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The Effect of Work Discipline and Knowledge Sharing on Employee Performance through Work Motivation as an Intervening Variable at Petroleum and Gas Companies in Indonesia

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ABSTRACT

Pertamina is committed to improving the quality of its human resources, which is important for the company's business. The company is managed by a professional leadership and structure of workers, which is the result of the implementation of a structurally planned human resource development system and program. Therefore, the objective of this research is to find out the effect of work discipline and knowledge sharing on employee performance with work discipline as a mediator. This research uses quantitative methods and is conducted through structural equation modeling analysis with AMOS. The respondents involved in this research were employees of PT Pertamina Patra Niaga located at the central office, with a sample of 355 employees selected through the proportioned sampling method. The results indicated that work discipline, knowledge sharing, and work motivation have a positive effect on employee performance. In addition, work discipline and knowledge sharing have a positive effect on work motivation. Unfortunately, work motivation is not able to mediate the indirect effect between work discipline and knowledge sharing on employee performance.

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

INTRODUCTION

An organization has a purpose to achieve its vision and mission. An organization is a forum or gathering place for a group of people to work together in a rational and systematic, controlled, and guided manner to achieve a certain purpose by utilizing existing resources. Every person through the organization can get material and non-material rewards to fulfill their life needs up to the limits of the organization. The organization, including the company, has become an environment where humans can interact in every aspect called organizational behavior. Every organization expects high performance from human resources in completing the tasks given by an organization. Organizations realize that human resources are the basic capital in the process of organizational development.

Pertamina, as one of the State-owned Enterprises (SOEs) that aims to mobilize and improve the economic sector and state revenues, continues to mobilize aggressively and innovatively in order to create opportunities and capture business opportunities in the global market. Pertamina capitalizes on the strengths and advantages possessed by Indonesia as a maritime and archipelago country, and its strategic position on international economic routes. Pertamina as an energy company has complete business facilities from upstream to downstream, and this makes Pertamina become one of the energy companies in the world with an attractive business portfolio to attract partners and cooperation.

Pertamina is committed to improving the quality of its human resources, which is important for the company's business. Pertamina focuses on generating employees who have professionalism, commitment, dedication, and are business-oriented. The company is managed by a professional leadership and structure of workers, which is the result of the implementation of a structurally planned human resource development system and program.

Work discipline as defined by Siagian (2018), as an attempt made by management to encourage organizational or employees to comply the demands of various requirements that have been set by the company. Discipline is a person's behavior in accordance with work rules and procedures (Sutrisno, 2016). Work discipline is an attitude or action committed by employees in obeying company rules and regulations (Manik, 2017). Discipline is also a training process for employees so that employees can develop self-control and can be more effective in complying with the rules set by the company. Human resources who are disciplined at work are expected to improve their work performance. Work discipline aims to encourage employees to work to achieve the company's purpose. Based on the results of a pre-survey conducted by researchers, there are still at least 40% of the interviewees who perceive that discipline is still not a work principle that exists at PT Pertamina Patra Niaga.

Employee performance will achieve maximum results if supported by the knowledge they have. Basically, current developments in various fields are

perceived to require us to make changes also in these various fields, the free competition market requires business developers to have more knowledge. Organizations that are considered superior and competitive are organizations that are able to exploit the knowledge that exists in every human resource. Existing knowledge is then developed and shared among employees to achieve organizational purposes. Knowledge sharing is an important resource for organizations and is a main function in knowledge management. Knowledge sharing is described by Hoof et al (2003) as a reciprocal process in which individuals exchange knowledge to create new solutions. Individuals in organizations (employees) have the ability to share their work-related experiences, expertise, knowledge, and contextual information with other employees through formal and informal interactions within or across teams or work units in order that employees can have improved performance with new knowledge from their colleagues. Based on the results of the pre-survey, it indicates that 50% of the interviewees feel that knowledge sharing is not considered to be able to provide new solutions. They consider knowledge sharing as just sharing information without having a purpose.

Besides disciplined employees and knowledge sharing, work performance can also be affected by the motivation felt by employees. According to Hasibuan (2017) motivation is a motivational force that creates a person's work enthusiasm, in order to work together, work effectively and be integrated with all their efforts to achieve satisfaction which has an impact on performance. Motivation is an encouragement of needs within employees that need to be fulfilled for these employees to adjust to their environment. Due to the motivation felt by employees, employees will be more motivated to work so that they can achieve high performance. Employees will be more enthusiastic in doing their work so that organizational goals will be achieved. The pre-survey results indicate that 60% of the interviewees also do not have maximum motivation related to their work. They have not found the motivation that causes them to work at Pertamina International Marketing and Distribution.

The researcher conducted some literature review to find out the thing that can affect employee performance, with the results of empirical research, such as research by Dinantra (2020), Bangalino et. al (2019), Aeni and Kuswanto (2021) and Anthony (2017) stating that high work discipline will improve employee performance, this is contrary to research conducted by Paoki et. al (2017), Orlando (2018) and Riyanto et. al (2020) which states that discipline has no relationship with performance. No matter how much work discipline is produced, it will not motivate employees to be more active at work.

Meanwhile, the research conducted by Hanum et al (2020), Nurrachman et. al (2019), Wang et.al (2012), Khaerana and Mangiwa (2021), Orlando (2018) and Javadi et.al (2012) states that knowledge sharing has a positive effect on employee performance. The more information shared between workers, the higher the

performance of workers. However, this contradicts research conducted by Saragih and Harisno (2015) which states that knowledge sharing has no effect on employee performance. The research conducted by Dinantra (2020) and Ni'mah and Hadi (2020) states that work motivation will improve work performance. The encouragement within employees will make employees work harder. On the other hand, Abdullah (2018); and Aeni and Kuswanto (2021) state that motivation in employees will actually reduce employee performance. Different results were obtained by Riyanto et.al (2020) who actually stated that employee performance was not affected by employee motivation.

Based on the phenomenon gap and empirical gap, the researcher still has uncertainty about the effect between work discipline, knowledge sharing and motivation on work performance. Therefore, the researcher conducted a research on the Effect of Work Discipline and Knowledge Sharing on Employee Performance through Work Motivation as an Intervening Variable at PT Pertamina Patra Niaga. This research aims to find out the effect of work discipline and knowledge sharing on employee performance mediated by work discipline.

LITERATURE REVIEW

Employee Performance

Employee performance is an individual or group of people who have produced a function of work in a certain period of time that describes their optimality in complying with the achievement of organizational goals (Bernadin & Russell, 2013). Performance is the comparison between work results and established standards (Dessler, 2020). Performance is the work of employees who do their duties and functions on certain guidelines or instructions in accordance with their position or level with predetermined standards (Torang, 2014). Meanwhile, according to Palupi et al (2023) described that employee performance is assessed based on terms of quality and quantity of work standarts set by the company.

Based on the descriptions above, it can be concluded that performance is the achievement or work produced by employees, determined based on certain targets in order to achieve organizational goals. Performance indicates the success of employees in achieving organizational goals, from performance can provide an overview of the level achievement of program implementation activities or policies in realizing the company's goals, objectives, vision and mission as outlined in the strategic planning of a company.

Work Discipline

Discipline is a procedure that corrects or punishes subordinates when they violate the rules (Dessler, 2020). Work discipline refers to the ability of employees to regulate their behavior and actions to achieve specific goals, comply with organizational norms, and comply with rules and regulations (Robbins et al., 2014). Work discipline refers to the extent to which employees comply with organizational

rules and procedures, perform their duties efficiently, and maintain good relations with colleagues and superiors (Lussier & Achua, 2015). Meanwhile, according to Iman et al (2023), one of the things that must be considered in order to achieve effective and efficient organizational objectives called employee work discipline. Based on the definition described above, discipline is a condition in an organization in which employees behave in accordance with the rules and standards to be obeyed by employees as the rules that apply in the organization.

Knowledge Sharing

Knowledge sharing as a systematic process of transmitting, distributing, and disseminating knowledge and multidimensional context from a person or organization or company to other people or other organizations that require it through varied methods and media (Khaerana & Mangiwa, 2021). Knowledge sharing is communication between employees that involves communication and information and knowledge exchange (Sandra et al., 2022). Knowledge sharing is a method or approach attempted by management through knowledge management that is used to provide opportunities for its members to share knowledge (Probosari & Siswanti, 2017). Based on the definition above, knowledge sharing can be interpreted as communication between employees that serves to share knowledge, experience and abilities in order to solve certain problems or to avoid the possibility of problems occurring. Knowledge sharing is a process in knowledge management activities by sharing knowledge both vertically and horizontally.

Work Motivation

Motivation is a strength within a person that will affect the direction, intensity, persistence and voluntary behavior (Widiyono & Pakkanna, 2013). Motivation is the desire to use a high level of energy from their efforts to achieve organizational purposes, which is controlled by the ability to satisfy some individual goals (Robbins, Stephen P, 2017). Motivation is something that is constant, never ending, fluctuating and complex, and it is mostly a universal characteristic part of every organizational activity (Maslow, 2013). Therefore, high motivation is needed to improve performance productivity of employees (Iman et al., 2023). Based on the definition above, it can be concluded that work motivation is a strength within employees that can affect the direction, intensity, persistence and voluntary behavior that can lead to behavior or encouragement to achieve their goals.

RESEARCH METHODOLOGY

This research was tested using quantitative methods. Quantitative research is research that describes the conditions of the research variables described in numbers that are processed to obtain research conclusions (Sugiyono, 2019). This quantitative test is processed using analysis such as structural equation modeling

with AMOS. Structural equation model or SEM is a statistical test tool used to predict a research model that uses various variables that have complex constructions (Fan et al., 2016). This research used two independent variables, one mediating variable (intervening) and one dependent variable. The independent variables in this research are work discipline and knowledge sharing. The intervening variable in this research is work motivation. The dependent variable in this research is employee performance. The population of this research is all employees of PT Pertamina Patra Niaga, Jakarta, totaling 710 employees. While the sample of this research was 355 people. This sampling used proportioned sampling technique. The proportioned sampling technique is a sampling technique that takes the sample number in groups with proportionally different numbers. Primary data is a research data sourced directly from data sources (Sugiyono, 2019). Primary data is obtained from questionnaires which are then collected into one data tabulation. The data that has been formed in the data tabulation is then processed to get the conclusion of the research results.

RESULT AND DISCUSSION

The Effect of Work Discipline on Employee Performance

Work discipline has a positive effect on employee performance with an estimate value of 0.146 and a significance of 0.033. Discipline can be an action taken by management to encourage organizational members or employees to comply with the demands of various conditions set by the company (Satria & Dewi, 2019). Work discipline can be described as a management effort that is set with certain standards to be obeyed by employees as the rules that apply in the organization. Discipline is also a training process for employees in order to develop self-control and be more effective in obeying established regulations. Work discipline is a tool used by leaders to communicate with employees to be willing to change a behavior and as an effort to increase a person's awareness and willingness to observe all company regulations and applicable social norms (Robbins & Timothy A. Judge, 2015). Human resources who are disciplined at work are expected to improve performance. This research is aligned with this statement. The research results indicate that there is a significant positive effect between work discipline and employee performance. It can be deduced that employees who have high performance are caused by their disciplined behavior. Discipline is implemented by employees as their obligation at work which ultimately has an effect on the results of their work.

Work discipline has the highest score, that is, on the statement item "I use office facilities for work purposes" with an average of 3.80 with answers "highly agree" a total of 65 people; statements "agree" of 153 people; and statements "neutral" of 137 people. This indicates that employees who work at PT Pertamina Patra Niaga are dominated by people who agree and highly agree with the statement, which means that employee discipline is more assessed by the use of

appropriate office facilities to support their needs at work. Disciplined employees are characterized by using office facilities for work purposes, not personal interests. While employee performance has the highest score on the statement item “Employees have an awareness of myself and others” with an average of 4.06 with “highly agree” responses totaling 100 people; “agree” statements of 176 people; and “neutral” statements of 79 people. This indicates that employees who work at PT Pertamina Patra Niaga are dominated by people who agree and highly agree with the statement, which means that employees consider themselves to have high performance if they have awareness of themselves and others. This research supports research conducted by Dinantara (2020), Bangalino et. al (2019), Aeni and Kuswanto (2021), and Anthony (2017) which state that work discipline has a positive effect on employee performance.

The effect of Knowledge sharing on Employee Performance

Knowledge sharing has a positive effect on employee performance with an estimate value of 0.882 and a significance of 0.000. Organizations that are considered superior and competitive are currently organizations that are able to take advantage of the knowledge that exists in every human resource. Existing knowledge is then developed and shared among fellow employees to achieve organizational goals. Knowledge sharing is an important source for organizations and is a major function in knowledge management. Knowledge sharing is a reciprocal process in which individuals exchange knowledge to create new solutions (Hooff et al., 2003). Knowledge sharing can be defined as communication between employees that serves to share knowledge, experience and abilities so that they can solve certain problems or prevent problems from occurring. Knowledge sharing is a process in knowledge management activities by sharing knowledge both vertically and horizontally.

Knowledge sharing has the highest score, that is, on the statement item “I am close to other workers outside of work relationships” with an average of 3.77 with answers “highly agree” totaling 53 people; statement “agree” of 169 people; statement “neutral” of 133 people. This indicates that employees who work at PT Pertamina Patra Niaga are dominated by people who agree and highly agree with the statement, which means that employee knowledge sharing is more assessed by closeness outside of work. Employees are more open to share with other workers when outside of work relationships. Meanwhile, employee performance has the highest score on the statement item “Employees have an awareness of myself and others” with an average of 4.06 with answers highly agree in the amount of 100 people; “agree” statements in the amount of 176 people; and “neutral” statements in the amount of 79 people. This indicates that employees who work at PT Pertamina Patra Niaga are dominated by people who agree and highly agree with the statement, which means that employees consider themselves to have high performance if employees have awareness of themselves and others. High

knowledge sharing will have an impact on high performance. Knowledge sharing by employees is a desire to share with each other in work matters and personal matters which will ultimately support their work. This research supports research conducted by Hanum et al (2020), Nurrachman et al (2019), Wang and Wang (2012), Khaerana and Mangiwa (2021), Orlando (2018), Javadi et. al (2012) which state that knowledge sharing has a positive effect on employee performance.

The Effect of Work Discipline on Work Motivation

Work discipline has a positive effect on work motivation with an estimate value of 0.238 and a significance of 0.004 so that work discipline has a positive and significant effect on work motivation. Employees who have high work discipline make employees motivated for their work. Employees will have more strength in their internal self so that it has an impact on employee behavior to work harder.

Work discipline has the highest score, that is, on the statement item “I use office facilities for work purposes” with an average of 3.80 with answers “highly agree” of 65 people; statements “agree” of 153 people; and statements “neutral” of 137 people. This indicates that employees who work at PT Pertamina Patra Niaga are dominated by people who agree and highly agree with the statement, which means that employee discipline is more assessed by the use of appropriate office facilities to support their needs at work. Disciplined employees are characterized by using office facilities for work purposes, not personal interests. While work motivation has the highest score, that is, on the statement item “I want to achieve progress at work” with an average of 3.72 with “highly agree” responses of 49 people; “agree” statements of 158 people; and “neutral” statements of 148 people. This indicates that employees who work at PT Pertamina Patra Niaga are dominated by people who agree and highly agree with the statement, which means that employee work motivation is more assessed by the progress that can be obtained from work. This research is aligned with research conducted by Rosento et al (2019) which states that work discipline affects work motivation.

The Effect of Knowledge Sharing on Work Motivation

Knowledge sharing has a positive effect on work motivation with an estimate value of 0.520 and a significance of 0.040 so that knowledge sharing has a positive and significant effect on work motivation. Employees who have shared information both in and out will have high knowledge. This will encourage employees to be more motivated at work because they already have knowledge, experience skills and something new as a provision for work. However, this encouragement motivates employees as an intermediary for discipline and knowledge sharing factors among employees.

Knowledge sharing has the highest score, that is, on the statement item “I am close to other workers outside of work relationships” with an average of 3.77 with “highly agree” responses totaling 53 people; “agree” statements totaling 169

people; and “neutral” statements totaling 133 people. This indicates that employees who work at PT Pertamina Patra Niaga are dominated by people who agree and highly agree with the statement, which means that employee knowledge sharing is more assessed by closeness outside of work. Employees are more open to share with other workers when outside of work relationships. Employees are more open to share with other workers if outside of work relationships. While work motivation has the highest score, that is, on the statement item “I want to achieve progress at work” with an average of 3.72 with “highly agree” responses of 49 people; “agree” statements of 158 people; “neutral” statements of 148 people. This indicates that employees who work at PT Pertamina Patra Niaga are dominated by people who agree and highly agree with the statement, which means that employee work motivation is more assessed by the progress that can be obtained from work. This research is aligned with research conducted by Nili et al (2013) which states that knowledge sharing affects work motivation.

The Effect of Work Motivation on Employee Performance

Work motivation has a positive effect on employee performance with an estimate value of 0.267 and a significance of 0.078. Motivation is the strength within a person that will affect the direction, intensity, persistence and voluntary behavior (Astuti & Rianto, 2022). Motivation serves as a driving force that creates a person's work enthusiasm so that they want to work with all their efforts so that they can improve their performance (Sutrisno, 2014). However, motivation only serves as self-encouragement without becoming an impetus for the organization to achieve its goals. Energized employees can increase the contribution for the organization to achieve its goals so that motivation is considered to have an effect on employee performance.

This work motivation variable cannot mediate the effect of work discipline on employee performance and knowledge sharing. This is caused by work motivation. Work discipline and knowledge sharing have no direct effect on employee performance mediated by work motivation. Although work discipline and knowledge sharing contribute to employee performance through work motivation, their effect on employee performance cannot be described directly. This may occur because work motivation is a complex factor and is affected by many other variables that cannot be explained by work discipline and knowledge sharing directly.

Work motivation has the highest score, that is, on the statement item “I want to achieve progress at work” with an average of 3.72 with “highly agree” responses of 49 people; “agree” statements of 158 people; and “neutral” statements of 148 people. This indicates that employees who work at PT Pertamina Patra Niaga are dominated by people who agree and highly agree with the statement, which means that employee work motivation is more assessed by the progress that can be obtained from work. While employee performance has the highest score on the

statement item “Employees have awareness of themselves and others” with an average of 4.06 with “highly agree” responses of 100 people; “agree” statements of 176 people; and “neutral” statements of 79 people. This indicates that employees who work at PT Pertamina Patra Niaga are dominated by people who agree and highly agree with the statement, which means that employees consider themselves to have high performance if they have awareness of themselves and others. This research supports research conducted by Dinantara (2020); and Ni'mah and Hadi (2020) which state that motivation has a positive effect on employee performance.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of this research, there are several conclusions that can be concluded, such as (1) work discipline has a positive effect on employee performance; (2) knowledge sharing has a positive effect on employee performance; (3) work motivation has a positive effect on employee performance; (4) work discipline has a positive effect on work motivation; (5) knowledge sharing has a positive effect on work motivation; (6) work discipline has no effect on employee performance mediated by work motivation; and (7) knowledge sharing has no effect on employee performance mediated by work motivation.

Suggestion

Based on the results of this research, the researchers can provide several suggestions to various parties, especially those related to this research, such as (1) the researchers suggested to the company, especially the management of PT Pertamina Patra Niaga, it is required to supervise work discipline and knowledge sharing among its employees. Companies can provide clear and specific guidelines regarding the tasks to be accomplished, including deadlines and expected quality standards. This will help employees understand the expectations from them and focus on the tasks to be accomplished. Therefore, it is important that PT Pertamina Patra Niaga builds trust with its employees. The company can ensure that communication is open, honest and transparent. The company can provide challenging and interesting tasks to do, so that the employees feel encouraged to achieve the best results and feel satisfied with their work. Then, companies can also provide training and development to employees to assist them in connecting with their work. When employees feel they can develop new skills and abilities, they will feel valued and recognized, and feel more encouraged to do well; (2) for further researchers are expected to find more information about the determination of factors that can have an effect on employee performance. In addition, further researchers can also find other research objects that can resolve the gap that motivation is not able to mediate the effect of work discipline and knowledge sharing on employee performance.

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