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The Influence Of Work Ethic, Communication And *Knowledge Sharing* On Employee Performance At The Education, Youth And Sports Office Of Bima Regency

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Abstract

This study aims to determine the influence of work ethic, communication and knowledge sharing on employee performance at the Bima Regency Education, Youth and Sports Office. The research method used is an associative approach. The population in this study was 152 people, with a sample of 87 respondents selected using the purposive sampling technique. Data collection techniques are carried out through observation, questionnaires, and literature studies. Data analysis using multiple linear regression with the help of the SPSS for Windows program. The results of the study show that partially or simultaneously, the variables of work ethic, communication and knowledge sharing have a significant effect on employee performance. These findings show the importance of improving work ethic, communication effectiveness and knowledge sharing in order to encourage optimal employee performance in the agency environment.

Keywords: Performance, Knowledge Sharing, Communication, Work Ethic

INTRODUCTION

Human resources are an inseparable element of an organization or agency and play a central role in carrying out various activities in it. Without a competent workforce, organizations will struggle to achieve optimal performance. Unlike other resources such as machines, capital, or materials that are passive and easy to control, humans bring various characteristics including thoughts, feelings, motivations, educational backgrounds, age, and gender into the work environment. This diversity makes human resource management much more complex, but at the same time determines the success of the organization in achieving its goals (Suhanta et al., 2022).

Various organizations are often faced with problems related to human resources. This challenge is the main concern for management, because the effectiveness of

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management and the success of an agency or company are greatly influenced by the quality of its human resources. Both business organizations and government agencies depend on the contribution of employees in carrying out operational tasks and achieving the vision and mission that has been formulated. Therefore, effective HR management is an important factor to produce maximum performance, and one of the key elements in it is the achievement of employee performance (Rizqi et al., 2024).

One of the factors that affect performance is work ethic. According to Nurman & Marsanuddin, (2023), work ethic can be interpreted as a collection of positive attitudes and behaviors in carrying out work that are based on beliefs and strong fundamental values, accompanied by a high dedication to the implementation of work as a whole. This view is in line with the opinion of Paramita et al., (2026) that work ethic is an encouragement and enthusiasm that is reflected in a person's behavior when carrying out their work, which is influenced by the motivation and goals underlying the work activity.

Another factor that affects performance is communication. According to Ndruru, (2024) good communication can affect the behavior of employees, because communication is carried out through employee responses with other employees in the agency. This view is reinforced by Tamiya et al., (2024), communication that takes place within an agency, especially between leaders and employees, is an important factor that supports the creation of an effective organization in achieving the goals that have been set. To get maximum employee performance, every leader in the organization is expected to have communication that can create conducive and effective work atmosphere so that later it will improve employee work performance.

Another factor that can support employee performance is knowledge sharing. In a study conducted by Devi et al., (2025), it was concluded that in an organization, the practice of knowledge sharing or knowledge sharing plays an important role in supporting the progress and sustainability of development in organizations and government agencies. Every employee is required to be able to share the knowledge they have because it is the foundation for other individuals to complete their various job tasks.

The main challenge that often arises related to knowledge in an organization is how to ensure that the knowledge stored in an employee's mind and work habits can be maintained, documented, and applied properly, so that later it can be a source of learning for the next employee. Therefore, knowledge sharing activities need to be optimized so that when an employee leaves the organization, there is no knowledge loss. This condition refers to a situation when employees carry away information, expertise, or skills that they have so far without having time to share them with colleagues or their replacements. This kind of

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incident can be detrimental to the organization and negatively impact the overall quality of performance.

The Bima Regency Education, Youth and Sports Office is one of the regional apparatus responsible for the implementation of government affairs in the fields of education, youth development, and sports development. This agency plays a role in ensuring that education services run effectively, improving the quality of human resources, and encouraging youth and sports activities as part of regional development. This office has a position as the implementer of local government policies that are oriented towards improving the quality of education at all levels, fostering the younger generation, as well as providing facilities and coaching sports activities in Bima Regency. In carrying out all these duties and responsibilities, good and maximum employee performance is needed.

THEORETICAL REVIEW

According to Nabilla et al., (2022) Work ethic can be seen as a set of values that rely on diligence and real effort at work. In addition, work ethic also reflects the drive and enthusiasm for work that are characteristics and beliefs for both individuals and groups. Furthermore, according to Ningsih et al., (2024) Work ethic can be understood as a pattern of positive actions in carrying out tasks based on a strong collaborative spirit, fundamental beliefs, and full commitment to a comprehensive work perspective.

According to Peranginangin et al., (2025) in their research it is stated that communication can be understood as a series of activities that convey certain information and intentions from one individual to another. This process can be realized through various forms, both oral and written, and is channeled using various media such as direct conversations, telephones, memos, and written reports.

Knowledge sharing is an activity that includes the process of sharing and receiving knowledge in a systematic and organized manner, with the aim of supporting performance improvement and innovation in the organization (Masruroh et al., 2024). Knowledge sharing is an activity of sharing and disseminating information, experiences, skills, and knowledge carried out between individuals and between sections in an organization (Setiawaty et al., 2026).

Employee performance can be understood as a benchmark used to assess the comparison of the results of the implementation of tasks and responsibilities given by the organization over a certain period of time, and is generally used to assess the level of work achievement (Fono et al., 2024).

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METHOD

This type of research is an associative research. Associative research is research that aims to find out the influence or relationship between two or more variables (Sugiyono, 2019). In this study, the aim is to determine the influence of Work Ethic, Communication and Knowledge Sharing on Employee Performance at the Education, Youth and Sports Office of Bima Regency.

The population in this study is 152 employees of the Bima Regency Education, Youth and Sports Office. Employees with details of civil servants as many as 60 people, P3K as many as 27 people and Honorary as many as 65 people. The sample in this study is employees at the office of the Education, Youth and Sports Office of Bima Regency as many as 87 ASN employees. The sample in this study with the sampling technique used, namely purposive sampling. Purposive sampling is a sample determination technique with certain considerations (Sugiyono, 2016).

RESULTS

Validity test

Table. 1 Work Ethic Data Validity Test (X1)

Variable	Item	r count	Criteria	R Limit	Status
Work Ethic	1	0,758	>	0,300	Valid
	2	0,742	>	0,300	Valid
	3	0,756	>	0,300	Valid
	4	0,817	>	0,300	Valid
	5	0,706	>	0,300	Valid
	6	0,686	>	0,300	Valid
	7	0,808	>	0,300	Valid
	8	0,765	>	0,300	Valid
	9	0,761	>	0,300	Valid
	10	0,726	>	0,300	Valid

Data sources processed, 2026

Based on table 1 above, the results of the validity test of the Work Ethic variable (X1) have a calculated r value of > 0.300, so it can be declared that the questionnaire statement in this study is valid and can be continued to the following data analysis stage.

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Table. 2 Communication Data Validity Test (X2)

Variable	Item	r count	Criteria	R Limit	Status
Communication (X2)	1	0,682	>	0,300	Valid
	2	0,664	>	0,300	Valid
	3	0,616	>	0,300	Valid
	4	0,632	>	0,300	Valid
	5	0,624	>	0,300	Valid
	6	0,756	>	0,300	Valid
	7	0,719	>	0,300	Valid
	8	0,722	>	0,300	Valid
	9	0,744	>	0,300	Valid
	10	0,765	>	0,300	Valid
	11	0,754	>	0,300	Valid
	12	0,730	>	0,300	Valid

Data sources processed, 2026

Based on table 2 above, the results of the validity test of the Communication variable (X2) have a value of r calculated > 0.300, so it can be stated that the questionnaire statement in this study is valid and can be continued to the following data analysis stage.

Table. 3 Knowledge *Sharing Data* Validity Test (X3)

Variable	Item	r count	Criteria	R Limit	Status
Knowledge Sharing (X3)	1	0,742	>	0,300	Valid
	2	0,753	>	0,300	Valid
	3	0,658	>	0,300	Valid
	4	0,746	>	0,300	Valid
	5	0,726	>	0,300	Valid
	6	0,786	>	0,300	Valid
	7	0,748	>	0,300	Valid
	8	0,636	>	0,300	Valid
	9	0,707	>	0,300	Valid

Data sources processed, 2026

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Based on table 3 above, the results of the validity test of the *Knowledge Sharing* variable (X3) have a calculated r value of > 0.300, so it can be declared that the questionnaire statement in this study is valid and can be continued to the following data analysis stage.

Table 4 Performance Data Validity Test (Y)

Variable	Item	r count	Criteria	R Limit	Status
Employee Performance (Y)	1	0,727	>	0,300	Valid
	2	0,560	>	0,300	Valid
	3	0,363	>	0,300	Valid
	4	0,490	>	0,300	Valid
	5	0,608	>	0,300	Valid
	6	0,568	>	0,300	Valid
	7	0,565	>	0,300	Valid
	8	0,581	>	0,300	Valid
	9	0,401	>	0,300	Valid
	10	0,562	>	0,300	Valid

Data sources processed, 2026

Based on table 4 above, the results of the validity test of the employee performance variable (Y) have an r value of > 0.300, then it can be declared that the questionnaire statement in this study is valid and can be continued to the following data analysis stage.

Reliability Test

Table.5 Reliability Tests

Variable	Cronbach,s Alpha	Remarks
Work Ethic	0,915	Reliable
Communication	0,904	Reliable
Knowledge Sharing	0,886	Reliable
Employee Performance	0,734	Reliable

Data sources processed, 2026

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The results of the realism test on the statement items on the variables of Work Ethic (X1), Communication (X2), *Knowledge Sharing* (X3) and employee performance (Y) can be declared reliable because the *cronbach,s alpha* value obtained has reached or exceeded the set standard, which is 0.60.

Testing the Hypothesis

Classic Assumption Test

Normality Test

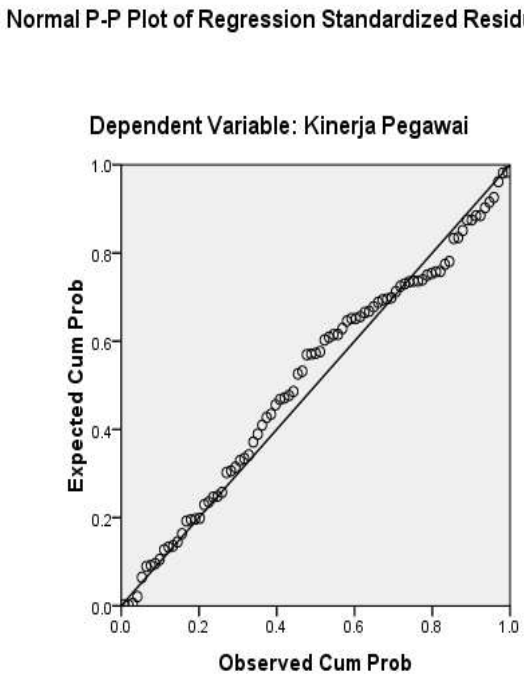


Figure 1. Normality Test

Source: Primary Data processed SPPS 16.0

The image above shows the dots spreading around the diagonal line, and the spread follows the direction of the diagonal line, so the regression model is suitable for predicting employee performance to meet the assumption of normality. To confirm the results of the above normality test, the researcher conducted the Kolmogorov-smimov test with the following results.

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Table. 6 *Kolmogorov-Smirnov test*

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		87
Normal Parameters	Red	.0000000
	Std. Deviation	1.96595863
Most Extreme Differences	Absolute	.100
	Positive	.066
	Negative	-.100
Kolmogorov-Smirnov Z		.929
Asymp. Sig. (2-tailed)		.354

a. Test distribution is Normal.

Source: Primary Data processed SPPS 16.0

Based on the results of the normality test using *the One-Sample Kolmogorov-Smirnov Test*, an *Asymp. Sig. (2-tailed)* value of 0.354 was obtained. The value is greater than 0.05 (0.354 > 0.05), so that in accordance with the normality test decision-making criteria, it can be concluded that the residual data in the regression model is normally distributed. Thus, the assumption of normality in the regression model has been fulfilled so that the data is suitable for further analysis.

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Multicollinearity Test

Table.7 Multicollinearity Test

Coefficient

Models		Collinearity Statistics	
		Tolerance	VIVID
1	Work Ethic	.990	1.010
	Communication	.980	1.020
	Knowledge Sharing	.990	1.010

a. Dependent Variable: Employee Performance

Source: Primary Data processed SPPS 16.0

Based on the results of the multicollinearity test, all variables had a *Tolerance* value of > 0.10 and a VIF value of < 10. Thus, the regression model does not experience multicollinearity.

Heteroskepticism Test

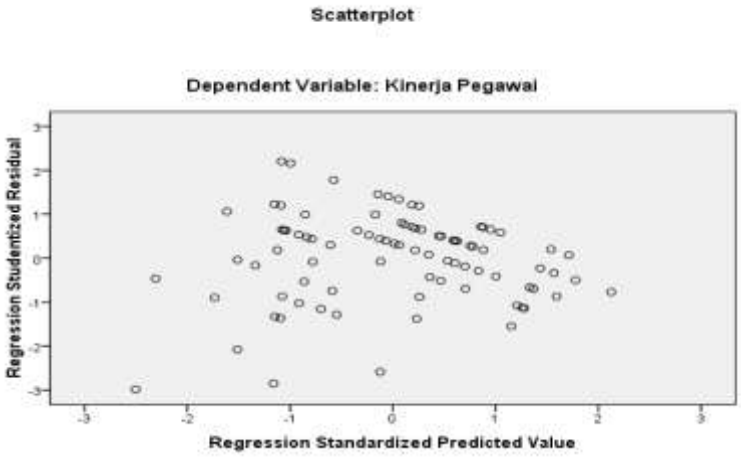


Figure 2. Heteroscedasticity Test

Source: Primary Data processed SPPS 16.0

Based on the results of the heteroscedasticity test using *a scatterplot* graph, it can be seen that the dots are scattered randomly and do not form a clear pattern and are scattered above and below the number 0 on the Y axis.

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Autocorrelation Test

Table.8 Autocorrelation Test

Model Summaryb

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.604a	.364	.341	2.001	1.896

a. Predictors: (Constant), Knowledge Sharing, Work Ethic, Communication

b. Dependent Variable: Employee Performance

Source: Primary Data processed SPPS 16.0

Based on the SPSS output in table 8 above, it is known that the *durbin-watson value* is 1.896 with a sample number of 87 (n) and the number of independent variables 3 (k) is greater than the upper limit (du) which is 1.7232 and less than 4-du = 4-1.7232 = 2.2768 where 1.7232 < 1.896 < 2.2768 so that it can be concluded that there are no autocorrelation symptoms.

Multiple Linear Regression Analysis

Table.9 Multiple Linear Regression Analysis

Models		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.661	2.650		11.193	.000
	Work Ethic	.078	.038	.180	2.051	.043
	Communication	.154	.036	.379	4.283	.000
	Knowledge Sharing	.206	.048	.381	4.332	.000

a. Dependent Variable: Employee Performance

Source: Primary Data processed SPPS 16.0

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Based on table 9 of the multiple linear regression analysis above, the following equation results are obtained:

$$Y = 29.661 + 0.078X1 + 0.154X2 + 0.206X3 + e$$

Based on the regression equation above, it can be explained as follows:

a. The constant value of 29.661 indicates that if the variables of Work Ethic (X_1), Communication (X_2), and *Knowledge Sharing* (X_3) are constant or equal to zero, then the Employee Performance (Y) is 29.661.
b. The Work Ethic regression coefficient (X_1) of 0.078 shows that every increase in Work Ethic by one unit will increase Employee Performance by 0.078 units assuming other variables are fixed.
c. The Communication regression coefficient (X_2) of 0.154 indicates that every increase in Communication by one unit will increase Employee Performance by 0.154 units assuming other variables are fixed.
d. The Knowledge Sharing *regression coefficient* (X_3) of 0.206 shows that every increase in *Knowledge Sharing* by one unit will increase Employee Performance by 0.206 units assuming other variables are fixed.

Coefficient of Determination

Table.10 Determination Coefficient Test

Model Summaryb

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604a	.364	.341	2.001

a. Predictors: (Constant), Knowledge Sharing, Work Ethic, Communication

b. Dependent Variable: Employee Performance

Source: Primary Data processed SPPS 16.0

The *R Square* value of 0.364 or 36.4% shows that the variables of Work Ethic, Communication, and *Knowledge Sharing* are able to explain the variation in Employee

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Performance by 36.4%, while the remaining 63.6% is explained by other variables outside this research model.

Multiple Correlation Coefficients

Table.11 Multiple Correlation Coefficient Test

Model Summaryb

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604a	.364	.341	2.001

a. Predictors: (Constant), Knowledge Sharing, Work Ethic, Communication

b. Dependent Variable: Employee Performance

Source: Primary Data processed SPPS 16.0

Based on table 11 above, it can be seen that the value of multiple correlation coefficients, which is 0.604, the level of closeness of the relationship between work ethic (X1), communication (X2), *knowledge sharing* (X3) and employee performance can be seen in the following table:

Table.12 Correlation Coefficient Relationship Rate Table

Interval Coefficient	Relationship Level
0,00 – 0,199	Very low
0,20 – 0,399	Low
0,40 – 0,599	Moderate/Moderate.
0,60 – 0,799	Strong
0,80 – 1,000	Very Powerful

Sources: Squirrel, (2016)

Work Ethic (X1), Communication (X2), and *Knowledge Sharing* (X3) on Employee Performance of 0.604 was in the interval of 0.60 – 0.799 with a strong relationship level. Therefore, it can be concluded that the correlation value of 0.604 which means the level of relationship between the variables of Work Ethic (X1), Communication (X2), and *Knowledge*

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Sharing (X3) to Employee Performance at the Bima Regency Education, Youth and Sports Office is strong.

DISCUSSION

T Test

Table.12 T Test

Coefficient

Models		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.661	2.650		11.193	.000
	Work Ethic	.078	.038	.180	2.051	.043
	Communication	.154	.036	.379	4.283	.000
	Knowledge Sharing	.206	.048	.381	4.332	.000

a. Dependent Variable: Employee Performance

Source: Primary Data processed SPPS 16.0

H1 : Work Ethic has a significant effect on the Performance of Employees at the Education, Youth and Sports Office of Bima Regency.

Based on the test results in table 12 above, the Work Ethic variable obtained a calculated t-value of 2.051 with a significance value of 0.043. The t-value of the calculation (2.051) > the t table (1.989) and the significance value (0.043) < of 0.05. In accordance with the criteria presented by Ghozali, (2018), cast **H1 accepted**.

H2: Communication has a significant effect on the Performance of Employees at the Bima Regency Education, Youth and Sports Office.

Based on the test results in table 12 above, the Communication variable obtained a t-calculated value of 4.283 with a significance value of 0.000. Value t calculated (4,283) > t table (1.989) and significance value (0.000) < of 0.05. In accordance with the criteria presented by Ghozali, (2018), cast **H2 accepted**.

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H3 : *Knowledge Sharing* has a significant effect on Employee Performance at the Bima Regency Education, Youth and Sports Office.

Based on the test results in table 12 above, the *Knowledge Sharing* obtained a calculated t value of 4.332 with a significance value of 0.000. Value t calculated (4.332) > t table (1.989) and significance value (0.000) < of 0.05. In accordance with the criteria presented by Ghozali, (2018), cast **H3 accepted**.

Test F

Table.13 Test F

ANOVAb

Models		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	190.599	3	63.533	15.865	.000a
	Residual	332.389	83	4.005		
	Total	522.989	86			

a. Predictors: (Constant), Knowledge Sharing, Work Ethic, Communication

b. Dependent Variable: Employee Performance

Source: Primary Data processed SPPS 16.0

H4: Work Ethic, Communication and *Knowledge Sharing* simultaneously have a significant effect on Employee Performance at the Bima Regency Education, Youth and Sports Office.

Based on the results of the F test in table 13, an F value of 15.865 was obtained with a significance value of 0.000. The F value of the table with df1 = 3 and df2 = 83 at a significance level of 5% is 2.71. Since F calculates > F table (15.865 > 2.71) and the significance value is smaller than 0.05 (0.000 < 0.05), **H4 is accepted**

CONCLUSION

Based on the results of the analysis of research data and discussion, several conclusions can be drawn as follows.

1. Work Ethic has a significant effect on Employee Performance at the Bima Regency Edu-

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cation, Youth and Sports Office.

2. Communication has a significant effect on the Performance of Employees at the Education, Youth and Sports Office of Bima Regency.
3. Knowledge Sharing has a significant effect on Employee Performance at the Bima Regency Education, Youth and Sports Office.
4. Work Ethic, Communication, and Knowledge Sharing simultaneously have a significant effect on the Performance of Employees at the Bima Regency Education, Youth and Sports Office.

LIMITATIONS AND SUGGESTIONS FOR FURTHER STUDY

Based on the results of the analysis of research data and discussion, several things can be suggested, namely:

a. Based on the results of the research, the Bima Regency Education, Youth and Sports Office is expected to continue to improve employee performance by paying attention to factors that have proven to have a significant influence, namely work ethic, communication, and *knowledge sharing*. Efforts that can be made include fostering work ethic, increasing the effectiveness of communication between employees and between leaders and employees, and encouraging a culture of knowledge sharing in the work environment. Thus, the implementation of the agency's duties and functions can run more optimally and the agency's goals can be achieved effectively.
b. The researchers are further expected to develop this study by adding other variables that are suspected to affect employee performance, such as work motivation, leadership, organizational culture, work environment, compensation, or job satisfaction. In addition, researchers can also expand the research objects in different agencies or organizations so that more diverse results are obtained and can be used as comparative material to enrich studies on factors that affect employee performance.

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