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The Influence of Knowledge Sharing and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance

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Abstract: At the bureaucratic level, the use of information and communication technology has becomej a new trend, starting with the emergence of the issue of electronic government, namely electronic-based government. Currently, the ability of regional governments to develop, utilize and apply knowledge, including technology, is the key to successful development, so that the systematic development of regional innovation is very important and determines the success of the Communications, Informatics and Crypto Agency towards an economic era and a knowledgeable society. This research was conducted at the Communication, Informatics and Encryption Service, which is located on Jalan Jend.A.Yani NO.50 Bangkinang City. The aim of this research is to determine and analyze: 1) the effect of knowledge sharing on employee job satisfaction; 2) the direct influence of organizational culture on employee job satisfaction; 3) the direct influence of knowledge sharing on employee performance; 4) direct influence of organizational culture on employee performance; 5) the influence of job satisfaction on employee performance; 6) the direct influence of knowledge sharing on employee performance through job satisfaction and 7) the direct influence of organizational culture on employee performance through job satisfaction. The population of this study was all employees at the Kampar Regency Communication, Informatics and Encryption Service, totaling 35 people and all of them were used as samples. This research uses primary data and secondary data, which were obtained by conducting interviews, distributing questionnaires, observing and searching research files. The data analysis tool used is Structural Equation Modeling (SEM) and data processing is carried out using the SmartPLS version 3.0 program package. Hypothesis testing uses alpha 5%. The results of this research conclude that 1) knowledge sharing has been proven to have a significant effect on employee job satisfaction. 2) organizational culture is proven to have a significant effect on employee job satisfaction, 3) knowledge sharing is proven to have a significant direct effect on employee performance, 4) organizational culture is proven to have no direct significant effect on employee performance, 5) job satisfaction is proven to have a significant effect on employee performance, 6) knowledge sharing is proven to have a significant indirect effect on employee performance through job satisfaction, 7) organizational culture is proven to have a significant indirect effect on employee performance through job satisfaction.

Keywords: Knowledge Sharing, Organizational Culture, Employee Satisfaction and Performance.

INTRODUCTION

The rapid progress of Technology, Information and Communication (ICT) has encouraged the expansion of information and communication access networks on a global scale, so that communication and information traffic seem to be without regional boundaries, without national boundaries, without distance and time limits. The rapid development of ICT has encouraged the strategic role of information as a basic capital for development. Various potential local advantages such as natural beauty, climate, biological resources including plantations, fisheries and forestry, mineral and mining resources as well as cultural and linguistic diversity, if packaged as appropriate information products, can become a source of unlimited and highly competitive economic activity. This distinctive advantage can become a data database that can be utilized as optimally as possible. The accelerated process of communication and information dissemination that characterizes this new society makes the existence of communication and information technology absolute. These developments and advances have fundamentally changed and transformed lifestyle patterns and ways of carrying out various activities, including in the field of government.

The use of ICT in the Government environment, both at the Central, Provincial and Regency/City levels, has progressed very rapidly. Regional obligations to implement Law Number 14 of 2008 concerning Openness of Public Information (KIP) and Presidential Regulation Number 76 of 2013 concerning Management of Public Service Complaints, have an impact on the management system and governance of public institutions, especially regarding work patterns, data flow as well as information between public institution work units. Without coordination and communication in managing data, information and documentation, it is impossible for institutions to perform well in providing public information services. There are two aspects that need to be emphasized, namely encouraging good governance in the transparency of information management; and initiating community participation as owners of state sovereignty to control government administration actions. central and regional.

The position of the Kampar Regency Communication, Informatics and Cryptography Service is structured based on Kampar Regency Regional Regulation Number 6 of 2016 concerning the Formation and Structure of the Kampar Regency Regional Apparatus Organization (OPD) which is the implementing element of the Kampar Regency Government in the field of communication, informatics and coding, with the main task of implementing part of the authority of the Kampar Regency Regional Government in the fields of communications, informatics and coding in accordance with Kampar Regent Regulation Number 80 of 2017 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Kampar Regency Communication, Informatics and Encryption Service. To carry out its main duties, the Kampar Regency Communication, Information and Encryption Service has the function of formulating and implementing policies; preparation of norms, standards, procedures and criteria for implementing policies; providing technical guidance and supervision; monitoring, evaluation and reporting in the secretarial sector, management of public information and communications, implementation of e-Gov and communications and information services; as well as carrying out other tasks given by the Regent of Kampar.

The implementation of the duties and functions of the Kampar Regency Communication, Informatics and Encryption Service is very much determined by its employees as the main driving force and determine the success of the agency in providing excellent public services in accordance with existing laws and regulations. By referring to Government Regulation Number 30 of 2019 concerning Performance Assessment of Civil Servants (PNS), the aim of holding a

performance assessment is to ensure the objectivity of employee development based on performance planning at the individual and unit level by taking into account targets, achievements, results and benefits.

As a result of temporary observations regarding employee performance, it is known that although current employees have demonstrated high loyalty, many of them still lack technical skills and a deep understanding of the tasks they carry out. This results in some employees being unable to complete their work properly, which often leads to handing over tasks to non-ASN employees. The lack of clarity in the division of tasks and responsibilities can also create confusion among employees, which has an impact on productivity and the quality of work results; and the lack of evaluation of employee performance and adequate capacity development are also factors inhibiting achieving official objectives. This problem indicates that there is an urgent need to improve the quality and effectiveness of employee performance at the Kampar Regency Communication, Information and Cryptography Service. According to Akasa (2018), there are many other personal factors that can influence employee performance such as knowledge, competence, skills, professionalism, authority, discipline, commitment, motivation, culture, environment, burden, work stress, compensation, satisfaction, leadership and others. so on.

Setiap pegawai memiliki pemikiran, psikologis dan kebutuhan yang berbeda-beda, sehingga tingkat The job satisfaction they feel will also vary. The urgency of job satisfaction is very closely related to the feelings of happiness or displeasure felt by employees in carrying out their duties so that it will have a direct impact on their behavior and attitudes in carrying out these duties. This level of satisfaction is an affective or emotional response to the tasks carried out by employees which are basically individual in nature, because each individual employee has a level of satisfaction that will never be the same according to the value system that applies to him/herself. Employees who are satisfied will usually have positive thoughts about the agency, which will lead to higher work productivity and the level of complaints at work will decrease.

As a result of temporary observations related to job satisfaction, information was obtained that there are still challenges for Department heads in terms of understanding the tasks and skills required by employees to carry out their work effectively. Many employees feel that there is a lack of training and capacity development, which hinders their ability to make maximum contributions. Positive work habits also need to be fostered to create an atmosphere that encourages collaboration and openness, where employees feel valued and recognized. Improving systems and support in skills development is crucial to increasing employee job satisfaction and supporting the achievement of overall service goals.

The main target of the Kampar Regency Communication, Informatics and Cryptography Service is to improve the implementation of an Electronic-Based Government System (SPBE) supported by an informatics application management program and a coding program for information security, as well as carrying out information transparency in government administration supported by a public information and communication management program. For this reason, it is important for agency leaders to be oriented towards developing skills and abilities through open information that is shared and can be accessed easily by all employees (knowledge sharing) so that in the future employees can have even knowledge regarding their duties and functions in their respective fields. . One of the policies currently being promoted by the government in sharing knowledge or information is through training or technical guidance programs, where employees are not only required to receive information from sources, but among fellow employees are also required to be able to communicate with each other actively, discuss and share their experiences.

From the results of temporary observations, it is known that currently the management of the Kampar Regency Communication, Informatics and Cryptography Service has included several of its employees to take part in training and technical guidance programs, however the

number of employees included in the training and technical guidance programs is apparently still below the target of 50% of the total the number of employees with consecutive percentages in the last three years only reached 20.0%, 34.3% and 42.9%. These training and technical guidance programs are generally focused on optimizing integrated planning, development and SPBE management activities; ensure that all planning activities are based on the SPBE architecture, both applications and infrastructure and even security; assist in the evaluation of Bureaucratic Reform (RB) and ICT spending; prevent inter-application redundancy; assist in preparing the SPBE budget so as to improve better and more efficient SPBE governance and to make the SPBE Plan Map for Kampar Regency more structured and well managed as well as optimizing the administration of coding in the Kampar Regency government so that it can run optimally to support governance for information security in the government areas both in sending, receiving news or clarifying confidential information via email quickly, precisely and safely. With employee participation in the training and technical guidance program, it is also intended that fellow employees and resource persons can have active discussions with each other regarding the implementation of communications, informatics and coding in Kampar Regency, both technical and non-technical, which have been distributed by the National Cyber and Crypto Agency (BSSN).

Building an employee work culture requires continuous efforts and not just socialization because internalizing the core values of BerAKHLAK (Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive and Collaborative) is a tactic that is very necessary so that the seeds of BerAKHLAK can grow and develop. The commitment to internalize a work culture based on AKHLAK is realized through the birth of a roadmap for strengthening AKHLAK culture. In the context of implementing bureaucratic reform, efforts to develop a work culture with AKHLAK are the main aspect of strengthening change management. Strengthening the role of agents of change in activating ASN work culture is an important highlight. Strong commitment from the leadership and every element of the organization in encouraging change in various aspects of implementing bureaucratic reform can transform the organizational work system, mindset and culture set of ASN to become more adaptive, innovative, responsive and with integrity in line with current developments and the increasing needs of stakeholders.

Not only building a roadmap, efforts to maximize the internalization of AKHLAK are also being realized by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB) in collaboration with stakeholders by initiating a team to drive employee work culture. This team is tasked with encouraging, monitoring and assisting government agencies in implementing basic employee values. It is hoped that the internalization, activation and strengthening of this culture as stated in the road map will produce outcomes in the form of changes in employee behavior according to the AKHLAK behavior guidelines and increased satisfaction with public services by employees so that ultimately the public image of employees will be improved and public interest will increase in becoming employees who are proud to serve the nation. can also be incarnated.

As a result of temporary observations, information is known that the organizational culture at the Kampar Regency Communication, Informatics and Encryption Service is still facing challenges that determine employee work dynamics. Even though there have been efforts to internalize positive work culture values, such as having AKHLAK, daily practices do not fully reflect these values. Some employees demonstrate high loyalty and discipline, but a lack of training and skills development makes it difficult for them to meet complex job demands. This results in differences in the level of work output between employees, where experienced ones tend to be more able to contribute compared to new ones. Lack of open communication between leaders and employees also hinders the process of sharing information and ideas, which is important for creating a collaborative work environment. To build a strong

and supportive organizational culture, a more integrated strategy is needed in skills development, as well as effective communication between all members of the organization.

From the description of the background of the problem, the problem of this research can be formulated, namely:

1. Does knowledge sharing have a significant effect on employee job satisfaction.
2. Does organizational culture have a significant effect on employee job satisfaction.
3. Does knowledge sharing have a direct and significant effect on employee performance
4. Does organizational culture have a direct and significant effect on employee performance
5. Does job satisfaction have a significant effect on employee performance
6. Does knowledge sharing have a significant indirect effect on employee performance through job satisfaction
7. Does organizational culture have a significant indirect effect on employee performance through job satisfaction

The aim of this research is:

1. To find out and examine the effect of knowledge sharing on employee job satisfaction.
2. To find out and examine the influence of organizational culture on employee job satisfaction
3. To find out and examine the direct influence of knowledge sharing on employee performance
4. To find out and examine the direct influence of organizational culture on the performance of employees of the Kampar Regency Communication, Informatics and Cryptography Service
5. To find out and examine the influence of job satisfaction on employee performance
6. To find out and examine the indirect influence of knowledge sharing on employee performance through employee job satisfaction
7. To find out and examine the indirect influence of organizational culture on employee performance through employee satisfaction.

Literature Study

Knowledge Sharing Concept

Wirman and Alwi (2014), knowledge sharing is a reciprocal process where individuals exchange knowledge (tacit and explicit knowledge) and jointly create new knowledge (solutions). One of the objectives of this definition consists of providing and collecting knowledge, where providing knowledge by communicating knowledge to others what one has from one's personal intellectual capital, and collecting knowledge refers to consulting with colleagues by sharing the information or intellectual capital they have. Nashar (2018), through knowledge sharing activities, individuals who do so will gain individual benefits. For those who are employees, learning abilities will increase in various ways such as externalization, internalization, socialization, and Community of Practice (CoP). When employees have started sharing knowledge and learning continuously, when they gain knowledge about changes in working conditions, these employees are better prepared than employees who do not actively participate in the knowledge management process. Rapid changes in working conditions can be offset by employees who implement knowledge management processes, thereby reducing the number of employees who leave due to not being able to keep up with the organization's business developments. Dimensions that can measure knowledge sharing are (1) information, (2) experience, (3) education, (4) interaction and (5) work situation.

The concept of Organizational Culture

Suntoyo (2017), the implementation of culture for ASN employees who serve as state officials are required to be able to carry out policies set by the heads of government agencies and must be free from influence and intervention from all groups and political parties. Employees are prohibited from becoming members and/or administrators of political parties.

Apart from keeping the bureaucracy away from the influence of political parties, this is intended to ensure the integrity, cohesiveness and unity of ASN, as well as being able to focus all attention, thoughts and energy on the tasks assigned to them. Therefore, career development for ASN employees, especially in the regions, is carried out by authorized officials, namely the highest career officials. Amins (2019), things that encourage the development of employee culture, of course cannot be separated from the demands that require these employees to develop. On the other hand, regarding the management of civil servants, it is stated that civil servants are one of the most vital elements in government agencies. The reason is that these civil servants influence the efficiency and effectiveness that occurs in government agencies, both at the central and regional levels. As state officials, employees design and produce public services, supervise or control the quantity and quality of work, socialize the types and forms of public services to the community, allocate financial and non-financial resources, and determine all agency goals and strategies that can provide a direct image to the public. Organizational culture indicators consist of (1) habits, (2) tolerance, (3) goal achievement, (4) control, and (5) communication patterns.

Concept of Job Satisfaction

Jurdi (2018), everyone who works certainly hopes to get satisfaction from their place of work. Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply within each individual. The more aspects of the job that suit the individual's wishes, the higher the level of satisfaction felt by the employee, so that it can be interpreted that job satisfaction is a person's general attitude towards their work. Work requires interaction with colleagues, superiors, organizational regulations and policies, work standards, working conditions and so on. Someone with a high level of job satisfaction shows a positive attitude towards work, whereas someone who is dissatisfied shows a negative attitude towards their job. Syamsul et al (2020), job satisfaction is defined as a pleasant or unpleasant emotional state of employees which employees view from the perspective of their work. Employee job satisfaction will influence employee attitudes and behavior while working, especially their behavior which will be reflected in the level of absenteeism, level of morale, and level of labor turnover. Each individual will have a different level of satisfaction according to the value system that applies to him. This is due to differences in each individual. Indicators of job satisfaction are (1) type of work, (2) salary, (3) job promotion, (4) supervision and (5) coworkers.

Employee Performance Concept

Sedarmayanti (2016), ASN management is managing employees to achieve professional ASN employee performance, having basic values, professional ethics, free from political interference, free from practices of corruption, collusion and nepotism. preparation and determination of the needs for civil servants with the provisions that each government agency is obliged to prepare the needs for the number and types of civil servant positions based on job analysis and workload analysis, the preparation of the needs for the number and types of civil servant positions is carried out for a period of five years detailed by year based on priority needs, based on the preparation of needs, The Minister will then determine the need for the number and type of civil servant positions nationally. In determining career patterns, PPK must pay attention to sustainable career paths: career trajectories that can be taken by civil servants at either equivalent or higher levels of office. Employee performance assessment refers to PP No. 30 of 2019 concerning Civil Servant (PNS) Performance Assessment, explains that civil servant performance assessment aims to guarantee the objectivity of employee development which is based on the achievement system and career system. Assessments are carried out based on performance planning at the individual level and unit or organization level by taking into account targets, achievements, results and benefits achieved as well as employee behavior. Based on this, the implementation of regional development plans at the level of employee

performance achievements is focused on indicators (1) SKP, (2) service orientation, (3) integrity, (4) commitment and (5) discipline.

Review of Previous Research Results

Ella (2024), concluded that knowledge sharing has a direct effect on job satisfaction of Bengkulu Health Service employees. Mastini (2024), concluded that organizational culture has a direct effect on employee job satisfaction in the General Section of the Regional Secretariat of Gianyar Regency. Desinta and Harry (2023), concluded that organizational culture has a direct effect on employee job satisfaction at the Nganjuk Regency Public Works and Spatial Planning Service, organizational culture has a direct effect on employee performance at the Nganjuk Regency Public Works and Spatial Planning Service, and organizational culture has no effect directly on employee performance through job satisfaction of Nganjuk Regency Public Works and Spatial Planning Department employees.

Mudita and Sarman (2023), concluded that knowledge sharing has a direct effect on job satisfaction of West Java Regional Indonesian Broadcasting Commission (KPID) employees. Nelly (2023), concluded that knowledge sharing influences the performance of employees of the Yogyakarta City Education, Youth and Sports Department. Ellis and Rohmat (2023), concluded that organizational culture has a direct effect on job satisfaction of Cimahi City Manpower Department employees. Haryani et al (2022), concluded that knowledge sharing has a direct effect on the performance of employees at the Yogyakarta Special Region Education Communication Technology Center

Rosmiati, Said and Fitriany (2022), concluded that organizational culture has a direct influence on employee performance at the Parepare City Trade Service, and knowledge sharing has a direct effect on employee performance at the Parepare City Trade Service. Alfarry et al (2022), concluded that knowledge sharing had a direct effect on the performance of employees of the North Sulawesi Province Community and Village Empowerment Service during the Covid-19 pandemic. Rathi and Adnan (2020), concluded that organizational culture has a direct influence on employee performance at the Ternate City Public Works Department, and knowledge sharing has a direct influence on employee performance at the Ternate City Public Works Department. Elan and Hermanto (2020), concluded that knowledge sharing has a direct effect on employee performance at the West Nusa Tenggara Province Library and Crafts Service.

Candra (2020), concluded that knowledge sharing has a direct effect on the performance of employees at the Center for Training, Development and Competency Mapping of State Civil Apparatus, State Administration Institutions. Syamsuri et al (2020), concluded that organizational culture has a direct effect on employee performance at the East Kotawaringin Regency Communication and Information Service. Damur et al (2020), concluded that organizational culture has a direct effect on the performance of employees of the Makassar City Communication and Information Service. Dedi and Zulaspan (2019), concluded that organizational culture has a direct influence on employee performance at the Aceh Tamiang District Education and Culture Service, and job satisfaction also has a direct influence on employee performance at the Aceh Tamiang District Education and Culture Service.

Listiani et al (2019), concluded that knowledge sharing has a direct effect on the performance of employees of the Karangasem Regency National Unity, Politics and Community Protection Agency. Calista (2019), concluded that job satisfaction has a direct effect on employee performance at the Transportation, Communication and Information Service of Musi Banyuasin Regency. Linna (2018), concluded that organizational culture has a direct effect on employee job satisfaction at the Surabaya City Cooperatives and Micro Enterprises Service, organizational culture has a direct effect on employee performance at the Surabaya City Cooperatives and Micro Enterprises Service, and organizational culture has a

significant indirect effect on employee performance through employee job satisfaction at the Surabaya City Cooperatives and Micro Enterprises Service. Yunarsih (2017), concluded that organizational culture has a direct influence on employee job satisfaction at the Bali Province Public Works Department, organizational culture is directly significant to employee performance at the Bali Province Public Works Department, and organizational culture has an indirect influence on employee performance through job satisfaction. employee at the Bali Province Public Works Department. Kankan and Eeng (2015), concluded that job satisfaction has a direct effect on employee performance at the Department of Transportation, Communication and Information (Dishubkominfo) Sukabumi Regency.

The model in this research can be seen in Figure 1

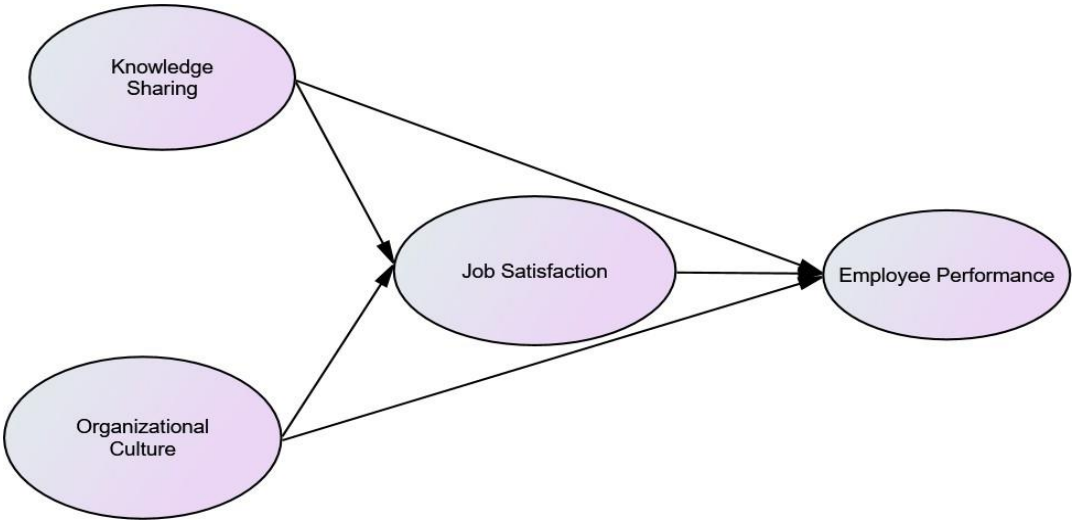


Figure 1. Research Model

Hypothesis

The hypothesis in this research is as follows:

1. It is suspected that knowledge sharing has a significant effect on employee job satisfaction.
2. It is suspected that organizational culture has a significant effect on employee job satisfaction.
3. It is suspected that knowledge sharing has a direct and significant effect on employee performance.
4. It is suspected that organizational culture has a direct and significant influence on employee performance
5. It is suspected that job satisfaction has a significant effect on employee performance
6. It is suspected that knowledge sharing has a significant indirect effect on employee performance through job satisfaction.
7. It is suspected that organizational culture has a significant indirect effect on employee performance through employee job satisfaction.

Operational Definition of Variables

The definitions and indicators as well as the measurement scale for each variable studied are presented in Table 1 below;

Table 1. Operational Definitions of Variables

Variable	Variable Definition	Indicator	Reference	Scale
Knowledge Sharing (X_1)	Through knowledge sharing activities, individuals who do it can gain individual benefits. For employees, learning abilities will	(1) Information (2) Experience (3) Education (4) Interaction	Nashar (2018)	Ordinal

	increase in ways such as externalization and internalization socialization	(5) Work situational		
Organizational Culture (X_2)	What encourages the development of employee culture, of course, cannot be separated from the demands that require employees to continue to develop.	(1) Habit (2) Tolerance (3) Goal achievement (4) Control (5) Communication patterns	Amins (2019)	Ordinal
Job Satisfaction (Y)	An employee's emotional state that is pleasant or unpleasant which employees view from the perspective of their work	(1) Type of work (2) Salary (3) Job promotion (4) Supervision (5) Coworkers	Syamsul dkk (2020)	Ordinal
Employee Performance (Z)	Civil servant performance assessment aims to guarantee the objectivity of coaching based on an achievement system and career system by paying attention to targets, achievements, results and benefits, achieved and employee behavior	(1) SKP, (2) Service orientation (3) Integrity (4) Commitment (5) Discipline	PP No.30 2019 concerning Civil Servant Performance Assessment	Ordinal

METHOD

This research was carried out at the Kampar Regency Communication, Informatics and Encryption Service which is located on Jalan Ahmad Yani No. 50 Bangkinang City. The research was conducted for 10 months starting from January to October 2024. The population of this research was all employees at the Kampar Regency Communication, Informatics and Encryption Service, which is known to number 35 employees, and all were used as samples, so sampling was carried out using the census method. This research data consists of primary data and secondary data, and data was obtained using interviews, questionnaires, observations and research files. The data analysis tool in this research was carried out using the SEM (Structural Equation Model) method, and in the data processing process the SmartPLS program package version 3.01 was carried out. The stages of data analysis include carrying out descriptive statistical analysis, testing validity and reliability, carrying out model testing and hypothesis testing, where all tests are carried out at 5% alpha.

RESULTS AND DISCUSSION

This research predominantly uses primary data obtained directly from respondents' responses, and in this case the respondents are all employees at the Kampar Regency Communication, Informatics and Cryptography Service, which is known to number 35 employees. Before carrying out further research analysis, it is first necessary to review the identity of the respondents who have filled out the questionnaire in this research, with the aim of seeing whether these respondents are representative or not to be used as sources in this research study. The identities of the respondents in this study can be seen in Table 2

Table 2. Respondent Identity

No	Criteria	Frequency (Person)	Percentage (%)
1	**Gender:**		
	a. Man	18	51,4
	b. Woman	17	48,6
	Amount	**35**	**100,0**
2	**Position Class:**		
	a. II	7	20,0
	b. III	24	68,6
	c. IV	4	11,4

	Amount	**35**	**100,0**
3.	**Level Of Education:**		
	a. High School Equivalent	14	12,3
	b. Diploma III	1	24,6
	c. Bachelor	17	22,8
	d. Second Strata	3	40,4
	Amount	**35**	**100,0**

Source: Processed Data, 2024

From Table 2, it can be seen that the proportion of respondents shows almost equality between male employees and female employees. This can be understood through several interrelated factors, such as increasing awareness of the importance of gender equality in the world of work, which has encouraged many government agencies to implement policies that support women's participation in fields previously dominated by men. This initiative includes training and development programs designed specifically for women, which help them acquire the skills necessary to carry out their duties in the communications and informatics sector. This means that awareness of the importance of diversity and gender representation in teams has become a focus for government agencies.

Most respondents are in group III, in the structure of ASN employees who are in group III usually include those who have completed a diploma or bachelor's degree, which means they have relevant skills and competencies to carry out tasks in the field of communications and informatics. This can be interpreted as meaning that the agency has succeeded in attracting employees with appropriate educational backgrounds and encouraging career development that is in line with the needs of the organization. The high number of employees in class III also reflects the potential for further development, both through promotion to a higher class and through training and improving skills. Thus, the presence of dominant employees in this group not only shows adequate competence, but also indicates that there is an opportunity to strengthen the capacity and performance of the Department in facing challenges in the current digital era.

Furthermore, most of the respondents' last education was a bachelor's degree, this shows that government agencies really value higher education as an important factor in developing human resources in the government sphere, especially the Kampar Regency government. That way, this service can assemble a team that is not only skilled, but also has a deeper understanding of information and communication technology, which is increasingly crucial in the digital era. With so many employees having bachelor's degree degrees, the service can also be more effective in designing and implementing policies, as well as meeting the challenges faced in managing public information and community services. This educational qualification can also contribute to innovation and better decision making, making the Department of Communication, Informatics and Cryptography an entity capable of adapting and innovating according to the needs of the times. The SmartPLS output results for the coefficient of determination values in this study can be seen in Table 3

Table 3. R Square and Adjusted R Square Values

Research Variables	R Square	R Square Adjusted
Job Satisfaction (Y)	0,942	0,939
Employee Performance (Z)	0,990	0,989

Source: Processed Data, 2024

From Table 3, it shows that knowledge sharing and organizational culture are able to explain the variability of the job satisfaction construct, namely 93.9%, while the remaining 6.1% is explained by other constructs outside this research. Furthermore, knowledge sharing, organizational culture and job satisfaction are able to explain the variability of employee

performance constructs, namely 98.9%, while the remaining 1.1% is explained by other constructs outside those examined in this research. Then the results of the hypothesis test based on the path coefficient test in this research can be seen in Table 4.

Table 4. Path Coefficients Test Results

No	Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-Statistics (|O/STDEV|)	p-Values
1	X1 -> Y	0,528	0,527	0,107	4,914	0,000
2	X2 -> Y	0,455	0,454	0,106	4,305	0,000
3	X1 -> Z	0,179	0,175	0,073	2,446	0,015
4	X2 -> Z	0,047	0,047	0,064	0,735	0,463
5	Y -> Z	0,777	0,781	0,098	7,946	0,000
6	X1 -> Y -> Z	0,410	0,411	0,099	4,159	0,000
7	X2 -> Y -> Z	0,353	0,355	0,095	3,713	0,000

Source: Processed Data, 2024

From Table 4, it can be seen that the t-statistic value of knowledge sharing on job satisfaction in this study is higher than the t-table value, namely 4.914>1.984 or a significance value lower than the 5% alpha value, namely 0.000<0.050. This means that knowledge sharing has a significant effect on job satisfaction for employees of the Kampar Regency Communication, Information and Cryptography Department, so that this first hypothesis can be accepted at a 95% confidence level. The t-statistical value of organizational culture on job satisfaction in this study is higher than the t-table value, namely 4.305>1.984 or a lower significance value than the 5% alpha value, namely 0.000<0.050. This means that organizational culture has a significant effect on job satisfaction for employees of the Kampar Regency Communication, Information and Cryptography Department, so that this second hypothesis is accepted at a 95% confidence level.

The t-statistical value of knowledge sharing on employee performance in this study is higher than the t-table value, namely 2.446>1.984 or a significance value lower than the 5% alpha value, namely 0.015<0.050. This means that knowledge sharing has a significant effect on the performance of employees of the Kampar Regency Communication, Information and Encryption Service, so that this third hypothesis can be accepted at a 95% confidence level. The t-statistical value of organizational culture on employee performance in this study is lower than the t-table value, namely 0.735<1.984 or the significance value is higher than the 5% alpha value, namely 0.463>0.050. This means that organizational culture does not have a significant effect on the performance of employees of the Kampar Regency Communication, Information and Cryptography Department, so the fourth hypothesis is rejected at a 95% confidence level.

The t-statistic value of job satisfaction on employee performance in this study is higher than the t-table value, namely 7.946>1.984 or a lower significance value than the 5% alpha value, namely 0.000<0.050. This means that job satisfaction has a significant effect on employee performance at the Kampar Regency Communication, Information and Cryptography Service, so that the fifth hypothesis in this research is accepted at a 95% confidence level. The t-statistical value of knowledge sharing on employee performance through job satisfaction in this study is higher than the t-table value, namely 4.159>1.984 or a lower significance value than the 5% alpha value, namely 0.000<0.050. This means that knowledge sharing has a significant effect on employee performance through job satisfaction at the Kampar Regency Communication, Informatics and Encryption Service, so that this sixth hypothesis is accepted at a 95% confidence level. Furthermore, the t-statistical value of organizational culture on employee performance through job satisfaction in this study is higher than the t-table value, namely 3.713<1.984 or a significance value lower than the 5% alpha

value, namely 0.000<0.050. This means that organizational culture has a significant effect on employee performance through job satisfaction at the Kampar Regency Communication, Informatics and Encryption Service, so that this seventh hypothesis can be accepted at a 95% confidence level.

The discussion in this research describes in more depth the study of the results of the hypothesis findings regarding the direct and indirect influence that occurs between knowledge sharing and organizational culture on job satisfaction and its impact on employee performance. The results of testing the first hypothesis show that knowledge sharing has a significant effect on employee satisfaction at the Kampar Regency Communication, Informatics and Encryption Service. This finding reflects that information sharing has been implemented in a balanced manner in the official environment, where employees who have taken part in training or technical guidance tend to share knowledge and information with their colleagues, at least to employees who are in the same workspace. This will enable all planning, development and management activities of the Electronic-Based Government System (SPBE) to be carried out better, prevent application redundancy, and ensure that all these activities, both technical and non-technical, are based on a clear and structured work implementation framework as stated previously. determined and distributed by the National Cyber and Crypto Agency (BSSN).

The role of leadership in this department is also very crucial in creating a habit of sharing information that supports the evaluation of Bureaucratic Reform (RB) and the management of Technology, Information and Communication (ICT), because the leadership also works together to routinely share information during morning meetings and evaluation meetings regarding policies and the latest developments in SPBE management, as well as best practices that need to be implemented. By ensuring that employees have access to relevant and up-to-date information, leaders help improve SPBE policy governance that is more efficient and transparent. In addition, by optimizing encryption management, employees will also be able to quickly and safely manage the sending and receiving of confidential news or information via email. The existence of a good knowledge sharing process in the official environment contributes to an increase in employee morale, who feel more prepared and confident in carrying out their duties to support information security in local government.

This habit of sharing knowledge plays an important role in the preparation of a more structured and well-managed SPBE Plan MAP for Kampar Regency. This means, when employees help each other and find solutions together, they can be more effective in dealing with challenges that arise during the implementation of SPBE programs. A work environment that encourages collaboration will create a positive atmosphere where employees feel supported and have the resources needed to optimize SPBE management. With all these elements functioning synergistically, not only will the job satisfaction of ASN employees increase, but also the quality of public services in the administration of the Kampar Regency government will improve and create a wider impact on society.

The results of testing the second hypothesis show that organizational culture has a significant effect on employee satisfaction at the Kampar Regency Communication, Informatics and Encryption Service. These findings reflect that employee habits that have been formed within the official scope play an important role in shaping employee behavior and attitudes. The existence of binding regulations, such as Standard Operating Procedures (SOP), Work Orders (SPK) and work operational hours, will create a clearer and more structured work framework, so that employees can carry out their duties more focused and efficient. This provision not only provides guidance for employees in carrying out their daily tasks, but also creates a sense of security and comfort at work. This means, when employees understand well what is expected of them and have clear boundaries in carrying out their duties, they tend to feel satisfied and committed to their work.

Furthermore, the satisfaction felt by employees is also determined by a number of employee receipts and income, so that clarity regarding the income received by employees in

the form of salaries, allowances and other receipts will provide additional encouragement for them to contribute more optimally to achieving official goals. The determination of employees who take part in DL or SPPD activities has now also been adjusted to the employee's task requirements and abilities. This means, with a transparent and fair system for managing tasks and rewards, employees will feel appreciated for the contributions they make, thereby increasing their morale in carrying out their official duties. This is in line with the commitment to internalize a work culture based on AKHLAK through a culture strengthening roadmap, which is designed to ensure all employees understand and implement these values in every aspect of their work.

In addition, employees who feel comfortable and accepted in their work environment tend to be more open to sharing ideas, expressing opinions, and working together to solve the various challenges they face. This will strengthen relationships between employees, create a sense of solidarity, and encourage them to support each other in achieving organizational goals. In the context of implementing bureaucratic reform, strengthening the role of change agents in activating ASN work culture is an important highlight, which means that by internalizing and strengthening the AKHLAK culture, it is hoped that it will give rise to changes in employee behavior according to the AKHLAK behavior guidelines and increased public service satisfaction.

The results of testing the third hypothesis show that knowledge sharing has a significant effect on employee performance at the Kampar Regency Communication, Informatics and Encryption Service. This condition occurs because the head of the Department and other managerial parties are able to explain in detail and coherently the work mechanisms and procedures so that they greatly determine the effectiveness of employees in carrying out their duties. With this clear explanation, employees not only understand their responsibilities and duties in managing the Electronic-Based Government System (SPBE) and administering public information, but also feel more confident in carrying out their work. Communicative leaders create an atmosphere where employees feel comfortable asking questions or expressing the obstacles they face. When obstacles arise, both technical and non-technical, employees can discuss them directly with the leadership, so that solutions can be found quickly and effectively, supporting the smooth operation of the department.

The emergence of employee interest in sharing information openly among co-workers also contributes to increased work achievement, so that employees who support each other and share knowledge can complete various tasks more efficiently. More experienced and senior employees can also help new colleagues, thereby speeding up the adaptation process and improving overall team performance. This is important in the context of the department's main duties, including data and information management and responsive public services. When employees work together, they quickly overcome challenges and find better solutions, supporting the success of every project and initiative undertaken.

By increasing knowledge sharing, employees can be more responsive to changes and challenges faced in carrying out their duties. This increase in individual and team performance has a direct impact on the effectiveness of public services provided to the community. In carrying out tasks such as optimizing information systems, organizing public communications, and supporting bureaucratic reform, employees who collaborate well will be able to produce better and higher quality results. Commitment to knowledge sharing not only increases employee comfort, but also contributes to improving the image of the Kampar Regency Communication, Information and Cryptography Department in the eyes of the public, reflecting the important role of employees in creating a government that is efficient and responsive to community needs.

The results of testing the fourth hypothesis show that organizational culture has no significant effect on the performance of employees of the Kampar Regency Communication, Informatics and Cryptography Service. This condition occurs because there are still a number

of employees who have high loyalty with the habit of arriving before schedule, focusing in their work space and going home after office hours, but these employees do not have adequate knowledge, abilities and technical skills, so that when they are given assignments, they often not being able to complete it well, resulting in handing over tasks to non-ASN employees.

This means that loyalty alone is not enough to improve employee work results, because technical skills and a good understanding of the tasks carried out are also considered very important for achieving official objectives, such as managing SPBE and conveying accurate and timely public information. Even if employees show up on time and show dedication, without the support of developing relevant skills and knowledge, their performance remains limited. This shows the need to increase training and develop the capacity of employees so that they can fulfill their job expectations well, in line with the agency's mission to provide quality communications, informatics and coding services to the public.

This situation also indicates the importance of evaluating and improving the cultural structure of official organizations by creating an environment that not only encourages loyalty but also that skill development must be the main focus in achieving official goals. This includes providing better access to training and professional development, as well as establishing a more comprehensive performance evaluation system. In this way, it is hoped that employees will not only be loyal, but also be able to fulfill the demands of their duties competently, thereby supporting the overall performance of the organization and improving the quality of public services, in accordance with the department's vision of creating a government that is responsive to the needs of the community.

The results of testing the fifth hypothesis show that satisfaction has a significant effect on the performance of employees of the Kampar Regency Communication, Information and Cryptography Service. This condition occurs because employees feel that the income they receive is sufficient to support their daily living needs. Having a salary that meets employees' expectations and needs is very important in creating a positive work atmosphere, which in turn contributes to their work morale and productivity. When employees feel valued financially, they tend to be more committed to giving their best when carrying out their duties.

Clear task mapping has been carried out and is based on employee abilities and working operational hours that have been adjusted to suit needs, job descriptions with each employee's workload also enable employees to work efficiently. This means, with a clear structure in the division of tasks, employees not only know their responsibilities but also feel more confident in carrying out their roles. When employees feel that the tasks given are within their competence, they will be more motivated to complete their work well, thereby contributing directly to the agency's goals of optimizing public services and effective information systems.

This increase in job satisfaction not only has an impact on individual performance, but also on overall team performance because when employees feel satisfied, they tend to work together better, creating a collaborative atmosphere that supports the achievement of common goals. This is relevant to the official mission which aims to build a government system that is efficient and responsive to community needs. By increasing employee job satisfaction, it is hoped that the department's performance in managing information and public services will be more optimal, so that it can meet public expectations and support ongoing bureaucratic reform. This connection shows that a focus on job satisfaction is not only important for employees, but is also crucial to the success and effectiveness of the institution as a whole.

The results of testing the sixth hypothesis show that knowledge sharing has a significant effect on employee performance through job satisfaction at the Kampar Regency Communication, Informatics and Cryptography Service. This condition occurs because there is an effective information sharing mechanism between employees, which really supports their understanding of the tasks at hand. When employees share knowledge and experience with each other, they create positive synergy within the team. Employees who have received training or technical guidance tend to share the information they have obtained with their colleagues,

especially those in the same workspace. This creates a collaborative and supportive work environment, where employees feel more prepared and confident in carrying out their tasks. The existence of a clear and structured framework in the Electronic Based Government System (SPBE) also contributes to increasing job satisfaction, which in turn encourages employees to be more committed to their performance.

Department heads also play an important role in increasing knowledge sharing and employee job satisfaction. With open and regular communication, such as during morning assembly or evaluation meetings, leaders ensure that employees have access to relevant and up-to-date information. This not only strengthens SPBE policy governance, but also increases transparency and trust between employees. When employees feel included in the decision-making process and have access to important information, their job satisfaction increases. This increase in satisfaction then influences employees' interest in contributing optimally in carrying out official duties, including managing information and public services. Knowledge sharing means not only functioning as a tool to improve individual performance, but also as a bridge to achieving higher job satisfaction.

The relationship between knowledge sharing, job satisfaction, and employee performance shows the importance of building an organizational culture that supports collaboration and learning. This means that when employees feel supported in the knowledge sharing process, they tend to be more open to exploring new ideas and solving challenges faced at work. This positive and collaborative work environment contributes to increased morale and overall performance. By increasing job satisfaction, employees will be more enthusiastic and committed to achieving official goals related to managing information systems and public services. Focusing on strengthening knowledge sharing is an important strategy for the service to achieve optimal performance and meet community expectations in efficient and responsive public services.

The results of testing the seventh hypothesis show that organizational culture has a significant effect on employee performance through job satisfaction at the Kampar Regency Communication, Informatics and Cryptography Service. This condition occurs because there is a strong integration of cultural values within the organization, which creates a conducive work climate for employees. A positive organizational culture encourages employees to support and collaborate with each other, so they feel more involved and committed to their work. When employees feel connected to the values promoted by the organization, such as having AKHLAK, they are more likely to experience increased job satisfaction. This has an impact on their performance, because employees who are satisfied with their work will be more motivated to achieve the best service targets to the community.

A good organizational culture also creates a safe and comfortable work environment, where employees feel valued and recognized. When employees feel comfortable at work, they are more open to sharing ideas and innovations, which is key in developing SPBE. This not only increases job satisfaction, but also encourages employees to take initiative and contribute more to achieving organizational goals. When employees feel the positive impact of this work culture, they become more productive and overall individual and team performance increases. Strengthening a good organizational culture is an important factor in improving employee performance through higher job satisfaction.

The relationship between organizational culture, job satisfaction, and employee performance shows how important human resource management strategies are in building a supportive work environment. Department heads need to continue to encourage and maintain existing cultural values, as well as carry out continuous evaluation and improvement to ensure that employees remain inspired. In this way, not only will employee job satisfaction increase, but also overall organizational performance will be more optimal in providing public services that are efficient and responsive to community needs. This shows that investment in

strengthening culture is a strategic step that cannot be ignored in efforts to improve employee performance

CONCLUSION

Based on the results of the research that has been carried out, it can be concluded that:

1. Knowledge sharing has a significant effect on employee satisfaction
2. Organizational culture has a significant effect on employee satisfaction.
3. Knowledge sharing has a direct and significant effect on employee performance.
4. Organizational culture has no direct significant effect on employee performance.
5. Job satisfaction has a significant effect on employee performance.
6. Knowledge sharing has a significant indirect effect on employee performance through job satisfaction.
7. Organizational culture has a significant indirect effect on employee performance through job satisfaction.

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