The Effect of Work Motivation and Knowledge Sharing on Employee Performance with Job Satisfaction as a Mediating Variable
(Study at the Investment Service and One-Stop Integrated Service in Probolinggo Regency)

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Abstract

This study aims to determine the effect of work motivation and knowledge sharing on employee performance with job satisfaction as a mediating variable. This research was conducted at the Investment and One Stop Service Office in Probolinggo Regency with a total of 50 respondents. The type of research used is explanatory research with a quantitative approach. The sampling technique uses non-probability sampling with saturated sample techniques. Data collection is done by distributing questionnaires. The data analysis method used is path analysis using SmartPLS 3.0 software. The results of this study are work motivation and knowledge sharing has a significant effect on employee performance, work motivation, and knowledge sharing has a significant effect on job satisfaction, meanwhile, job satisfaction has no significant effect on employee performance, work motivation has no effect significant effect on employee performance through job satisfaction, and knowledge sharing has no significant effect on employee performance through job satisfaction.

Keywords: *Employee Performance, Job Satisfaction, Knowledge Sharing, Work Motivation*

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh motivasi kerja dan berbagi pengetahuan terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel mediasi. Penelitian ini dilakukan di Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Probolinggo dengan jumlah responden sebanyak 50 orang. Jenis penelitian yang digunakan adalah explanatory research dengan pendekatan kuantitatif. Teknik pengambilan sampel menggunakan non-probability sampling dengan teknik sampel jenuh. Pengumpulan data dilakukan dengan menyebarkan kuesioner. Metode analisis data yang digunakan adalah analisis jalur dengan menggunakan perangkat lunak SmartPLS 3.0. Hasil penelitian ini adalah motivasi kerja dan berbagi pengetahuan berpengaruh signifikan terhadap kinerja karyawan, motivasi kerja dan berbagi pengetahuan berpengaruh signifikan terhadap kepuasan kerja, sedangkan kepuasan kerja tidak berpengaruh signifikan terhadap kinerja karyawan, motivasi kerja tidak berpengaruh signifikan terhadap kinerja karyawan melalui kepuasan kerja, dan berbagi pengetahuan tidak berpengaruh signifikan terhadap kinerja karyawan melalui kepuasan kerja.

Kata Kunci: *Kinerja Karyawan, Kepuasan Kerja, Berbagi Pengetahuan, Motivasi Kerja*

INTRODUCTION

Human resources are an important asset for an agency or company. Human resources are also a determinant of the success of agencies or companies in achieving their goals. Therefore, good and planned management of human resources is needed so that later agencies or companies can develop rapidly. In achieving the success of an agency or company can be determined by the performance of each employee in doing the job given. According to Goldwin *et al*. (2019) performance is the result of work and work behavior that has been achieved by someone in completing a given task and responsibility in a certain period. The performance of these employees can be influenced by several factors, including ability or expertise, knowledge, personality, work motivation, leadership, work discipline, work environment, and job satisfaction (Kasmir, 2016). One of the factors that can affect performance is motivation. According to Robert & Jackson (2001) motivation is a desire that exists within a person that causes that person to take an action. Motivation can be said to be a driving force or encouragement that triggers a feeling of enthusiasm to do a job and change employee behavior to lead to better things. In this case, motivation is important in an institution or company because motivation can support human behavior to work more actively.

In addition to motivation, knowledge sharing can also affect employee performance. Rifai & Tjahjaningsih (2022) define knowledge sharing as a process in which individuals exchange their knowledge with each other, both tacit knowledge and explicit knowledge. Broadly speaking, knowledge can be considered as the most important thing in an agency or company, because knowledge can provide various information and insights to employees in improving their performance in order to achieve agency or company goals (Anggita & Kawedar, 2017). Agencies or companies that have achieved and applied knowledge effectively are often expected to perform even better in the future. Based on research conducted by Mukmin *et al*. (2021) and Rachmaniah (2019) show that motivation has a positive and significant effect on employee performance. However, this research is contrary to research conducted by Julianry *et al*. (2017) which revealed that motivation has no significant positive effect on employee performance. From the results of this previous study, a research gap was found on motivational variables on performance. In addition, research conducted by Fikri & Laily (2020) and Rifai & Tjahjaningsih (2022) concerning the effect of knowledge sharing on employee performance shows that knowledge sharing has a positive and significant effect on employee performance. Contrary to research conducted by Saragih (2017) which revealed that knowledge sharing has no positive and significant effect on employee performance. From the results of this previous study, a research gap was found on knowledge sharing variables on performance.

With the existence of a research gap between motivational variables on performance and knowledge sharing on performance, this study added job satisfaction as a mediating variable. According to Wijaya (2018) job satisfaction is people's perceptions of various aspects of their work. These perceptions can be in the form of people's feelings and attitudes towards their work where these feelings and attitudes can be positive or negative. With the variable job satisfaction, it can affect employee performance. According to Jamali & Refi (2022) one of the factors that can influence work motivation is job satisfaction. If the employee is satisfied with the work he has done, the employee will be motivated to do his job even better, so that the employee's performance will of course also increase. Likewise in knowledge sharing, if an employee feels satisfied with his work, the employee will automatically share his knowledge or experience with other employees with the aim that other employees can apply the new knowledge that has been obtained so that employee performance will increase.

The Investment Service and One-Stop Integrated Service of Probolinggo Regency is an agency that provides services in the field of licensing to the public that must be continuous and sustainable in carrying out their duties. Based on initial observations made through interviews with one of the employees at the Investment and One-Stop Service Office of Probolinggo Regency, several problems were found. Problems related to employee performance can be seen from the lack of timeliness of employees in serving applicants so that sometimes they have to wait too long when processing permits. In addition, employees do not work according to working hours, there are even employees who are not at the work location during working hours. There are also employees who prioritize personal interests over the interests of the agency. Meanwhile, related to motivational variables, agencies have awarded awards in the form of charters and allowances to employees who carry out their work very well. The awarding of these employees is based on employee performance appraisals which are carried out every year. The indicators for assessing employee performance include attendance, timeliness in completing work, knowledge possessed, quality of work, and teamwork. However, with this award, many employees still arrive late, do not finish their work on time, and teamwork is still lacking so that employee performance does not increase. In this case it can be said that not all employees are motivated to carry out their work to the fullest even though the agency has given awards in the form of charters and allowances.

Problems related to knowledge sharing, can be seen when there is a job that uses more sophisticated technology or the use of new applications, not all employees can implement this. Only a few employees can follow the changes made by the agency, especially employees who are still young. In addition, when there are obstacles in completing a job, employees have difficulty completing it and only rely on certain people. Even though the institution has provided training in the form of technical guidance, where this training is only given to a few employees and later employees who have attended the training are obliged to share the results of their training with other employees. However, not all employees who have attended the training share their knowledge with other employees. Therefore, sharing knowledge between fellow employees is also very necessary, so that between employees have equal knowledge and are not dominated by certain employees. Based on the findings of this phenomenon and supported by a research gap, this research is interesting to carry out. So, the researchers took the title "The Influence of Work Motivation and Knowledge Sharing on Employee Performance with Job Satisfaction as a Mediation Variable".

LITERATURE REVIEW

Performance is a result of work and work behavior that has been achieved by someone after completing the tasks and responsibilities that have been given in a certain period of time (Kasmir, 2016). According to Mangkunegara (2007) performance is the result of work in quantity and quality that has been achieved by an employee when he has completed his duties in accordance with directions and is full of responsibility. Robert & Jackson (2001) define performance as what is done or not done by employees. The performance indicators used in this study include work quality, quantity, timeliness, effectiveness, and independence (Robbins & Judge, 2015).

Motivation is a desire that exists within a person that causes that person to take an action (Robert & Jackson, 2001). For example, when someone wants to achieve a goal, then motivation acts as a driving force that directs that person to the goal to be achieved. Maslow (1993) defines motivation as a driving force that comes from within a person that causes a person to do something or try to meet his needs. Meanwhile (Robbins & Judge, 2015) argues that motivation is a process that explains the

strength, direction, and persistence of a person to achieve a goal. The indicators of work motivation used in this study include physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Maslow, 1993).

Knowledge sharing is an action to make available knowledge within the organization spread to other people who are also in the organization (Saragih, 2017). Rifai & Tjahjaningsih (2022) define knowledge sharing as a process in which individuals exchange their knowledge, both tacit knowledge and explicit knowledge. Knowledge sharing indicators used in this study include embedded knowledge, embodied knowledge, encultured knowledge, and embedded knowledge (Matzler *et al.*, 2008). Luthans (2006) defines job satisfaction as a happy emotional state or positive emotion that comes from evaluating one's work or work experience. Meanwhile, Mangkunegara (2007) define job satisfaction is a feeling that supports or does not support an employee's self related to his work or with his condition. According to Robbins & Judge (2015), job satisfaction is a positive feeling about work, which is generated through an evaluation of its characteristics. If someone with a high level of job satisfaction, then that person has a positive feeling towards his job. Indicators of job satisfaction used in this study include the work itself, salary, promotion opportunities, supervision, and co-workers (Luthans, 2006).

The results of research conducted by Rachmaniah (2019) and Nadapdap (2022) state that work motivation has a positive and significant effect on employee performance. Fikri & Laily (2020) and Rifai & Tjahjaningsih (2022) state that knowledge sharing has a positive and significant effect on employee performance. Sasongko *et al.* (2021) and Mukmin *et al.* (2021) states that work motivation has a positive and significant effect on job satisfaction. Simanjuntak & Sitio (2021) state that knowledge sharing has a positive and significant effect on job satisfaction. Wijaya (2018) states that job satisfaction has a positive and significant effect on employee performance. Rachmaniah (2019) states that work motivation has a positive and significant effect on employee performance through job satisfaction. Kurniawan (2018) which states that knowledge sharing has a positive and significant effect on employee performance through job satisfaction. Therefore, hypotheses in this research were:

H1 : Work motivation has a significant effect on employee performance
H2 : Knowledge sharing has a significant effect on employee performance
H3 : Work motivation has a significant effect on job satisfaction
H4 : Knowledge sharing has a significant effect on job satisfaction
H5 : Job satisfaction has a significant effect on employee performance
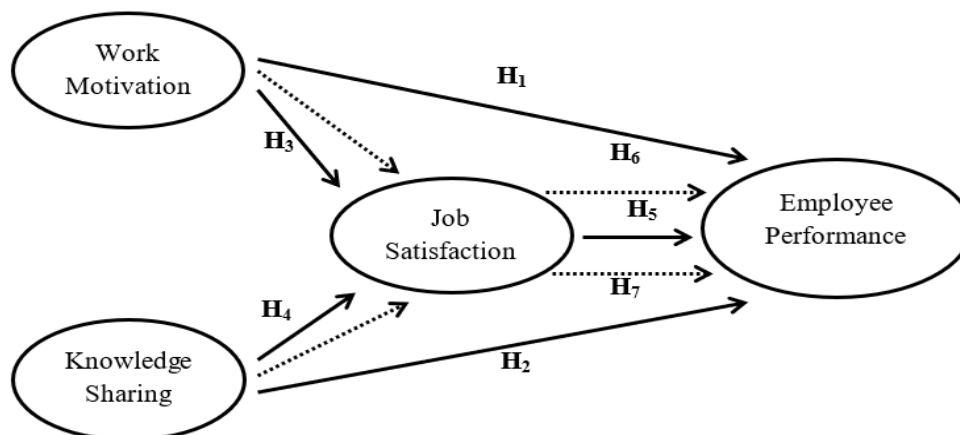**H6** : Work motivation has a significant effect on employee performance through job satisfaction
H7 : Knowledge sharing has a significant effect on performance through job satisfaction

Figure 1. Research Framework Model

RESEARCH METHODS

This research is a type of explanatory research with a quantitative approach. The research location chosen by the researcher was the Investment Services and One-Stop Integrated Service of Probolinggo Regency. The population in this study were all employees of the Investment and One-Stop Service Office of Probolinggo Regency, totaling 50 people. The sampling technique in this study is the non-probability sampling method, namely using saturated sample techniques. Sources of data in this study used primary data obtained through questionnaires and secondary data which includes organizational structures and relevant documents used as research supporting data related to the variables studied. Data collection was carried out by distributing questionnaires, where the answers provided in each statement were measured using a Likert scale. The data analysis method used in this research is path analysis using SmartPLS 3.0 software. The instrument test was carried out using a validity test and a reliability test. Then to test the outer model is done by testing convergent validity, discriminant validity, composite reliability and Cronbach's alpha. Testing the inner model is carried out by testing the R-Square and the Goodness of Fit (GoF) test. Meanwhile, hypothesis testing is done by looking at the t-statistic and P-value.

RESULTS AND DISCUSSION

The majority of respondents were female, 27 employees with a percentage of 54%, the majority of respondents aged between 31-40 years, 24 employees with a percentage of 48%, the majority of respondents' educational level, namely Bachelor (S1) of 32 employees with a percentage 64%, the majority of respondents worked for more than 10 years as many as 23 employees with a percentage of 46%, the majority of respondents' salaries ranged from Rp. 2,500,001 – Rp.4,000,000 for 23 employees with a percentage of 46%, the majority of respondents' employment status, namely civil servants, with a percentage of 30 employees with a percentage of 60%, and the majority of respondents had attended training as many as 42 employees with a percentage of 84%.

Table 1. Characteristics of Respondents

Characteristics	Information	Frequency (person)	Percentage
Gender	Male	23	46%
	Female	27	54%
Age	21-30 years	10	20%
	31-40 years	24	48%
	41-50 years	11	22%
	>50 years	5	10%
Level of Education	SMA	9	18%
	Diploma	3	6%
	Sarjana (S1)	32	64%
	Magister (S2)	6	12%
Years of Service	<1 years	3	6%
	1-5 years	14	28%
	6-10 years	10	20%
	>10 years	23	46%
Wages	<Rp. 1.000.000	-	0%
	Rp. 1.000.000-Rp. 2.500.000	18	36%
	Rp. 2.500.001-Rp. 4.000.000	23	46%

Characteristics	Information	Frequency (person)	Percentage
	>Rp. 4.000.000	9	18%
Job Status	PNS	30	60%
	PTT	20	40%
Training	Ever	42	84%
Status	Never	8	16%

Source: Primary Data Processed (2022)

Table 2. Convergent Validity Test

Variable	Indicator	Initial Outer Loadings Results	Final Outer Loadings Results	Validity
Employee Performance	EP1	0.698	0.700	Valid
	EP2	0.807	0.817	Valid
	EP3	0.767	0.798	Valid
	EP4	0.776	0.796	Valid
	EP5	0.733	0.774	Valid
	EP6	0.569	-	Eliminated
	EP7	0.667	0.684	Valid
	EP8	0.701	0.678	Valid
	EP9	0.563	-	Eliminated
	EP10	0.291	-	Eliminated
Work Motivation	WM1	0.447	-	Eliminated
	WM2	0.553	-	Eliminated
	WM3	0.735	0.704	Valid
	WM4	-0.293	-	Eliminated
	WM5	0.700	0.699	Valid
	WM6	0.765	0.789	Valid
	WM7	0.771	0.798	Valid
	WM8	0.772	0.740	Valid
	WM9	0.713	0.738	Valid
	WM10	0.770	0.770	Valid
Knowledge Sharing	KS1	0.730	0.775	Valid
	KS2	0.833	0.860	Valid
	KS3	0.873	0.865	Valid
	KS4	0.818	0.815	Valid
	KS5	0.810	0.838	Valid
	KS6	0.616	0.633	Valid
	KS7	0.589	-	Eliminated
	KS8	0.528	-	Eliminated
Job Satisfaction	JS1	0.561	-	Eliminated
	JS2	0.751	0.694	Valid
	JS3	0.733	0.741	Valid
	JS4	0.524	-	Eliminated
	JS5	0.764	0.834	Valid

Variable	Indicator	Initial Outer Loadings Results	Final Outer Loadings Results	Validity
	JS6	0.730	0.774	Valid
	JS7	0.654	0.727	Valid
	JS8	0.645	0.670	Valid
	JS9	0.664	0.657	Valid
	JS10	0.548	-	Eliminated

Source: Primary Data Processed (2022)

Based on the table above, it can be seen that the instruments EP6, EP9, EP10, WM1, WM2, WM4, KS7, KS8, JS1, JS4, and JS 10 were eliminated because the loading factor values on some of these instruments were <0.6 (assuming the minimum loading factor value is used is 0.6). For indicators that have a loading factor value > 0.6, it can be declared valid.

Table 3. Discriminant Validity Test

Variable	Employee Performance	Work Motivation	Knowledge Sharing	Job Satisfaction
EP1	0.700	0.530	0.477	0.410
EP2	0.817	0.580	0.644	0.426
EP3	0.798	0.615	0.579	0.426
EP4	0.796	0.694	0.632	0.590
EP5	0.774	0.518	0.687	0.488
EP7	0.684	0.584	0.545	0.503
EP8	0.678	0.568	0.522	0.415
WM3	0.511	0.704	0.456	0.258
WM5	0.657	0.699	0.644	0.462
WM6	0.658	0.789	0.579	0.499
WM7	0.519	0.798	0.466	0.589
WM8	0.454	0.740	0.443	0.331
WM9	0.572	0.738	0.521	0.398
WM10	0.657	0.770	0.621	0.491
KS1	0.696	0.567	0.775	0.426
KS2	0.668	0.613	0.860	0.489
KS3	0.658	0.628	0.865	0.466
KS4	0.584	0.532	0.815	0.392
KS5	0.680	0.659	0.838	0.463
KS6	0.414	0.442	0.633	0.244
JS2	0.563	0.621	0.508	0.694
JS3	0.491	0.430	0.400	0.741
JS5	0.444	0.377	0.359	0.834
JS6	0.392	0.311	0.293	0.774
JS7	0.395	0.339	0.356	0.727
JS8	0.378	0.217	0.253	0.670
JS9	0.494	0.539	0.402	0.657

Source: Primary Data Processed (2022)

From the results of the discriminant validity test above, it shows that the correlation value of the construct with the indicators is greater than the correlation value with other constructs. Thus, that all constructs or latent variables already have good discriminant validity, where the indicators in the construct indicator block are better than indicators in other blocks.

Table 4. Composite Reliability Test and Cronboach Alpha

Variable	Composite Reliability	Cronboach Alpha
Employee Performance	0.901	0.871
Work Motivation	0.899	0.870
Knowledge Sharing	0.914	0,887
Job Satisfaction	0.888	0.856

Based on table 4, it shows that the composite reliability and Cronboach alpha values for all constructs are above the value of 0.7. With the resulting value, all constructs have good reliability in accordance with the required minimum value limit.

Table 5. R-Square Test

Variable	R-Square
Employee Performance	0.735
Job Satisfaction	0.373

The R-Square test is carried out to find out how much influence the independent variables have on the dependent variable. R-Square values of 0.75, 0.50 and 0.25 can be concluded that the model is strong, moderate and weak. Based on table 6 shows that the results of the R-Square for both variables have a value of 0.735 for employee performance variables and 0.373 for job satisfaction variables. This shows that the employee performance variable with an R-Square value of 0.735 or 73.5% is influenced by the variables of work motivation, knowledge sharing, and job satisfaction. Then 0.265 or 26.5% is likely to be influenced by other variables not discussed in this study. So, it can be concluded that the effect of work motivation and knowledge sharing on employee performance is relatively strong. Meanwhile, the variable of job satisfaction is influenced by work motivation and knowledge sharing of 0.373 or 37.3%. Then 62.7% is influenced by other variables not discussed in this study. So, it can be concluded that the influence of work motivation and knowledge sharing on job satisfaction is moderate.

Then, for testing the Goodness of Fit or GoF index is used to evaluate the measurement model and structural model. According to (Ghozali & Latan, 2015) the GoF assessment criteria are 0.10 (GoF small), 0.25 (GoF medium) and 0.36 (GoF large). The following is the calculation of the value of Goodness of Fit (GoF):

$$GoF = 1 - \{(1 - R^2 1) \times (1 - R^2 2)\} \quad (1)$$
$$GoF = 1 - \{(1 - 0.735) \times (1 - 0.373)\}$$
$$GoF = 1 - \{(0.265) \times (0.267)\}$$
$$GoF = 0.834$$

Based on the calculation of the GoF value, it shows a GoF value of 0.834 or 83.4% so that according to the opinion (Ghozali & Latan, 2015) that the overall model fit quality is included in GoF

large. Thus, it can be concluded that the goodness-of-fit test of the GoF model is included in the large model, which is a good model.
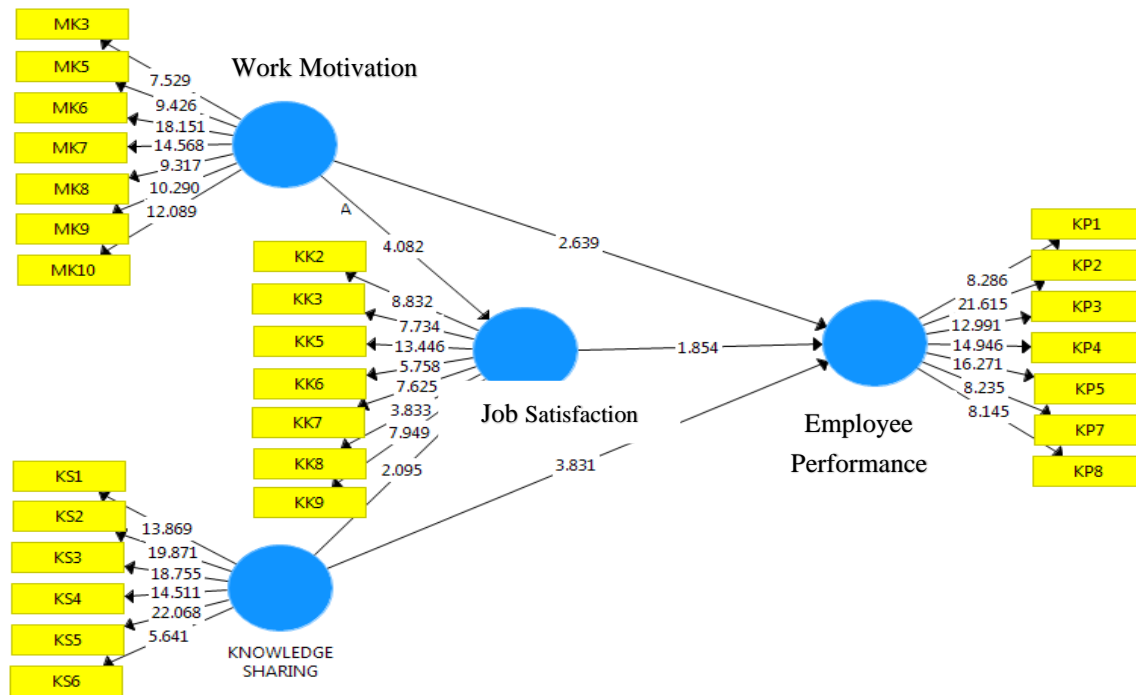
Figure 2. Research Structural Model

The hypothesis test in this study uses a 95% confidence level and an inaccuracy limit of 5% or 0.05. If the t-statistic value > 1.96 and P-values < 0.05, Ha is accepted and H0 is rejected. Meanwhile, if the t-statistic value < 1.96 and P-value > 0.05, Ha is rejected and H0 is accepted.

Table 6. Direct Hypothesis Test

Hypothesis	Variable	Original Sample	T Statistic (>1,96)	P Values (<0,05)	Information
H1	Work Motivation → Employee Performance	0.356	2.639	0.009	Significant
H2	Knowledge Sharing → Employee Performance	0.414	3.831	0.000	Significant
H3	Work Motivation a → Job Satisfaction	0.446	4.082	0.000	Significant
H4	Knowledge Sharing → Job Satisfaction	0.205	2.095	0.037	Significant
H5	Job Satisfaction → Employee Performance	0.209	1.854	0.064	Not significant

Source: Primary Data Processed (2022)

Based on the table above, it can be seen that the influence of work motivation on employee performance is stated to have a significant effect because the T statistic is 2.639 > 1.96 and P values are 0.009 < 0.05. These results interpret that there is a significant influence between work motivation on employee performance and it is proven that the higher the work motivation given to employees, the

employee performance will increase. The results of this study are in accordance with the findings of research conducted by Mukmin *et al.* (2021), Rachmaniah (2019), and Hasibuan & Bahri (2018) which state that work motivation has a positive and significant effect on employee performance. In addition, the results of this study are also reinforced by theory Kasmir (2016) which states that one of the factors that can affect performance is motivation, where if employees have strong encouragement from within themselves and from outside themselves, then employees will be encouraged to carry out their work well, which will ultimately have an impact on improving employee performance.

The influence of knowledge sharing on employee performance is stated to have a significant effect because the T statistic is $3,831 > 1.96$ and the P values are $0,000 < 0.05$. These results interpret that there is a significant influence between knowledge sharing on employee performance and it is proven that the more employees share knowledge about work, the higher the resulting employee performance. The results of this study are in accordance with the findings of research conducted by Fikri & Laily (2020), Rifai & Tjahjaningsih (2022), and Simanjuntak & Sitio (2021) which state that knowledge sharing has a positive and significant effect on employee performance. In addition, the results of this study are also reinforced by theory Kasmir (2016) which states that one of the factors that can affect employee performance is knowledge, where if employees have good knowledge related to their work and then share this knowledge with their co-workers, it will provide good results. good job too. So that knowledge related to work will affect whether or not employee performance increases.

Then the effect of work motivation on job satisfaction is stated to have a significant effect because the T statistic value is $4.082 > 1.96$ and the P values are $0.000 < 0.05$. These results interpret that there is a significant influence between work motivation on job satisfaction and it is proven that the higher the work motivation given to employees, the higher employee job satisfaction. The results of this study are in accordance with the findings of research conducted by Sasongko *et al.* (2021), Mukmin *et al.* (2021), and Rachmaniah (2019) which state that work motivation has a positive and significant effect on job satisfaction. In addition, the results of this study are also reinforced by the theory of Luthans (2006) which states that one of the factors that can affect job satisfaction is salary and promotion opportunities, where if the salary provided by the agency increases and employees get the opportunity to get promoted, then employees will be motivated to work better and harder. This is also in accordance with Maslow's theory of levels of needs, where if the salary provided by the agency is appropriate, then the physiological needs or basic needs of employees have been fulfilled. With the fulfillment of these basic needs, of course, the needs at the next level will also be fulfilled, one of which is job satisfaction.

Furthermore, the effect of knowledge sharing on job satisfaction is stated to have a significant effect because the T statistic is $2.095 > 1.96$ and the P values are $0.037 < 0.05$. These results interpret that there is a significant influence between knowledge sharing on job satisfaction and it is proven that the more employees share knowledge about work, the more employees' knowledge will increase so that employees can feel satisfied with their work results. The results of this study are in accordance with the findings of research conducted by Rifai & Tjahjaningsih (2022) and Simanjuntak & Sitio (2021) which state that knowledge sharing has a positive and significant effect on job satisfaction. In addition, the results of this study are also reinforced by the theory of Luthans (2006) which states that one of the factors that can affect job satisfaction is co-workers, where if employees have good co-workers then employees will easily share their knowledge without feeling awkward.

The effect of job satisfaction on employee performance is stated to have no significant effect because the T statistic value is $1.854 < 1.96$ and the P value is $0.064 > 0.05$. These results interpret that there is no significant influence between job satisfaction on employee performance and it is proven that the higher employee job satisfaction, does not necessarily have a good impact on improving employee

performance. In addition, Kasmir (2016) states that there are several factors that can affect performance and job satisfaction is not the only factor that can affect employee performance. This means that employee performance can increase even though employees are not satisfied with their work, but this increase in performance can be caused by a supportive work environment, motivation given by superiors, or the attitude of leaders towards their subordinates. The results of this study are in accordance with the findings of research conducted by Afifah & Musadieq (2017) and Fauziek & Yanuar (2021) which state that job satisfaction has no significant effect on performance.

Mediation test results by looking at the SmartPLS Output results on Bootstrapping in the Specific Indirect Effects section. The mediation analysis is used to test the mediating variable as a link between the independent and dependent variables shown in the following table:

Table 7. Mediation Test Results (Specific Indirect Effect)

Hypothesis	Variable	Original Sample	T Statistic (>1,96)	P Values (<0,05)	Information
H6	Work Motivation → Job Satisfaction → Employee Performance	0.093	1.609	0.108	Not Significant
H7	Knowledge Sharing → Job Satisfaction → Employee Performance	0.043	1.175	0.241	Not Significant

Source: Primary Data Processed (2022)

In the table above it can be seen that the effect of work motivation on employee performance mediated by job satisfaction is stated to have no significant effect because the T statistic is 1.609 < 1.96 and P values are 0.108 > 0.05. These results interpret that there is no significant influence between work motivation on employee performance which is mediated by job satisfaction. From these results it is evident that work motivation provided by agencies can increase employee job satisfaction. However, satisfied employees do not necessarily have an impact on improving performance. The results of this study are also supported by the results of direct hypothesis testing which states that work motivation has a direct effect on employee performance, but job satisfaction does not have a direct effect on employee performance. So that job satisfaction cannot mediate the effect of work motivation on employee performance. The results of this study are reinforced by the theory of Mangkunegara (2007) which states that employee performance is directly influenced by work motivation without any intermediary from job satisfaction. The results of this study are also in accordance with the findings of research conducted by Mukmin *et al.* (2021) and Nadapdap *et al.* (2022) which states that work motivation through job satisfaction has no significant effect on employee performance.

Then for the effect of knowledge sharing on employee performance which is mediated by job satisfaction, it is stated that it has no significant effect because the T statistic value is 1.175 <1.96 and P values is 0.241 > 0.05. These results interpret that there is no significant effect between knowledge sharing on employee performance which is mediated by job satisfaction. From these results it is evident that knowledge sharing carried out by employees can increase employee job satisfaction. However, satisfied employees do not necessarily have an impact on improving performance. The results of this study are also supported by the results of direct hypothesis testing which states that knowledge sharing has a direct effect on employee performance, but job satisfaction does not have a direct effect on job satisfaction. So that job satisfaction cannot mediate the effect of knowledge sharing on employee

performance. In addition, the performance produced by employees does not only come from job satisfaction, but in this study also comes from knowledge sharing carried out by employees such as sharing knowledge or expertise with colleagues, participating in training held by agencies, or by rotating positions.

CONCLUSION

Based on the results of the research, the conclusions in this study are as follows: work motivation has a significant effect on employee performance, this means that the higher the work motivation given to employees, the employee performance will increase; knowledge sharing has a significant effect on employee performance, this means that the more employees share knowledge about work, the higher the resulting employee performance; work motivation has a significant effect on job satisfaction, this means that the higher the work motivation given to employees, the higher employee job satisfaction will be; knowledge sharing has a significant effect on job satisfaction, this means that more and more employees share knowledge about work, it will increase employee knowledge so that employees can later feel satisfied with their work; job satisfaction does not have a significant effect on employee performance, this means that the higher employee job satisfaction, does not necessarily have an impact on improving employee performance; work motivation has no significant effect on employee performance through job satisfaction, this means that work motivation provided by agencies can increase employee job satisfaction. However, satisfied employees do not necessarily have an impact on improving performance; knowledge sharing has no significant effect on employee performance through job satisfaction, this means that knowledge sharing carried out by employees can increase employee job satisfaction. However, satisfied employees do not necessarily have an impact on improving performance.

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