

## ANALYSIS OF THE EFFECT OF COMPETENCE AND KNOWLEDGE SHARING ON ASN PERFORMANCE IN REGIONAL GOVERNMENT OFFICES WITH MOTIVATION AS A MEDIATION VARIABLE

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### **Abstract**

*Excellent employee performance is a requirement in the assessment of ASN work results. Competence and knowledge are one aspect of the assessment. Thus, it is important for agencies to continue to develop the abilities and knowledge of their employees. With strong motivation in performing superiorly, individuals are required to continue to develop themselves and share their knowledge. The research conducted is a quantitative descriptive study. All ASN working in the Tanah Laut Regency Regional Secretariat Office, totaling 108 people, were the samples in this study. This study uses sampling with census sampling techniques and uses the PLS-SEM analysis tool. From the results obtained, this study concludes that (1) competence has a significant positive effect on motivation in Civil Servants in the Tanah Laut Regency Regional Secretariat Office; (2) knowledge sharing has a significant positive effect on motivation in Civil Servants in the Tanah Laut Regency Regional Secretariat Office; (3) competence has a significant positive effect on the performance of Civil Servants at the Regional Secretariat Office of Tanah Laut Regency; (4) knowledge sharing does not have a significant positive effect on the performance of Civil Servants at the Regional Secretariat Office of Tanah Laut Regency; (5) motivation has a significant positive effect on the performance of Civil Servants at the Regional Secretariat Office of Tanah Laut Regency; (6) motivation can mediate competence on the performance of Civil Servants at the Regional Secretariat Office of Tanah Laut Regency; (7) motivation can mediate knowledge sharing on the performance of Civil Servants at the Regional Secretariat Office of Tanah Laut Regency.*

**Keywords:** Competence, knowledge sharing, motivation, performance.

### **1. INTRODUCTION**

Good employee performance cannot be separated from various knowledge competencies for their work. In order for employees to develop their abilities, employees must have competencies and knowledge in the appropriate fields that are pursued and mastered by each employee, such as skills, knowledge, attitudes, and so on that can be explored and developed to be even better. The main factor for an agency

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### **1. INTRODUCTION**

Good employee performance cannot be separated from various knowledge competencies for their work. In order for employees to develop their abilities, employees must have competencies and knowledge in the appropriate fields that are pursued and mastered by each employee, such as skills, knowledge, attitudes, and so on that can be explored and developed to be even better. The main factor for an agency

to achieve the desired goals with maximum results is with the support of competent human resources, it is difficult for an agency to achieve the goals that have been set. Thus, good human resource management is needed in the agency to improve the quality of an agency. Thus, competence is an important factor that can influence employee performance in order to carry out work in accordance with the goals that have been set in the agency. Competency achievement needs to be carried out objectively, based on the performance of government officials by looking at the performance achievement targets set by the leadership, with evidence of mastery of knowledge, skills, values and individual work behavior (Mailisa & Rahmawati, 2023). To achieve competent, superior and quality human resources, there are also other factors that influence it, one of which is Knowledge Sharing. Knowledge sharing is part of the process of exchanging ideas, learning, and exchanging useful knowledge so that it can change individuals in doing their work to be more effective and efficient, so that employees can improve their knowledge and individual and group capabilities to increase (Yudatama & Achmad, 2023). With employees sharing knowledge or disseminating their knowledge, skills, and expertise, it will have an impact on improving employee performance. The transfer of knowledge between one employee and another is expected to be able to produce better performance for government agencies (Nugraha & Sukiman, 2021). So that the target goals of the agency can be achieved properly. Knowledge sharing is an important part of the life of an organization or agency today, therefore knowledge sharing carried out by each individual or group can improve the knowledge capabilities of each individual in an agency. Knowledge sharing is a process of exchanging ideas or exchanging useful knowledge so that they can do their work more effectively and efficiently (Kushari Pramono & Irma Susanty, 2016). In this case, employees can work and improve their knowledge, so that the abilities of individuals and other members of the organization can increase. With that, the goals desired by the agency can be achieved properly. The motivation that employees will have in an agency is the motivation to achieve. Achievement motivation is reflected in individuals who believe in their ability to carry out tasks and in achieving the expected goals (Qomari & Claudia, 2023). Motivation can spur individuals to work optimally and get maximum results. Achievement motivation can also create and connect pleasant situations between individuals. In addition, the motivation of the need for power is one of the factors that can become a driving force in increasing a person's feelings of enthusiasm (Qomari & Claudia, 2023). This is done to create an atmosphere of cooperation between employees, can work effectively, efficiently and integrated so that employees can give all their efforts to achieve maximum performance in the organization to achieve organizational goals.

The author is interested in conducting research by choosing a title based on the background information provided above and previous research findings with the title: **"The Effect of Competency Analysis and Knowledge Sharing on Employee**

## **Performance with Motivation as a Mediating Variable on Civil Servants at the Tanah Laut Regency Regional Secretariat Office."**

### **2. LITERATURE REVIEW**

#### **2.1 Competence**

Competence is a basic characteristic related to the effectiveness of individual performance in their work which is expected to be in accordance with what the organization does in achieving its goals (Spencer & Spencer, 1993). The basic characteristics of competence are character, motives, self-concept, knowledge and skills that can influence behavior and ability to produce maximum performance.

#### **2.2 Knowledge Sharing**

According to (Hooff & Ridder, 2004) knowledge sharing or what is usually called knowledge sharing is usually interpreted as a reciprocal process for individuals to mutually benefit from each other. exchange knowledge (tacit and explicit knowledge) and together can create knowledge as a new solution.

#### **2.3 Motivation**

According to (Mathis & Jackson, 2016) motivation is a person's desire that causes the person to take action in an effort to fulfill the desired needs. Motivation is the willingness to put out a high level of effort towards organizational goals that are conditioned by the ability of the effort to fulfill individual needs (Sedarmayanti, 2016).

#### **2.4 Performance**

Performance is the result of each person's work completed in accordance with the work given and can be measured or tracked. Organizational performance is seen in the overall effectiveness of the organization for the needs set by each group concerned through systematic efforts by continuously improving the organization's ability to achieve effective needs (Supartini, 2019).

### **3. RESEARCH METHOD**

The type of research used is quantitative research and the data obtained in this study are primary data and secondary data. This research was conducted at the Tanah Laut Regency Regional Secretariat Office, Regency Government Office Complex, Jl. A. Syairani No. 36, Tala, Angsau, Pelaihari District, Tanah Laut Regency, South Kalimantan and this research was conducted in June 2024. This study uses Nonprobability Sampling using saturated sampling or what is often called a census. So from the explanation above, the sample in this study will be the entire population that will be taken, namely all ASN employees at the Tanah Laut Regency Regional Secretariat Office totaling 108 people. The data collection technique uses two events, namely questionnaires and literature studies. While the data analysis technique uses the help of a data analysis application called SmartPLS 3.0.

#### 4. RESULT AND DISCUSSION

##### 4.1 Respondent Characteristics

**Table 1 Respondent Characteristics Based on Gender**

No.	Type Sex	Frequency	Percentage
1.	Man	66	64.81%
2.	Woman	36	35.19%
<b>Total</b>		<b>108</b>	<b>100%</b>

**Table 2 Respondent Characteristics Based on Age**

Range Age	Frequency	Percentage
< 20 Year	0	0.00%
21 – 30 Year	8	7.41%
31 – 40 Year	34	31.48%
>40 Year	66	61.11%
<b>TOTAL</b>	<b>108</b>	<b>100%</b>

**Table 3 Respondent Characteristics Based on Last Education**

Education Final	Frequency	Percentage
High School/Equivalent	27	25.00%
Diploma	12	11.11%
Strata 1	56	51.85%
Strata 2	13	12.04%
<b>TOTAL</b>	<b>108</b>	<b>100%</b>

**Table 4 Respondent Characteristics Based on Length of Service**

Long Working	Frequency	Percentage
<2 Year	7	6.48%
2-5 Year	6	5.56%
6-10 Year	5	4.63%
>10 Year	90	83.33%
<b>TOTAL</b>	<b>108</b>	<b>100%</b>

#### 4.2 Descriptive Analysis of Respondents' Answers

Descriptive analysis of this study was conducted for the process of analyzing the characteristics of respondents that affect the main variables (Umar, 2011). The results of descriptive analysis of respondents are grouped into 3 levels of categories, namely low, medium and high categories, using the interval range; 1.00 - 2.33 is included in the low category, 2.34 - 3.67 is included in the medium category, and 3.67 - 5.00 is included in the high category. Based on the results of the research that has been conducted, the descriptive results of the overall respondent answers are obtained which are explained as follows:

**Table 5 Variable Description**

No.	Variables	Level	Flat - Flat
1.	Competence	Tall	4.49
2.	Knowledge Sharing	Tall	4.48
3.	Motivation	Tall	4.46
4.	Performance	Tall	4.46

Based on the table above, it is known that the Competence dimension shows an average of 4.49 by reaching the highest level, knowledge sharing has an average value of 4.48 with a high level, motivation has an average of 4.46 with a high level, and employee performance with an average value of 4.46 with a high level. So the explanation of the descriptive analysis of respondents' answers to each variable from the data processed in this study is as follows:

##### 4.2.1 Descriptive Analysis of Respondents on Competency Variables

**Table 6 Descriptive Analysis of Respondents on Competency Variables**

Item	5		4		3		2		1		Flat-flat
	SS		S		KS		TS		STS		
	F	%	F	%	F	%	F	%	F	%	
X1.1	52	49.10	52	49.10	1	0.90	0	0.00	1	0.90	4.45
X1.2	54	50.90	50	47.20	1	0.90	1	0.90	0	0.00	4.48
X1.3	56	52.80	49	46.20	0	0.00	1	0.90	0	0.00	4.51
X1.4	57	53.80	48	45.30	0	0.00	1	0.90	0	0.00	4.52
X1.5	54	50.90	50	47.20	1	0.90	0	0.00	1	0.90	4.47
X1.6	56	52.80	49	46.20	0	0.00	0	0.00	1	0.90	4.50
X1.7	52	49.10	51	48.10	2	1.90	1	0.90	0	0.00	4.45
X1.8	55	51.90	50	47.20	0	0.00	1	0.90	0	0.00	4.50
X1.9	58	54.70	47	44.30	0	0.00	0	0.00	1	0.90	4.52

Based on table 6 above, it can be seen that the descriptive results of respondents' answers to the Competence variable have the highest average value of 4.52. While the lowest average value is 4.45. The largest contribution to the answer comes from the answer "Strongly Agree (SS)" with a score of 5 having a percentage value of 54.70% with a total of 58 respondents. From the results above, it can be concluded that ASN at the Tanah Laut Regency Regional Secretariat Office have sufficient management of Intellectual Competence, Emotional Competence and Social Competence in accordance with what each individual has in their work portion.

#### 4.2.2 Descriptive Analysis of Respondents' Answers to the Knowledge Sharing Variable

**Table 7** Descriptive Analysis of Respondents' Answers to the Knowledge Sharing Variable

Item	5		4		3		2		1		Flat-flat
	SS		S		KS		TS		STS		
	F	%	F	%	F	%	F	%	F	%	
X2.1	51	48.10	52	49.10	2	1.90	0	0.00	1	0.90	4.44
X2.2	51	48.10	54	50.90	0	0.00	1	0.90	0	0.00	4.46
X2.3	56	52.80	49	46.20	0	0.00	1	0.90	0	0.00	4.51
X2.4	53	50.00	51	48.10	1	0.90	0	0.00	1	0.90	4.46
X2.5	57	53.80	44	41.50	4	3.80	1	0.90	0	0.00	4.48
X2.6	61	57.50	44	41.50	0	0.00	1	0.90	0	0.00	4.56

Based on the results of table 7 above, it is known that the descriptive results of respondents' answers to the knowledge sharing variable have the highest average value of 4.56. While the lowest average value is 4.44. The largest contribution of the answer comes from the answer "Strongly Agree (SS)" with a score of 5 having a percentage value of 57.50% with a total of 61 respondents. From the results obtained, it can be concluded that most ASN in the Tanah Laut Regency Regional Secretariat Office have the ability to apply or carry out knowledge sharing in their work activities, both transferring experience and knowledge that they have through donating and collecting.

#### 4.2.3 Descriptive Analysis of Respondents' Answers to Motivation Variables

**Table 8** Descriptive Analysis of Respondents' Answers to Motivation Variables

Item	5		4		3		2		1		Flat-flat
	SS		S		KS		TS		STS		
	F	%	F	%	F	%	F	%	F	%	
Z.1	55	51.90	45	42.50	5	4.70	1	0.90	0	0.00	4.45

Z.2	53	50.00	47	44.30	4	3.80	2	1.90	0	0.00	4.42
Z.3	55	51.90	46	43.40	4	3.80	0	0.00	1	0.90	4.45
Z.4	56	52.80	48	45.30	1	0.90	0	0.00	1	0.90	4.49
Z.5	57	53.80	47	44.30	1	0.90	1	0.90	0	0.00	4.51
Z.6	53	50.00	51	48.10	1	0.90	1	0.90	0	0.00	4.47

Based on the results of table 8 above, it is known that the descriptive results of respondents' answers to the motivation variable have the highest average value of 4.51. While the lowest average value is 4.42. The largest contribution to the answer comes from the answer "Strongly Agree (SS)" with a score of 5 having a percentage value of 53.80% with a total of 57 respondents. The results obtained from the data above, it can be concluded that most ASN in the Tanah Laut Regency Regional Secretariat Service have motivation in achieving their performance supported by the ability and willingness to share the knowledge they have.

#### 4.2.4 Descriptive Analysis of Respondents' Answers to Performance Variables

**Table 9** Descriptive Analysis of Respondents' Answers to Performance Variables

Item	5		4		3		2		1		Flat-flat
	SS		S		KS		TS		STS		
	F	%	F	%	F	%	F	%	F	%	
Y.1	49	46.20	56	52.80	0	0.00	1	0.90	0	0.00	4.44
Y.2	50	47.20	54	50.90	2	1.90	0	0.00	0	0.00	4.45
Y.3	52	49.10	43	50.00	1	0.90	0	0.00	0	0.00	4.48
Y.4	53	50.00	52	49.10	1	0.90	0	0.00	0	0.00	4.49
Y.5	49	46.20	56	52.80	1	0.90	0	0.00	0	0.00	4.45
Y.6	50	47.20	55	51.90	1	0.90	0	0.00	0	0.00	4.46
Y.7	51	48.10	53	50.00	2	1.90	0	0.00	0	0.00	4.46
Y.8	50	47.20	55	51.90	1	0.90	0	0.00	0	0.00	4.46
Y.9	47	44.30	58	54.70	1	0.90	0	0.00	0	0.00	4.43
Y.10	49	46.20	56	52.80	1	0.90	0	0.00	0	0.00	4.45

Based on table 9 above, it can be seen that the descriptive results of respondents' answers to the ASN performance variable at the Tanah Laut Regency Regional Secretariat Office with the highest average value of 4.49, while the lowest average value is 4.43. The largest contribution of answers comes from the answer "Agree (S)" with a score of 4 with a percentage value of 54.70% with a total of 58 respondents. From the results above, it can be concluded that ASN at the Tanah Laut

Regency Regional Secretariat Office have provided their abilities, shared knowledge and have appropriate motivation with an orientation towards improving performance.

### 4.3 Test of Instrument Validity and Reliability

#### 4.3.1 Measurement Model Analysis: Outer Model

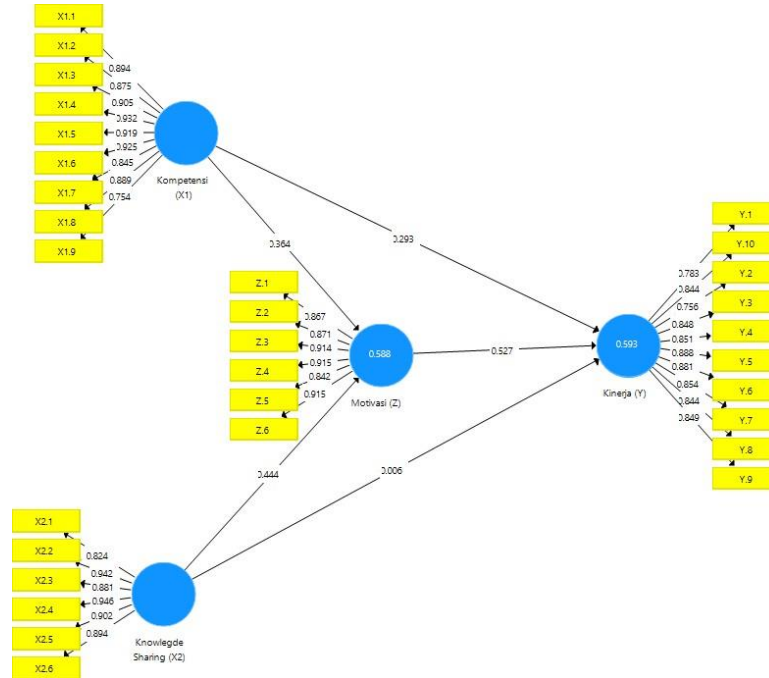


Figure 1 SmartPLS Model  
Table 10 Outer Model Test Results

Outer Model	Criteria	Outer Test Results Model
Convergent Validity	<p>Loading factor value / variable factor weight latent must more big from 0.70</p> <p>Cross loading value construct correlation with items measurement more big from measurement construct other.</p>	<p>The results have been met condition with mark weight &gt;0.70</p> <p>Results Which got show condition has been fulfilled with mark loading on construct must more big compared to mark loading other</p>
Discriminant Validity	<p>Mark AVE must more big from 0.60</p>	<p>Results Which obtained in study This, mark AVE fulfil conditions with results &gt; 0.60</p>

<b>Outer Model</b>	<b>Criteria</b>	<b>Outer Test ResultsModel</b>
Composite Reliability	The composite reliability value must be greater from 0.70	On This research was obtained results that composite value reliability has been fulfil condition with value >0.70

Table 10 above explains the complete results of the outer model testing. For proof, please see tables 11, 12, 13, and 14 below:

**Table 11 Loading Factor Values**

	<b>Performance (Y)</b>	<b>Knowledge Sharing (X2)</b>	<b>Competence (X1)</b>	<b>Motivation (Z)</b>
X1.1			0.894	
X1.2			0.875	
X1.3			0.905	
X1.4			0.932	
X1.5			0.919	
X1.6			0.925	
X1.7			0.845	
X1.8			0.889	
X1.9			0.754	
X2.1		0.824		
X2.2		0.942		
X2.3		0.881		
X2.4		0.946		
X2.5		0.902		
X2.6		0.894		
Y.1	0.783			
Y.2	0.849			
Y.3	0.756			
Y.4	0.848			
Y.5	0.851			
Y.6	0.888			
Y.7	0.881			
Y.8	0.854			
Y.9	0.844			
Y.10	0.844			
Z.1				0.867
Z.2				0.871
Z.3				0.914
Z.4				0.915

	Performance (Y)	Knowledge Sharing (X2)	Competence (X1)	Motivation (Z)
Z.5				0.842
Z.6				0.915

**Table 12 Results of Average Variance Extracted (AVE) Values**

Variables	AVE	Results
Knowledge Sharing (X2)	0.809	Valid
Motivation (Z)	0.788	Valid
Competence (X1)	0.781	Valid
Performance (Y)	0.707	Valid

**Table 13 Cronbach's Alpha Value Results**

Variables	Cronbach's Alpha	Results
Knowledge Sharing (X2)	0.952	Reliable
Motivation (Z)	0.946	Reliable
Competence (X1)	0.964	Reliable
Performance (Y)	0.954	Reliable

**Table 14 Composite Reliability Value Results**

Variables	Rho_A	Composite Reliability
Knowledge Sharing (X2)	0.955	0.962
Motivation (Z)	0.947	0.957
Competence (X1)	0.966	0.970
Performance (Y)	0.956	0.960

#### 4.3.2 Structural Model Test: Inner Model

##### a. Results Path Coefficients Hypothesis Influence Direct

**Table 15 Direct Influence Results**

	Hypothesis	P-Values	Results
H1	The Influence of Competence on Motivation	0.008	Accepted
H2	The Influence of Knowledge Sharing To Motivation	0.001	Accepted

	Hypothesis	P-Values	Results
H3	The Influence of Competence on Performance	0.022	Accepted
H4	The Influence of <i>Knowledge Sharing</i> To Performance	0.959	Rejected
H5	Influence Motivation To Performance	0,000	Accepted

**b. Path Coefficients Results of Indirect Effect Hypothesis**

**Table 16 Results of Indirect Influence**

	Hypothesis	P- Values	Results
H6	Influence Motivation Which Mediating Competence To Performance	0.021	Accepted
H7	Influence Motivation Which Mediating <i>Knowledge Sharing</i> on Performance	0.008	Accepted

**4.3.3 Model Evaluation Results**

**a. R-Square Value Results**

**Table 17 R-Square Results**

Variables	R-Square	R-Square Adjusted
Motivation (Z)	0.593	0.581
Performance (Y)	0.588	0.580

The results of the R-Square value test in Table 17. It can be seen that the adjusted r-square value for the mediating variable, namely motivation, is 0.581 or 58.1%. This result can be concluded that the ability of the independent variables of competence and knowledge sharing in can explain the motivation variable with a result of 58.1%. While the remaining 41.9% explains the influence of other variables outside the variables used in this study.

**b. F-Square Test Results**

**Table 18 F-Square Results**

Variables	Motivation (Z)	Performance (Y)
Motivation (Z)		0.280
Performance (Y)		
Competence (X1)	0.114	0.067

Knowledge Sharing (X2)	0.170	0,000
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The results of the F-Square test in Table 18 above, it can be seen that competence (X1) is dropped from the impact model on the f-square value of motivation is 0.114, meaning that competence has a small influence on motivation, while the competency variable has a small influence on performance with a value of 0.067. The knowledge sharing variable affects motivation with a moderate criterion of 0.170, while the f-square value on the knowledge sharing variable has a small impact on performance with a value of 0.00. Then the f-square on the motivation variable has a large impact on performance with the results obtained of 0.280. Thus it can be concluded that the largest F-Square value is in the influence of motivation on Performance.

### c. Model Fit Test Results

**Table 19 Model Fit Test Results**

Information	Saturated Model	Estimated Model
SRMR	0.071	0.071
d_ ULS	2,503	2,503
d_ G	4,499	4,499
Chi-Square	1787,789	1787,789
NFI	0.656	0.656

In the model fit test, the results in Table 19 show that the SRMR or Standardized Root Mean Square value used as a tool to measure model suitability, obtained results in the estimated model of 0.071. This is used in the SRMR assessment with the condition that the SRMR value is below 0.08 (<0.08), then the model fit shows that the model fit test results indicate that the model is fit or suitable.

### 4.4 Hypothesis Testing Results

**Table 20 Results of Direct Effect Hypothesis Testing**

Hypothesis	T- Statistics	P- Values	Information
Competence To Motivation	2,674	0.008	Influential Significant
Knowledge Sharing To Motivation	3,373	0.001	Influential Significant
Competence To Performance	2,298	0.022	Influential Significant
Knowledge Sharing To Performance	0.051	0.959	No Influential Significant

Hypothesis	T- Statistics	P- Values	Information
Motivation To Performance	4,676	0,000	Influential Significant

**Table 21 Results of Indirect Effect Hypothesis Testing**

Hypothesis	T- Statistics	P- Values	Information
Influence Motivation Which Mediating Competence To Performance	2,321	0.021	Significantly Influential
Influence Motivation Which Mediating Knowledge Sharing To Performance	2,665	0.008	Significantly Influential

**Table 22 Q-Square Value Results**

Variables	Q-Square
Motivation (Z)	0.446
Performance (Y)	0.400

#### 4.5 Discussion of Hypothesis Testing Results

**Table 23 Summary of Research Results**

Hypothesis	Results
Influence Competence To Motivation (H1)	Accepted
Influence Knowledge Sharing About Motivation (H2)	Accepted
Influence Competence To Performance (H3)	Accepted
Influence Knowledge Sharing About Performance (H4)	Rejected
Influence Motivation To Performance (H5)	Accepted
The Influence of Motivation on Competence To Performance (H6)	Accepted
The Influence of Motivation on Knowledge Mediating Sharing On Performance (H7)	Accepted

The results of testing and analysis of the research that has been conducted, it can be concluded that competence has a significant positive effect on the motivation of Civil Servants at the Tanah Laut Regency Regional Secretariat Service. This is in line with

the results of the study by (Palahudin et al., 2023) which showed that the influence of competence on motivation has a significant positive effect. Based on the results of testing and analysis in this study, it can be concluded that knowledge sharing has a significant positive effect on the motivation of Civil Servants at the Tanah Laut Regency Regional Secretariat Service. These results are in line with the research of (Yudatama & Achmad, 2023) and (Anggraini et al., 2023) which showed that the influence of competence on motivation has a significant positive effect. In this study, the results of the testing and analysis that have been carried out, conclude that competence has a significant positive effect on the performance of Civil Servants at the Tanah Laut Regency Regional Secretariat Service. This result is in line with the research of (Andriawan & Tan, 2021) which shows that the influence of competence on performance has a significant positive effect. The results of testing and analysis of this study, it was concluded that knowledge sharing does not have a significant positive effect on the performance of Civil Servants at the Tanah Laut Regency Regional Secretariat Service. This is in line with research by (Nugraha & Sukiman, 2021), (Anggraini et al., 2023), (Saragih & Harisno, 2015), and (Nisa & Larassaty, 2024) showing that there is no significant positive effect of knowledge sharing on performance. Based on the results of the tests and analysis that have been carried out, it can be concluded that motivation has a significant positive effect on the performance of Civil Servants at the Tanah Laut Regency Regional Secretariat Service. This is in line with the research of (Palahudin et al., 2023) and the research of (Qomari & Claudia, 2023), there is a relationship that shows that motivation has a significant positive effect on performance. Based on the results of the tests and analysis that have been carried out, it can be concluded that motivation can mediate what happens between competence and performance in Civil Servants at the Tanah Laut Regency Regional Secretariat Service. This is in line with the research of (Hendri et al., 2023), and (Qomari & Claudia, 2023) which shows that motivation can mediate positively and significantly between competence and performance. These results explain that motivation can mediate competence and can improve individual performance. Based on the results of the tests and analysis that have been carried out, it can be concluded that motivation can mediate what happens between knowledge sharing and performance in Civil Servants at the Tanah Laut Regency Regional Secretariat Service. This is in line with the research of (Yudatama & Achmad, 2023), and (Nugraha & Sukiman, 2021) which shows that motivation can mediate positively and significantly between knowledge sharing and performance in employees at the Tanah Laut Regency Regional Secretariat Service.

#### **4.6 Implications of Research Results**

##### **4.6.1 Theoretical Implications**

The theoretical implications of this study, in theory, can strengthen existing theories, the main thing is related to the variables of competence, knowledge sharing,

motivation and performance. This study can also be a consideration in strengthening previous research theories and strengthening the variables used. This study is able to be used as material for identifying theories that are used as a basis for thinking to carry out subsequent research or in other words can be used to describe the reference framework or theory used to study problems in future research.

#### **4.6.2 Managerial Implications**

This study aims to determine and analyze the influence of Competence and knowledge sharing through work motivation on employee performance at the Tanah Laut Regency Regional Secretariat. Thus, the managerial implications of this study are:

1. Based on the results obtained from this study, it is expected that related agencies, in this case the Tanah Laut Regency Regional Secretariat, can further increase knowledge sharing massively, so that it can increase employee motivation which will have an impact on the agency, especially in improving employee performance.
2. In the results of the questionnaire motivation, the level of physiological satisfaction related to the rewards and rights obtained is the smallest result compared to other motivations, so it can be a consideration in increasing the value of the reward against the results achieved. This will be able to further improve employee competence with strong motivation which will have implications for improving performance.
3. Optimization of employee competency needs to be continuously improved. Improvement of education level needs to be improved so that it can improve performance with competency that is in accordance with the field of work, and the duties and functions received, so that it can reduce excessive workload, which may be experienced by employees.
4. Based on the results of this study, it is hoped that the Tanah Laut Regency Regional Secretariat will encourage or motivate all employees to actively participate in conveying opinions and suggestions during discussions so that they can embrace employees, both old and young, senior and junior, in order to create harmony in sharing knowledge that can improve agency performance.

#### **4.7 Research Limitations**

- a) There were two questionnaires that were not returned when the research was distributed.
- b) There are obstacles in meeting target respondents due to several reasons, including being on business trips out of town or holding meetings, as well as permits that are quite complicated and time-consuming.
- c) The distribution of questionnaires was done manually using paper and not online, so that respondents who were on official business outside the scope of work could not be reached by researchers.
- d) In this study, the author was unable to conduct a direct interview with the head of the Tanah Laut Regency Regional Secretariat office due to limitations and the

busyness of the leader, so that information regarding employee performance assessments from the perspective of the highest leader was not sufficiently explored and only an interview was conducted with the head of HR at the Tanah Laut Regency Regional Secretariat office.

e) Lack of accurate performance data obtained by researchers because it is confidential, so the data obtained is still not strong and measurable, in the assessment of ASN performance by superiors or leaders and will only be based on subjective views.

f) Lack of data obtained on the performance competencies of all ASN in self-assessment or self-assessment of professional development which is only available in the Ekita and Ekinerja applications, so that the data requirements obtained are not yet optimal overall regarding the assessment of ASN performance competencies.

## **5. CONCLUSION AND SUGGESTIONS**

### **5.1 Conclusion**

1) Competence has a significant positive effect on motivation in Civil Servants at the Regional Secretariat Service of Tanah Laut Regency.

2) Knowledge sharing has a significant positive effect on the motivation of Civil Servants at the Regional Secretariat Office of Tanah Laut Regency.

3) Competence has a significant positive effect on the performance of Civil Servants at the Regional Secretariat Service of Tanah Laut Regency.

4) Knowledge sharing does not have a significant positive effect on the performance of Civil Servants at the Regional Secretariat Office of Tanah Laut Regency.

5) Motivation has a significant positive effect on the performance of Civil Servants at the Regional Secretariat Service of Tanah Laut Regency.

6) Motivation can mediate competence towards performance in Civil Servants at the Regional Secretariat Service of Tanah Laut Regency.

7) Motivation can mediate knowledge sharing on the performance of Civil Servants at the Regional Secretariat Office of Tanah Laut Regency.

### **5.2 Suggestion**

1) For subsequent researchers:

a. To improve the accuracy of data in the study, it is recommended to take additional samples in subsequent studies and to make comparisons between local government agencies so that the scope of the study can compare the results needs.

b. Continuing studies that allow for regular observation and evaluation of any changes in respondent behavior by paying attention to updates on the latest research developments and expanding reach online so that the overall research results can be mapped on respondents who could not be met when the questionnaire was distributed.

c. It is estimated that there will be more factors that will potentially influence various results in the study, so it is important to consider other different variables that

have not been included in this study such as Job Satisfaction, Job Stress, Work Environment, or other variables that may have a significant effect on Employee Work Motivation and Performance. In addition, research variables that are not significant in this study can be considered in future research.

d. Further research can consider using the classical motivation theory by Fredrick Winslow Taylor (1856) where this classical motivation theory focuses on employee motivation only seen from the perspective of fulfilling biological needs. Further research can also use Fredrick Herzberg's Motivation theory (1923) by focusing on 2 (two) factors, namely intrinsic and extrinsic. And can make the Motivation variable as a Moderation Variable so that further research can analyze the strong and weak relationships between the independent and dependent variables.

2) For organizations

a. It is expected that related agencies will further motivate and provide encouragement to all employees to increase active participation in conveying opinions and suggestions when discussing. so that in the end it can improve organizational performance.

b. The related agencies are expected to develop a sustainable knowledge sharing system in their management by conducting Focus Group Discussions (FGD) in monthly evaluations. Knowledge sharing activities in an effort to implement employees to be involved in knowledge sharing activities, so that they can embrace every level of employees and suggestions and criticisms as needed, including those regarding compensation given according to employee workload.

c. For the Tanah Laut Regency Regional Secretariat, especially the related leaders and all employees, to continue to improve their competence and knowledge sharing, although it is not the only factor that affects employee performance. In addition, it is also to maintain good relations between government employees. So that this has a positive impact on the performance of Tanah Laut Regency Regional Secretariat employees.

d. For the Tanah Laut Regency Regional Secretariat, they can start thinking about planning and implementing a structured knowledge management system between agencies and across agencies in developing ASN knowledge sharing, this is done in order to create a collective learning process by individuals and expand their knowledge so as to develop their potential in advancing their agency.

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