline is held firmly by all team members, achieving organizational goals will become easier to realize. (Muhammad Nasir, 2022). Work discipline refers to the attitude and behavior of employees in complying with the rules and regulations that apply in the organization. Village officials who have high work discipline will show compliance with working hours, procedures, and regulations that have been set. This can increase efficiency and productivity in the implementation of duties and responsibilities, as well as create a conducive and orderly work environment. (Azizah, 2022).

Orderliness plays an important role in carrying out administrative tasks in the village apparatus. A village apparatus member who maintains good order will remain productive even without direct supervision. (Taufiqurokhman, 2017).. They will not waste work time with things that are irrelevant to their work. They will also comply

with the rules in the work environment voluntarily and without coercion. As a result, disciplined village apparatus members will achieve optimal performance because they utilize their work time efficiently to achieve the targets that have been set. The work discipline of a village apparatus member can be seen from their attitudes, norms, and responsibilities in carrying out their tasks.

Research by Dewi and Trihudyatmanto (2020) supports the influence of Work Discipline on Employee Performance. The results showed that the level of work discipline has a positive impact on employee performance. Hypothesis testing confirmed the unidirectional relationship between work discipline and employee performance, which indicates that the higher the level of discipline at work, the better the performance. Therefore, it is important for the lurah or village head to pay more attention to aspects of work discipline, so that the performance of village officials can reach optimal levels. Thus, the image of the performance of village officials in the eyes of the community will improve, so that the services provided will also satisfy the community. (Dewi & Trihudyatmanto, 2020).

In addition to knowledge sharing and work discipline, Work Motivation is also thought to affect the performance of village officials. Work Motivation is a strong drive or desire from within an individual to work well and achieve organizational goals. (Setiawan, 2021). Village officials who have high Work Motivation will tend to be more enthusiastic, diligent, and enthusiastic in carrying out their duties and responsibilities. They also tend to be more proactive in facing challenges and finding solutions to problems faced. Internal factors that motivate successful individuals to act according to their expertise and capacity in achieving goals, including in directing village development. (Margayaningsih, 2018).

According to Qomariah (2020), motivation is basically an internal stimulant that encourages a person to take positive actions, which can then improve their performance. (Qomariah, 2020). The motivation problems encountered in this study are related to the lack of appreciation and recognition of the performance of village officials who have achieved satisfactory results. In addition, the lack of a clear career path for village officials also contributed to their lack of motivation in carrying out their duties. Motivation is defined as a person's internal drive to achieve a desired goal. High levels of motivation can influence effort and performance. An optimally motivated employee will perform his/her obligations and duties well, and improve his/her overall performance. (Rahman, 2022).

Research by Setiawati and Imantoro (2021) supports the influence of Employee Work Motivation on Employee Performance. Based on the results of the study, it is proven that Employee Work Motivation has a positive and significant impact on Performance at Sukacari Village Apparatus, Batanghari Nuban District, East Lampung. This research indicates that motivation plays an important role in improving employee performance. The results of testing motivation on performance using a questionnaire show that the t test value (3.949) exceeds the t table value (2.05), so the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This means that there is a positive and significant relationship between work motivation and employee

performance. This confirms that when an employee has a strong work motivation to achieve, he will consistently strive to improve the quality of his work through participation in coaching or training programs. (Setiawati & Imantoro, 2021).

The ideal condition of this study is a situation where village officials have high levels of knowledge sharing, work discipline, and work motivation, so that they can achieve optimal performance. With effective knowledge sharing, village officials can share knowledge, experiences, and best practices with each other, thus improving their skills and abilities in serving the community. High work discipline will encourage village officials to comply with applicable regulations, working hours, and procedures, thus creating an organized and efficient work environment. Meanwhile, strong work motivation will make village officials more passionate, diligent, and enthusiastic in carrying out their duties and responsibilities, as well as proactive in facing challenges and seeking innovative solutions. With these three factors, the performance of village officials will increase significantly, which in turn will improve the quality of service to the community and public trust in village governance.

## **2. Theoretical Background**

### **H1: The Effect of Knowledge Sharing on the Performance of Village Officials in Jabon Sub-district**

Knowledge sharing is an important factor that can influence the performance of village officials in Jabon Sub-district. With the exchange of information, ideas, and experiences among village officials, they can gain new insights, better address problems, and improve their ability to perform their duties. When knowledge is shared openly, village officials can learn from each other's mistakes and successes, adopt best practices, and develop innovative solutions to overcome challenges faced by the village. This can improve efficiency, productivity, and the quality of services provided to village communities. In addition, knowledge sharing can also build trust, cooperation, and team spirit among village officials in Jabon sub-district. When they are involved in the knowledge sharing process, they tend to feel more connected and motivated to contribute to the overall success of the village. This can create a more positive work environment, improve team cohesion, and encourage more effective collaboration in accomplishing village governance tasks. Thus, knowledge sharing not only improves the individual performance of village officials, but also contributes to improving the overall performance of the village in serving the needs of the community. This is in line with research conducted by Khaerana and Mangiwa (2021) which provides results, namely the value  $> 5.378 > 2.016$  and a significance value of  $0.000 < 0.05$ , and the regression coefficient value of the knowledge sharing variable is positive at 0.483, so it can be interpreted that the knowledge sharing variable has a positive and significant effect on employee performance at PT PLN (Persero) Palopo City Branch. (Khaerana & Mangiwa, 2021).

### **H2: The Effect of Work Discipline on the Performance of Village Officials in Jabon Subdistrict**

Work discipline is an important factor that can influence the performance of village officials in Jabon Sub-district. With high discipline, village officials tend to be more obedient to the rules, procedures, and regulations that apply in their work environment. This can increase efficiency and productivity in carrying out village government tasks, such as community services, administrative management, and implementation of development programs. Work discipline also reflects the commitment and responsibility of village officials in carrying out their obligations, thereby increasing public trust in the performance of the village government. In addition, high work discipline among village officials can create an organized and conducive work environment. When each village official demonstrates discipline in working hours, attendance, and task completion, it can minimize conflict and reduce the potential for delays or errors in the implementation of village government tasks. Work discipline can also serve as a positive example for the village community and encourage them to respect and comply with regulations and policies set by the village government. Thus, the work discipline of village officials in Jabon Sub-district can contribute to improving the overall performance of village government in serving the needs and interests of the community. This is in line with research conducted by Ariesni and Asnur (2021) which provides results, namely work discipline is in the good category (50%), while employee performance is in the high category (63.33%). The simple linear regression test results show a value of 12.494 with a significance of 0.007, which is smaller than 0.05. The R square value is 0.229, indicating that 22.9% of employee performance is influenced by work discipline, while the remaining 77.1% is influenced by other factors. The t value of 007 with a significance of 0.007, smaller than 0.05, indicates a significant influence between the two variables. Testing the regression coefficient gives a value of 0.585 with a significance of 0.007, which means that each unit of work discipline can increase employee performance by 0.585 units. Thus, work discipline has an influence on employee performance. (Ariesni & Asnur, 2021).

### **H3: The Effect of Work Motivation on the Performance of Village Officials in Jabon Subdistrict**

Work motivation or motivation in work behavior is an important factor that can affect the performance of village officials in Jabon Sub-district. When village officials are highly motivated in carrying out their tasks, they tend to be more enthusiastic, passionate, and diligent in their work. This can improve productivity, efficiency, and the quality of services provided to the village community. Work Motivation can also encourage village officials to continue learning and developing themselves, so that they can make better contributions in carrying out village government tasks. In addition, high work motivation among village officials can create a positive work environment and build a spirit of teamwork. When each village official is motivated to give their best performance, it can inspire other coworkers and build a strong team spirit. Work Motivation can also encourage village officials to be more creative and innovative in finding solutions to problems faced by the village. Thus, Work Motivation of village officials in Jabon Sub-district can contribute to improving the overall performance of village government in serving the needs and interests of the community, as well as creating a more productive and efficient work environment. This is in line with research conducted by Widhianingrum (2020) which provides

results, namely the coefficient of the work motivation variable (X1) of 0.248 indicating that the work motivation variable (X1) has a positive effect on the apparatus performance variable (Y) Kaibon Madiun Village. This means that the better the work motivation variable (X1), the more likely it is to increase the performance variable of the Kaibon Madiun Village apparatus (Y). (Widhianingrum, 2020).

#### **H4: The Effect of Knowledge Sharing on Work Motivation of Village Officials in Jabon Sub-district**

Knowledge sharing can have a positive influence on the work motivation of village officials in Jabon Sub-district. When village officials engage in the process of sharing information, ideas, and experiences with other colleagues, they can gain new insights and improve their competence in carrying out village government tasks. This can make them feel more confident and motivated to perform better. In addition, knowledge sharing can also create a more inclusive and collaborative work environment, where every village official feels valued and involved in the decision-making process. Knowledge sharing can also help village officials to understand the importance of their role in community service and village development. By sharing knowledge and learning from the experiences of colleagues, they can better understand the challenges faced by village communities and how they can contribute to addressing these challenges. This can increase their sense of responsibility and motivation to work harder in serving the community. In addition, knowledge sharing can also build a sense of ownership and attachment to the village government organization, so that village officials feel more motivated to contribute to the achievement of the village's overall goals and vision. This is in line with research conducted by Fikri and Laily (2022) which provides results that knowledge sharing has a significant effect on employee performance, as evidenced by the t-statistic value of 3.023 and significant ( $0 < 0.05$ ). This shows that knowledge sharing has a significant effect on employee performance at PT Bank Mandiri KCP Jembatan Merah Surabaya. The effect of knowledge sharing is indicated by a path coefficient of 0.003. This means that the higher the level of knowledge sharing, the employee performance at PT Bank Mandiri KCP Jembatan Merah Surabaya will increase significantly. (Fikri & Laily, 2022).

#### **H5: The Effect of Work Discipline on Work Motivation of Village Officials in Jabon Subdistrict**

Work discipline can have a significant influence on the work motivation of village officials in Jabon Sub-district. When village officials demonstrate high discipline in carrying out their tasks, such as adhering to working hours, attending meetings, and completing work on time, this can create an organized and conducive work environment. A positive and organized work environment can encourage village officials to feel more motivated at work, as they feel appreciated and valued for their efforts in complying with regulations and delivering good performance. In addition, consistently applied work discipline among village officials can build a sense of responsibility and professionalism in them. When village officials see other colleagues demonstrating high discipline, it can create a sense of healthy competition and encourage them to work harder so as not to fall behind. Work discipline can also provide a sense of satisfaction for village officials when they successfully complete



their tasks well and on time. This sense of satisfaction can increase their motivation to continue providing better performance in the future. Thus, consistently applied work discipline among village officials in Jabon Sub-district can contribute to an increase in their work motivation, which in turn can improve the overall performance of the village government. This is in line with research conducted by Rst, Lahat and Susilowati (2019) which provides results that Work Discipline has a positive and significant effect on Work Motivation. The calculation of the correlation coefficient shows a value of 0.693, which indicates a strong relationship between work discipline and employee motivation. From the coefficient of determination test, a value of 48.0% was obtained, which means that work discipline affects employee motivation by 48.0%, while the other 52.0% is influenced by other factors. The regression test resulted in the equation  $Y = 18.224 + 0.598X$ , which shows that every one unit increase in work discipline will increase employee motivation by around 0.598. (Rst et al., 2019).

#### **H6: The Effect of Knowledge Sharing on Performance Through Work Motivation of Village Officials in Jabon Sub-district**

Knowledge sharing can have a positive influence on the performance of village officials in Jabon Sub-district through increased Work Motivation or motivation in their work behavior. When village officials engage in the process of sharing information, ideas, and experiences with other colleagues, they can gain new insights and improve their competence in carrying out village government tasks. This can make them feel more confident and motivated to perform better. High work motivation can encourage village officials to be more enthusiastic, passionate, and diligent in their work, thereby increasing productivity, efficiency, and the quality of services provided to the village community. In addition, knowledge sharing can also build a sense of ownership and attachment of village officials to the village government organization. When they feel involved and valued in the knowledge sharing process, this can increase their Work Motivation to contribute to the achievement of the village's overall goals and vision. This high Work Motivation can encourage village officials to be more creative and innovative in finding solutions to problems faced by the village, and build a strong spirit of teamwork. Thus, knowledge sharing can have an indirect effect on improving the performance of village officials in Jabon Sub-district through increasing their Work Motivation, which in turn can contribute to improving the overall performance of the village government in serving the needs and interests of the community.

#### **H7: The Effect of Work Discipline on Work Motivation of Village Officials in Jabon Subdistrict**

Work discipline can have a significant influence on Work Motivation or motivation in the work behavior of village officials in Jabon Sub-district. When village officials demonstrate high discipline in carrying out their tasks, such as adhering to working hours, attending meetings, and completing work on time, this can create an organized and conducive work environment. A positive and organized work environment can encourage village officials to feel more motivated to demonstrate good work behaviors, such as working with more enthusiasm, passion, and diligence. Work discipline can also build a sense of responsibility and professionalism in village

officials, so they are motivated to give their best performance. In addition, consistently applied work discipline among village officials can create a sense of healthy competition and encourage them to improve their Work Motivation so as not to be left behind by other coworkers. When village officials see other coworkers demonstrating high discipline, this can trigger enthusiasm in them to work harder and demonstrate better work behavior. Work discipline can also provide a sense of satisfaction for village officials when they successfully complete their tasks well and on time. This sense of satisfaction can increase their Work Motivation to continue to provide better performance in the future. Thus, consistently applied work discipline among village officials in Jabon Sub-district can contribute to an increase in their Work Motivation, which in turn can improve the overall performance of the village government.

### **3. Methodology**

#### **Type of Research**

This research uses quantitative techniques, while the research design uses hypothesis testing. This type of research aims to explain the causal relationship between variables through hypothesis testing. (Sugiyono, 2019). In this study, the independent variables are Knowledge Sharing and Work Discipline. While the dependent variable is Employee Performance. And the intervening variable is Work Motivation. The quantitative approach was chosen because this research needs to measure research variables and perform statistical data analysis to test hypotheses. The use of questionnaires and certain measurement scales is also necessary so that the data collected is quantitative so that it can be processed statistically. The population used in this study is all village officials in Jabon District, namely 138 people. Because in this study the population is relatively small, the sampling technique uses saturated sampling technique, namely the sampling technique when all members of the population are used as samples.

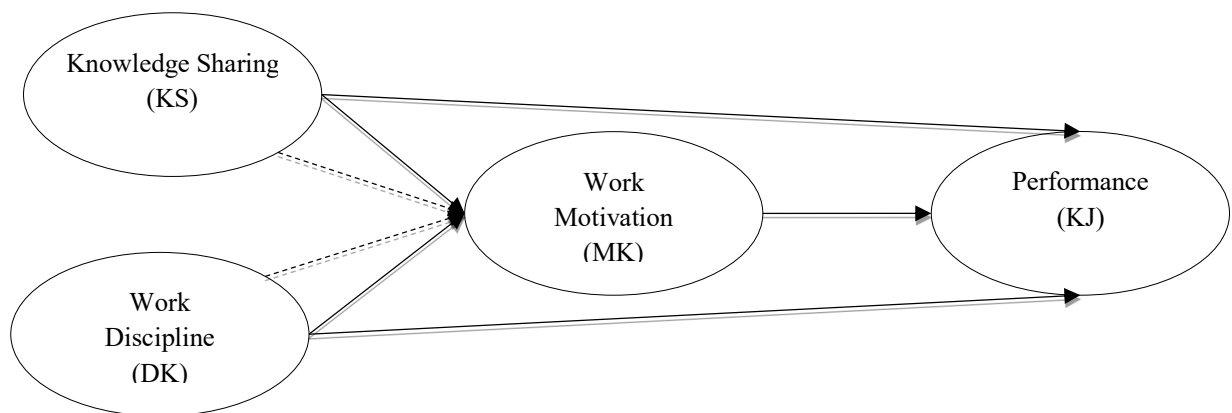
Respondents who came from village officials in the Jabon sub-district were based on the relationship with existing phenomena related to research needs. This figure can already represent the research sample. Data collection uses a Likert scale, namely with five scales consisting of 1 (Very Bad), 2 (Not Good), 3 (Fair), 4 (Good), and 5 (Very Good). (Priadana & Sunarsi, 2021). Data analysis activities involve grouping data based on variables and types of respondents, creating data tables based on variables from all respondents, presenting data for each variable being studied. The data analysis technique in this study used SEM PLS. The PLS (Partial Least Squares) analysis method does not rely on many assumptions and can be applied to both small and large samples. In addition, PLS can also be used to test theories and find relationships without the need to have a very clear theoretical basis.

The use of Partial Least Squares (PLS) involves the process of measuring the model (outer model) to evaluate the validity and reliability of variables from indicators, as well as measuring the structural model (inner model) to evaluate the influence between latent variables. In addition, there is a hypothesis test conducted by comparing the t-table and t-statistic values. Some of the evaluation criteria used

include convergent validity, discriminant validity, composite reliability, and Cronbach alpha for the outer model, as well as R-square, Q-square, and Goodness of Fit (GoF) for the inner model. The hypothesis testing process is carried out by comparing the probability value of the t-table and the t-statistic value with a significance level of  $\alpha = 5\%$ . If the t-statistic value  $>$  t-table value, the hypothesis is considered supported or accepted, for example:

- a. If the probability of the result  $\geq 0.05$ , the hypothesis is rejected.
- b. If the probability of the result  $\leq 0.05$  then the hypothesis is accepted

### Conceptual Framework



**Image 1. Research Framework**

### Hypothesis

- H1: Knowledge Sharing has a significant effect on the Performance of Village Officials in Jabon District.
- H2: Work Discipline has a significant effect on the Performance of Village Officials in Jabon District.
- H3: Work motivation has a significant effect on the performance of village officials in Jabon sub-district.
- H4: Knowledge Sharing has a significant effect on the Work Motivation of Village Officials in Jabon District.
- H5: Work Discipline has a significant effect on the Work Motivation of Village Officials in Jabon District.
- H6: Knowledge Sharing has a significant effect on performance through work motivation of village officials in Jabon sub-district.
- H7: Work Discipline has a significant effect on Performance through Work Motivation of Village Officials in Jabon Sub-district.

### Operational Definition

The operational definition aims to interpret the variables in a more specific study so that it can facilitate measurement. There are 4 variables in this study, namely the Knowledge Sharing (X1) and Work Discipline (X2) variables as independent

variables. While Performance (Y) as the dependent variable and Work Motivation (Z) as an intervening variable.

### **1. Knowledge Sharing (X1)**

Knowledge sharing is a social interaction that allows individuals to share experiences, expand networks of informal relationships, and provide opportunities to observe, listen to, and adopt best practices. All of this is supported by trust between each other (Clara, 2023). The indicators of knowledge sharing consist of (Muizu et al., 2018):

- a. A leader's ability to motivate subordinates to share information and knowledge  
This point refers to the ability of a leader or official in the village government to encourage and motivate village officials under their leadership to share information, ideas, and knowledge. A leader who is able to create an open, inclusive, and collaborative work environment can facilitate knowledge sharing among village officials.
- b. Ability to solve problems with creative solutions  
This point refers to the ability of village officials to use knowledge gained through knowledge sharing to solve problems faced by the village with creative and innovative solutions. By sharing knowledge and learning from the experiences of colleagues, village officials can find new perspectives and more effective solutions in overcoming existing challenges.
- c. Ability to absorb information and knowledge  
This point refers to the ability of village officials to absorb and understand information and knowledge shared by colleagues or other sources. This ability is important so that knowledge sharing can run effectively and the knowledge gained can be applied in carrying out village government tasks.
- d. The ability to convey knowledge gained from internal and external companies.  
In the context of village governance, this point refers to the ability of village officials to convey or transfer knowledge obtained from internal sources (e.g. colleagues within the village government) and external sources (e.g. from training, seminars, or sources outside the village government) to other colleagues. This ability is important to ensure that knowledge can be spread evenly among village officials.

### **2. Work Discipline (X2)**

Tenure is the duration that reflects how long a person has worked in a government agency. This is determined from the time they started the job to the present. The longer a person's length of service, the more work experience he has (Namira, 2019). Indicators of tenure are (Hasibuan, 2019):

- a. Objectives and capabilities  
When the goals and tasks given to employees are in line with their abilities, it can significantly increase the level of discipline. However, when the tasks assigned exceed employees' abilities, it can reduce their motivation and discipline in carrying them out. Therefore, it is important to set goals and tasks that are within employees' capabilities in order to maintain optimal levels of discipline.
- b. Leadership example  
Employee discipline is greatly influenced by the example set by leaders. They are expected to be role models for their subordinates, displaying good attitude,

discipline, honesty, and consistency between words and actions. When leaders set a positive example, it can be expected that the discipline of subordinates will also increase. However, if leaders do not set a good example, then the discipline of subordinates is also likely to decrease.

c. Reward

Fair rewards, including salary and other perks, have a significant impact on the level of discipline employees have towards their duties. When employees feel valued and rewarded commensurate with their responsibilities, it encourages them to be more committed and disciplined in carrying out their duties. In addition, the sense of satisfaction derived from such rewards can also increase employees' love for their jobs, which in turn strengthens their overall discipline.

d. Justice

Fairness plays an important role in motivating employees to be disciplined, given that human nature tends to be selfish and wants to be treated fairly. Competent leaders always seek to apply fairness to all members of their team, realizing that this balance can result in optimal levels of discipline.

e. Surveillance

Supervision is a concrete and effective step in an effort to prevent and detect errors, correct mistakes that occur, maintain discipline, improve performance, optimize the roles of superiors and subordinates, find the most efficient work methods, and develop a solid internal control system to optimally achieve the goals of the agency, employees, and society.

f. Legal Sanctions

Law has a significant role in maintaining employee discipline because the existence of legal consequences makes employees more vigilant in complying with applicable rules. This can reduce the possibility of undisciplined attitudes and behaviors from employees.

g. Assertiveness

The courage and firmness of leaders in taking steps will have an impact on employee obedience. Leaders need to be firm in enforcing discipline by imposing sanctions on those who violate the rules in accordance with applicable regulations.

h. Human relations

Harmonious interpersonal relationships among coworkers contribute to effective discipline enforcement in the office environment.

### 3. Work Motivation (Z)

Work Motivation is an influencing factor to inspire, direct, and maintain behavior related to situations at work. (Lian, 2016) According to Anwar Prabu Mangkunegara (2021), namely as follows: (Mangkunegara, 2021)

a. Responsibility

Personally responsible for his/her duties.

b. Work Achievement

Carry out tasks or activities optimally.

c. Opportunity to Advance

The desire to receive fair rewards in line with the work performed.

d. Performance Recognition

Desire to earn a higher salary than what is usually received.

e. Challenging work

A desire to acquire the knowledge and skills required for employment in a particular field.

#### 4. Employee Performance (Y)

Employee performance is the result obtained by an employee in carrying out his duties in accordance with the standard criteria that apply to a particular job.(Astoria & Nurkholis, 2021) Performance is a measure of the level of success in carrying out tasks and the ability to achieve predetermined goals.(Haeruman, 2021) Here are some indicators to measure employee performance: (Mangkunegara, 2021)

a. Quality of Work

Work quality indicates the level of perfection of the work of village officials in meeting established standards. The high quality of work of village officials reflects their ability to work professionally.

b. Quantity

Quantity is the amount of work produced by village officials within a certain period of time. Achievement of the target quantity of work of village officials shows good performance.

c. Timeliness

Timeliness means the ability of village officials to complete work on time or within the specified time limit. The timeliness of work completion by village officials reflects work discipline and efficiency.

d. Effectiveness

Effectiveness is the level of achievement of the work of village officials against predetermined targets. A high level of effectiveness of village apparatus performance indicates optimal productivity.

e. Independence.

Independence is the ability of village officials to complete work without the guidance and direction of others. High work independence of village officials reflects good competence and initiative.

#### 4. Empirical Findings/Result

##### A. Overview of Research Subjects

The description of the research subjects in this study consists of gender, age, and length of work. Below presents the characteristics of the research sample.

**Table 2. Characteristics of the Research Sample**

Characteristics	Total
<b>Gender</b>	
Female	56
Male	82
<b>Total</b>	<b>138</b>
<b>Age</b>	
25 - 30 years	36
30 - 35 years old	37
35 - 40 years	30

> 40 years	35
<b>Total</b>	<b>138</b>
<b>Length of Service</b>	
< 5 years	42
5 - 10 years	26
10 - 15 years	19
> 15 years	51
<b>Total</b>	<b>138</b>

Source: Data processed, 2024

Based on Table 2, it reveals that male respondents have the largest value, namely 82 respondents, and female respondents are 56 respondents. Furthermore, Table 2 explains that respondents aged between 30 - 35 years, namely 37 respondents. Finally, Table 2 as a whole explains that respondents who have more than 15 years of service have the largest value, namely 51 respondents. This shows that most of the village officials in Jabon sub-district have served more than 15 years.

## B. Descriptive Analysis

**Table 3. Descriptive Analysis**

No.	Variables	Average
1	Knowledge Sharing	3,61
2	Work Discipline	3,74
3	Work Motivation	3,54
4	Performance	3,52

Source: Data processed, 2024

Descriptive analysis is needed to provide an overview of village officials in Jabon sub-district perceive the variables of knowledge sharing, work discipline, work motivation, and performance. Based on the results of descriptive statistics in Table 3 regarding the research variables, namely respondents' perceptions of the knowledge sharing variable, the average value is 3.61 (in general, respondents gave an agree/positive response). For the work discipline variable, an average of 3.74 was obtained (in general, respondents gave an agree/positive response). Meanwhile, respondents' perceptions of work motivation variables obtained an average of 3.54 (generally respondents gave an agree/positive response). Finally, respondents' perceptions of performance variables obtained an average of 3.52 (in general, respondents gave an agree/positive response). From the results of descriptive analysis, it is concluded that knowledge sharing, work discipline, work motivation, and the performance of village officials in Jabon sub-district have been running well.

## C. Measurement Model Analysis

The instrument test used in this study is the validity and reliability test distributed to 138 village officials in Jabon, to be analyzed for validity and reliability and the results of the analysis are used as reference material in obtaining data for further analysis. Factors that affect employee performance include knowledge sharing, work discipline and work motivation, then analyzed using the SmartPLS 3.0 for Windows analysis tool. Evaluation of the measurement model in this study consists of outer model evaluation, inner model evaluation, and hypothesis testing:

## 1. Outer Model Evaluation

The stages in the PLS SEM analysis according to (Hair et al., 2011) evaluating the outer model using criteria, namely testing the validity of variables through the convergent validity test (looking at the factor loading value for each indicator, the AVE / average variance extracted value for each variable), the discriminant validity test (looking at the Fornell Larcker test value). Meanwhile, to test reliability through the reliability test (looking at the composite reliability value and Cronbach's alpha value for each variable).

### 1). Convergent Validity Test

- Convergent validity test with *loading factor*

To test convergent validity, the loading factor value is used. *Convergent validity of the measurement model* with reflection indicators can be seen from the correlation between item scores or construct indicators. Construct indicators are considered valid if they have a correlation value above 0.70 (Hair et al., 2019). The *factor loading* value between 0.60-0.70 is considered sufficient to qualify for *convergent validity*. (Chin, 2010; Hair et al., 2011).. SmartPLS output for *factor loading* can be seen in Table 4 as follows:

**Table 4. Convergent Validity Test Results**

	Work Discipline	Performance	Knowledge Sharing	Work Motivation
DK1	0.926			
DK2	0.933			
DK3	0.919			
DK4	0.923			
DK5	0.881			
DK6	0.905			
DK7	0.878			
DK8	0.803			
KJ1		0.909		
KJ2		0.920		
KJ3		0.948		
KJ4		0.939		
KJ5		0.914		
KS1			0.951	
KS2			0.962	
KS3			0.957	
KS4			0.922	
MK1				0.908
MK2				0.945
MK3				0.914
MK4				0.946
MK5				0.921

Source: Data processed, 2024



The results of the evaluation of the *factor loading* measurement model in Table 4 show that all indicators in this study have not been removed because they are in accordance with the provisions recommended by (Hair et al., 2019). (Hair et al., 2019). The *factor loading* value has met the recommended criteria so that all *factor loading* supports construct reliability.

- Convergent validity test with *AVE* / *average variance extracted* value

To test convergent validity, the *AVE* or *average variance extracted* value is used. An indicator is declared to fulfill convergent validity in a good category if the *AVE* value > 0.50 (Fornell & Larcker, 1981). SmartPLS *output* for discriminant validity can be seen in Table 5 below:

**Table 5. Convergent Validity Test Results (AVE value)**

Construct Validity	Average Variance Extracted ( <i>AVE</i> )	Description
Work Discipline	0.805	Valid
Performance	0.857	Valid
Knowledge Sharing	0.899	Valid
Work Motivation	0.859	Valid

Source: Data processed, 2024

Based on the presentation of Table 5, it can be seen that the *AVE* value of the work discipline variable is > 0.5 or 0.805, for the performance variable value > 0.5 or 0.857, for the knowledge sharing variable value > 0.5 or 0.899, for the work motivation variable value > 0.5 or 0.859. This shows that each variable has good *convergent validity*.

## 2) Discriminant Validity Test

**Table 6. Discriminant Validity Test Results**

	Work Discipline	Performance	Knowledge Sharing	Work Motivation
Work Discipline	0.897			
Performance	0.679	0.926		
Knowledge Sharing	0.708	0.812	0.948	
Work Motivation	0.686	0.883	0.833	0.927

Source: Data processed, 2024

Based on the presentation of Table 6, it can be seen that the top *fornell-lacker* value of each column is higher than the *fornell-lacker* value of the column below it and the rightmost *fornell-lacker* value of each row is higher than the *fornell-lacker* value to its left. This shows that each variable has good *discriminant validity* based on the *fornell-lacker* criteria. (Fornell & Larcker, 1981).

## 3). Reliability Test

To test reliability, *composite reliability* and *Cronbach's alpha* values are used. An indicator is declared to fulfill reliability in a good category if the value of the *composite reliability* value > 0.70 (Chin, 2010). An indicator is declared to meet reliability in a good category if the *Cronbach's alpha* value > 0.60 (Chin, 2010).

**Table 7. Reliability Test Results**

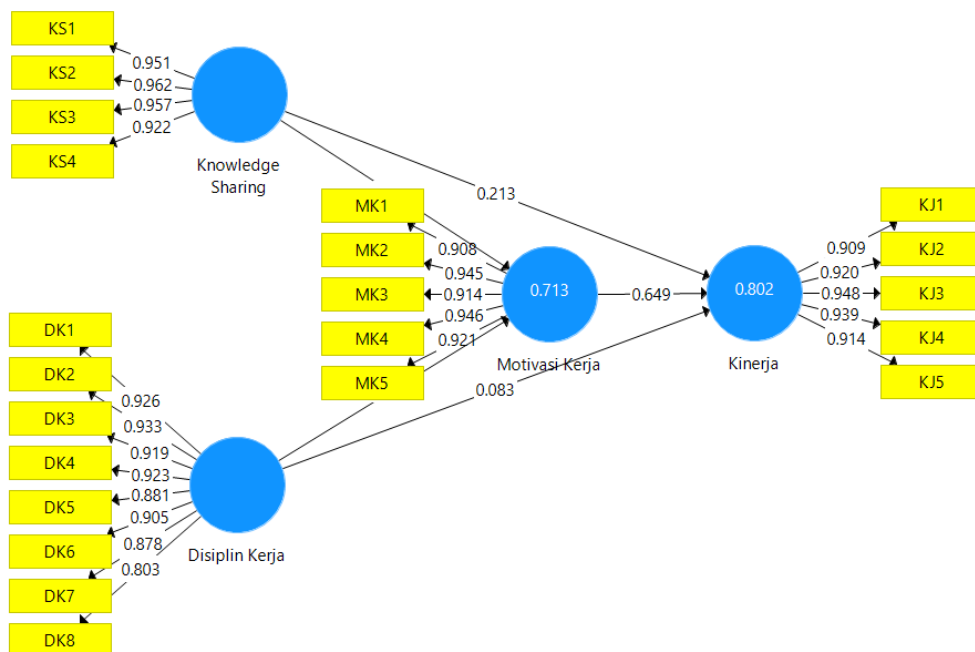
Variables	Cronbach's Alpha	Composite Reliability
Work Discipline	0.965	0.970
Performance	0.958	0.968
Knowledge Sharing	0.962	0.973
Work Motivation	0.959	0.968

Source: Data processed, 2024

Based on the presentation of Table 7, it can be seen that the *Cronbach's alpha* value of the work discipline variable is  $> 0.6$  or equal to 0.965, for the performance variable value  $> 0.6$  or equal to 0.958, for the knowledge sharing variable value  $> 0.6$  or equal to 0.962, for the work motivation variable value  $> 0.6$  or equal to 0.959. This shows that each variable has a good *Cronbach's alpha*. The *composite reliability* value of the work discipline variable is  $> 0.7$  or equal to 0.970, for the performance variable value  $> 0.7$  or equal to 0.968, for the knowledge sharing variable value  $> 0.7$  or equal to 0.973, and for the work motivation variable  $> 0.7$  or equal to 0.959. This shows that each variable has good *composite reliability*. Table 7 also shows the construct reliability values for each construct, where all values are greater than 0.7. This shows that variables that have composite reliability  $> 0.7$  have a high level of reliability. (Hair et al., 2019) so it can be concluded that the overall value of the variables in this study can be said to be reliable (Hair et al., 2019).

## 2. Inner Model Evaluation

Because all variables have passed the measurement model test (*outer model*) at the first stage. Now proceed with the structure model test (*inner model*) in the second stage. Inner model testing is carried out to see the relationship between variables as shown in Figure 2 below:



Data processed, 2024

### Figure 2. Structural Model Analysis (Inner Model)

The structure test (*inner model*) includes tests, among others:

#### 1) R test<sup>2</sup> (*R-Squared*)

The *coefficient determination (R-square)* is used to measure how much the dependent variable is fulfilled by other variables. Chin said the results of R<sup>2</sup> of 0.67 and above for the dependent latent variable in the structural model indicate the influence of the independent variable (which affects) on the dependent variable (which is influenced) is in the good category. Meanwhile, if the result is 0.33-0.67, it is in the medium category, and if the result is 0.19-0.33, it is in the weak category.

**Table 8. R-Squared Results**

<i>Matrix</i>	<i>R-Squared</i>
Performance	0.802
Work Motivation	0.713

Source: Data processed, 2024

Based on the table above, the R value of performance is 0.802 or 80.2%. This means that the influence of knowledge sharing variables and work discipline on the performance of village officials in Jabon sub-district is included in the good category. And the R<sup>2</sup> value of 80.2% indicates that the ability of the independent variables, namely knowledge sharing and work discipline in explaining the performance variable is 80.2%. This means that the remaining 19.8% of the influence is explained by other variables outside those discussed in this study. <sup>2</sup>The R value of work motivation is 0.713 or 71.3%. This means that the influence of knowledge sharing variables and work discipline on the work motivation of village officials in Jabon sub-district is included in the good category. And the value of R<sup>2</sup> of 71.3% indicates that the ability of independent variables, namely knowledge sharing and work discipline in explaining work motivation variables is 71.3%. This means that the remaining 28.7% of the influence is explained by other variables outside those discussed in this study.

#### 2) Q test<sup>2</sup> (*Predictive Relevance*)

To test Q<sup>2</sup> the *Predictive Relevance* value is used. A variable and data are said to be able to predict the model well if the value of the Q value<sup>2</sup> > 0, but otherwise a variable and data are said not to be able to predict the model well if the value of the Q value<sup>2</sup> < 0. (Chin, 2010).

**Table 9. Q-Squared Results**

<i>Total</i>	<i>Q<sup>2</sup> (=1-SSE/SSO)</i>
Performance	0.678
Work Motivation	0.605

Source: Data processed, 2024

Based on the table above, the performance Q<sup>2</sup> value is Q<sup>2</sup> >0 of 0.678. So it can be concluded that the performance variable which is influenced by knowledge sharing and work discipline can predict the model well or in accordance with the description of the research model in the field. <sup>2</sup>The Q value of work motivation is Q<sup>2</sup> >0 of 0.605. So it can be concluded that the work motivation variable which is influenced by

knowledge sharing and work discipline can predict the model well or in accordance with the description of the research model in the field.

### 3) Hypothesis Test

The hypothesis tests in this study, namely:

#### 1. Hypothesis Testing of Direct Influence

Based on the data processing carried out, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at *t Statistics* and *P Values*. This hypothesis can be declared accepted if the *P Values*  $< 0.05$ . In this study, there are direct effects and indirect effects because there are independent variables, dependent variables, and intervening variables. In the smartPLS program, the results of the direct effect hypothesis test can be seen through the *Path Coefficients Bootstrapping* technique as follows:

**Table 10. Direct Effect Path Analysis Test Results**

	Hypothesis	Path Coefficient	t-value	p-value	Conclusion
H1	Knowledge Sharing → Performance	0.213	2.681	0.008	Supported
H2	Work Discipline → Performance	0.083	1.265	0.206	Not Supported
H3	Work Motivation → Performance	0.649	8.174	0.000	Supported
H4	Knowledge Sharing → Work Motivation	0.697	7.711	0.000	Supported
H5	Work Discipline → Work Motivation	0.193	2.079	0.038	Supported

Source: Data processed, 2024

#### Knowledge Sharing on Performance (H1)

We can see from Table 10 that the coefficient value of the knowledge sharing variable on performance is 0.231 where the t value is  $2.681 > t \text{ table } (1.96)$  with a p-value of  $0.008 < 0.05$ . These results indicate that knowledge sharing affects the performance of village officials in Jabon sub-district. This follows the research findings by (Fikri & Laily, 2022; Partogi & Tjahjawati, 2019; Sulistyorini et al., 2023) which states that knowledge sharing has a positive and significant effect on employee performance.

#### Work Discipline on Performance (H2)

We can see from Table 10 that the coefficient value of the work discipline variable on performance is 0.083 where the t value is  $1.265 < t \text{ table } (1.96)$  with a p-value of  $0.206 > 0.05$ . These results indicate that work discipline cannot affect the performance of village officials in Jabon sub-district. This follows the research findings by (Dharma et al., 2023) which states that work discipline has no positive and significant effect on employee performance.

#### Work Motivation on Performance (H3)

The results of the statistical test can be seen from Table 10 that the coefficient value of the work motivation variable on performance is 0.649 where the t value is  $8.174 >$

t table (1.96) with a p-value of  $0.000 < 0.05$ . These results indicate that work motivation affects the performance of village officials in Jabon sub-district. This follows the research findings by (Nugraha et al., 2020; Prasetya & Alkadri Kusalendra Siharis, 2023; Takalao et al., 2019) which states that work motivation has a positive and significant effect on the performance of village officials in Jabon sub-district. which states that work motivation has a positive and significant effect on employee performance.

#### **Knowledge Sharing on Work Motivation (H4)**

The results of statistical tests can be seen from Table 10, the coefficient value of the knowledge sharing variable on work motivation is 0.697 where the t value is  $7.711 > t$  table (1.96) with a p-value of  $0.000 < 0.05$ . These results indicate that knowledge sharing affects the work motivation of village officials in Jabon sub-district. This follows the research findings by (Fikri & Laily, 2022) which states that knowledge sharing has a positive and significant effect on work motivation.

#### **Work Discipline on Work Motivation (H5)**

We can see from Table 10 that the coefficient value of the work discipline variable on work motivation is 0.193 where the t value is  $2.079 > t$  table (1.96) with a p-value of  $0.038 < 0.05$ . These results indicate that work discipline affects the work motivation of village officials in Jabon sub-district. This follows the research findings by (Dewi & Trihudyatmanto, 2020; Rst et al., 2019; Sulistyo & Kesdu AC, 2022) which states that work discipline has a positive and significant effect on work motivation.

## **2. Hypothesis Testing of Indirect Influence**

Testing the hypothesis of indirect influence (mediation) is done by first resampling using the *Boothstrapping* method on the sample. In the smartPLS program, the results of the indirect effect hypothesis test can be seen through the *Path Coefficients of the Bootsstrapping* technique as follows:

**Table 11. Results of Indirect Effect Path Analysis Test**

	Hypothesis	Path Coefficient	t-value	p-value	Conclusion
H6	Knowledge Sharing → Work Motivation → Performance	0.452	5.741	0.000	Supported
H7	Work Discipline → Work Motivation → Performance	0.125	2.072	0.039	Supported

Source: Data processed, 2024

#### **Knowledge Sharing on Performance through Work Motivation (H6)**

We can see from Table 11 that the coefficient value of the knowledge sharing variable on performance through work motivation is 0.452 where the t value is  $5.741 > t$  table (1.96) with a p-value of  $0.000 < 0.05$ . These results indicate that knowledge sharing affects performance through the work motivation of village officials in Jabon sub-district. This follows the research findings by (Sulistyorini et al., 2023) which states

that knowledge sharing has a positive and significant effect on performance through work motivation.

### **Work Discipline on Performance through Work Motivation (H7)**

We can see from Table 11 that the coefficient value of the work discipline variable on performance through work motivation is 0.125 where the t value is  $2.072 > t$  table (1.96) with a p-value of  $0.039 < 0.05$ . These results indicate that work discipline affects performance through the work motivation of village officials in Jabon sub-district. This follows the research findings by (Ferdinal, 2022) which states that work discipline has a positive and significant effect on performance through work motivation.

## **5. Discussion**

### **Effect of Knowledge Sharing on Performance**

The effect of knowledge sharing on performance shows a p-value ( $\text{sig. } 0.008 < \alpha (0.05)$ ), t value ( $2.68 > t$  table (1.96)). Based on these results, it can be concluded that hypothesis 1 is accepted, which means that there is a significant positive influence between knowledge sharing on employee performance. Based on the results of distributing questionnaires to village officials in Jabon sub-district, it is found that the indicator "I am able to find creative solutions to solve problems faced by the village by utilizing the knowledge gained from knowledge sharing" has the highest value as evidenced by the responses of most respondents who strongly agree so that it becomes a support in improving the performance of village officials in Jabon sub-district. This study investigates knowledge sharing affects performance. The results of this study indicate that knowledge sharing can improve employee performance. Knowledge sharing, according to (Muizu et al., 2018) is a procedure that can boost employee performance. (Khaerana & Mangiwa, 2021) added that knowledge sharing can be seen as HR competence in utilizing information and disseminating it to their colleagues, so that they can achieve higher work performance. The existence of knowledge sharing allows employees to overcome the problems they face at work. This finding strengthens the results of (Fikri & Laily, 2022; Muizu et al., 2018; Partogi & Tjahjawati, 2019; Sulistyorini et al., 2023) that knowledge sharing improves performance.

### **Effect of Work Discipline on Performance**

The effect of work discipline on performance shows a p-value ( $\text{sig. } 0.0206 < \alpha (0.05)$ ), the value of t count ( $1.26 > t$  table (1.96)). Based on these results, it can be concluded that hypothesis 2 is rejected, which means that there is no significant positive influence between work discipline on performance. This means that if the variable factor of work discipline increases, it will affect the performance of village officials in Jabon sub-district. This means that this indicates that with good work discipline from employees such as arriving on time, carrying out work in accordance with what has been determined by the government, complying with government regulations, it will be able to improve the performance of these employees so that the targets of village officials will be achieved. (Hartono & Khasanah, 2020). Work discipline is the

awareness, willingness, and willingness to work of an employee to obey and comply with all the rules and norms that apply in an organization.(Alimmudin, 2022). Work discipline itself has a positive and significant effect on the performance of an employee, Enforcement of employee work discipline is something that is important for a company because discipline will make the work done more effective and efficient. (Arnaud Costinot & Mohsen Bahmani-Oskooee, 2023).. If work discipline cannot be enforced, it is likely that many employees are ineffective at work and often lose focus in the middle of work. The existence of disciplinary rules in the world of work can influence employees to work well, so that they will get more optimal results. (Sinulingga et al., 2023).. This study is in line with previous research, which states that work discipline has no effect on employee performance (Arnaud Costinot & Costinot, 2014). (Arnaud Costinot & Mohsen Bahmani-Oskooee, 2023)..

### **Effect of Work Motivation on Performance**

The effect of work motivation on performance shows a p-value (sig. 0.000) <  $\alpha$  (0.05), t value (8.17) > t table (1.96). Based on these results it can be concluded that hypothesis 3 is accepted, which means that there is a significant positive influence between work motivation on employee performance. Based on the results of distributing questionnaires to village officials in Jabon sub-district, it was found that the indicator "I try to do the tasks of village officials optimally in order to provide the best results" had the highest value as evidenced by the responses of most respondents who strongly agreed so that it became a support in improving the performance of village officials in Jabon sub-district. This study confirmed the positive relationship between work motivation and the performance of village officials in Jabon sub-district. It identifies three work motivations that significantly influence employees' self-perceptions of work performance: financial motivation, internal self-concept, and goal internalization. (Sulistyo & Kesdu AC, 2022). The respondents perceived themselves to have better performance when they were more motivated to work as a village official through financial rewards and incentives (Nareswara & Trianwara, 2022). (Nareswara & Trianasari, 2021), driven by achievement [56], and being able to identify with the values and culture of the organization (Lian, 2016). The findings of this study are valuable for human resource practitioners. These findings reinforce the results of (Ikhsan & Hasanah, 2023; Mengko et al., 2023; Noferius Giawa & Yoel Melsaro Larosa, 2023; Sulistyo & Kesdu AC, 2022) that work motivation improves performance.

### **The Effect of Knowledge Sharing on Work Motivation**

The effect of knowledge sharing on work motivation shows a p-value (sig. 0.000) <  $\alpha$  (0.05), t value (7.71) > t table (1.96). Based on these results, it can be concluded that hypothesis 4 is accepted, which means that there is a significant positive influence between knowledge sharing on employee work motivation. Based on the results of distributing questionnaires to village officials in Jabon sub-district, it is found that the indicator "I am able to find creative solutions to solve problems faced by the village by utilizing the knowledge gained from knowledge sharing" has the highest value as evidenced by the responses of most respondents who strongly agree so that it becomes a support in increasing the work motivation of village officials in Jabon sub-district. Employees are more open to sharing with other workers when outside of work

relationships (Anggraini et al., 2023). Employees are more open to sharing with other workers if outside of working relationships. Employees who have shared information both inside and outside will have high knowledge. This will encourage employees to be more motivated at work because they already have knowledge, experience, skills and something new as a provision for work. (Anggraini et al., 2023).. However, this encouragement motivates employees as an intermediary for discipline and knowledge sharing factors among employees. (Anggraini et al., 2023; Sulistyorini et al., 2023). which states that knowledge sharing affects work motivation.

### **Effect of Work Discipline on Work Motivation**

The effect of work discipline on work motivation shows a p-value (sig. 0.038) <  $\alpha$  (0.05), t value (2.079) > t table (1.96). Based on these results, it can be concluded that hypothesis 5 is accepted, which means that there is a significant positive influence between work discipline on employee work motivation. This study provides empirical evidence that work discipline can increase work motivation. Based on the results of distributing questionnaires to village officials in Jabon sub-district, it is found that the indicator "The duties and responsibilities given to me as a village official are in accordance with my abilities." has the highest value as evidenced by the responses of most respondents who strongly agree so that it is a support in increasing the work motivation of village officials in Jabon sub-district. This indicates that village officials who work in Jabon sub-district consider themselves to have high performance if they have awareness of themselves and others. This study supports research conducted by (Kerja et al., 2018; Rst et al., 2019; Sulistyo & Kesdu AC, 2022) which states that work discipline has a positive effect on work motivation.

### **The Effect of Knowledge Sharing on Performance through Work Motivation**

The effect of knowledge sharing on performance through work motivation shows a p-value (sig. 0.039) <  $\alpha$  (0.05), t value (2.07) > t table (1.96). Based on these results, it can be concluded that hypothesis 6 is accepted, which means that there is a significant positive influence between knowledge sharing on performance through work motivation. The indirect effect of work motivation is proven to significantly mediate the relationship between knowledge sharing and employee performance. This research provides empirical evidence that knowledge sharing can improve employee performance. (Khaerana & Mangiwa, 2021). While this research contributes to a large amount of work motivation literature. Work motivation functions as a driving force that creates a person's work enthusiasm so that they want to work with all their efforts so that they can improve their performance. (Tupti et al., 2022).. However, motivation only serves as a self-drive without being a drive for the organization to achieve its goals. Energized employees can increase the contribution for the organization to achieve its goals so that motivation is considered to have an effect on employee performance. (Fikri & Laily, 2022).. This work motivation variable can mediate the effect of knowledge sharing on employee performance. Although knowledge sharing contributes to employee performance through work motivation, its effect on employee performance can be explained directly. This can occur because work motivation is a complex factor and is influenced by many other variables that cannot be explained by work discipline and knowledge sharing directly. The results of this study are in line



with the research discussed in (Anggraini et al., 2023) which states that work motivation can mediate quality of life on employee performance.

### **The Effect of Work Discipline on Performance through Work Motivation**

The effect of work discipline on employee performance through work motivation shows a p-value ( $\text{sig. } 0.039 < \alpha (0.05)$ ), the value of t count ( $2.07 > t \text{ table } (1.96)$ ). Based on these results, it can be concluded that hypothesis 7 is accepted, which means that there is a significant positive influence between work discipline on employee performance through work motivation. The indirect effect of work motivation is proven to significantly mediate the relationship between work discipline and employee performance. Work motivation must be owned by every employee and must be cultivated among employees in order to support the achievement of organizational goals. (Mengko et al., 2023).. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase a person's awareness and willingness to comply with company regulations and applicable social norms. (Fathurahman, 2020). The results of this study concluded that work motivation has a high role in improving work discipline on employee performance. So it can be concluded that in order for companies to improve employee performance, not only the factors that form work discipline need to be considered, but also the factors that form work motivation. (Astoria & Nurkholis, 2021). Employees who behave in a disciplined manner will usually succeed in their work because they are able to organize what is their priority so that their performance will also be good and with good performance they will get satisfaction for the employees themselves. This research also shows that if employees have greater motivation in their work, then employee training and performance will increase. (Rusliyawati, 2023). The results of this study are in line with the research discussed in (Astoria & Nurkholis, 2021) which states that work motivation can mediate work discipline on employee performance

## **6. Conclusions**

The results showed that knowledge sharing, work discipline, and work motivation affect employee performance. Furthermore, knowledge sharing and work discipline affect work motivation. Finally, knowledge sharing and work discipline affect employee performance through work motivation. This study explains that only hypothesis 2 has an insignificant effect. Work motivation was also found to be a variable capable of mediating in the structural model. Based on the results of research and studies in the previous chapter, which are accompanied by theories and concepts that support this research entitled "The Effect of Knowledge Sharing and Work Discipline on the Performance of Village Officials in Jabon Subdistrict with Work Motivation as Intervening", it can be concluded that facing a very rapidly changing and increasingly competitive government environment, all village officials need continuous learning in order to adapt, develop and survive. It is hoped that this research will contribute to an increasingly high standard of service provision. Based on the results of this study, the researcher can provide several suggestions to various parties, especially those related to this study, the government can provide clear and

specific guidelines regarding the tasks to be completed by village officials, including deadlines and expected quality standards. This will help employees understand the expectations from them and focus on the tasks to be completed.

Therefore, it is important for village officials in Jabon sub-district to build trust with their employees. The administration can ensure that communication is open, honest and transparent. The administration can provide challenging and interesting tasks to do, so that village officials feel encouraged to achieve the best results and feel satisfied with their work. Future researchers are expected to find more information about determining factors that can affect employee performance. In addition, future researchers can also find other research objects that can overcome the gap that work discipline cannot affect employee performance.

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