

## **Fostering Success: Investigating Knowledge Sharing, Leadership, Work Behavior and Performance**

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### **Abstract**

This study examines the relationships between knowledge sharing, effective leadership, work behavior, and performance in *Sekretariat Daerah Denpasar*. The aim is to investigate how knowledge sharing and effective leadership influence performance, mediated by work behavior. Data was collected from 83 respondents through questionnaires, and multiple linear regression and path analysis were used for analysis. The results demonstrate significant and positive effects of knowledge sharing and effective leadership on work behavior within *Sekretariat Daerah Denpasar*. This emphasizes the importance of promoting a culture of knowledge sharing and developing effective leadership behaviors to enhance employee work behaviors. Furthermore, the study reveals significant and positive impacts of knowledge sharing, effective leadership, and work behavior on performance, highlighting their role in driving organizational success. Importantly, work behavior is identified as a mediating variable in the relationships between knowledge sharing, effective leadership, and performance. Positive work behaviors, including collaboration, communication, and adaptability, mediate the influence of knowledge sharing and effective leadership on performance outcomes. These findings underscore the significance of fostering positive work behaviors and creating a supportive work environment. The practical implications suggest that *Sekretariat Daerah Denpasar* should prioritize initiatives that enhance knowledge sharing practices, develop effective leadership skills, and foster positive work behaviors. By investing in these areas, the organization can improve employee engagement, collaboration, and productivity, ultimately leading to enhanced performance outcomes.

Keywords: Performance, Work Behavior, Knowledge Sharing, Effective Leadership, *Sekretariat Daerah Denpasar*.

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### **1. Introduction**

The *Sekretariat Daerah Denpasar*, or the Denpasar Regional Secretariat, is the administrative body responsible for supporting the operations and functions of the local government in Denpasar, which is the capital city of Bali Province in Indonesia. The *Sekretariat Daerah* plays a crucial role in facilitating communication, coordination, and decision-making within the local government structure. The main purpose of the *Sekretariat Daerah* is to provide administrative and technical support to the mayor and other government officials in carrying out their duties and implementing policies and programs. It serves as the central coordinating body for various government departments and agencies, ensuring effective collaboration and synergy among them. The *Sekretariat Daerah* is responsible for a wide range of tasks and functions. These include preparing and organizing meetings, both for the local government and with other stakeholders, to discuss and plan policies, programs, and development initiatives. They also handle the documentation and records management processes, ensuring that important documents, decisions, and resolutions are properly recorded and maintained.

Another important responsibility of the *Sekretariat Daerah* is to facilitate communication between the local government and the public. They act as a liaison point for citizens, receiving inquiries, complaints, and suggestions, and providing information on government services, regulations, and initiatives. They also support the dissemination of public information through various channels, such as official websites, social media, and public announcements. Additionally, the *Sekretariat Daerah* plays a key role in budgeting and financial management. They assist in the formulation and preparation of the local government budget, ensuring that it aligns with strategic goals and priorities. They also monitor and oversee the financial implementation of programs and projects, ensuring transparency, accountability, and compliance with regulations.

In the contemporary business landscape, organizations face the challenge of optimizing their performance and achieving organizational goals. To accomplish this, they must understand the intricate relationships between various factors that influence performance. One such influential set of factors includes knowledge sharing, effective leadership, work behavior, and their impact on performance outcomes. In *Sekretariat*

*Daerah Denpasar*, the phenomenon under investigation revolves around understanding how knowledge sharing practices, effective leadership behaviors, and work behaviors contribute to the overall performance of the organization. Knowledge sharing refers to the process of exchanging knowledge, ideas, and expertise among employees, enabling them to collectively leverage their knowledge assets for improved performance [1]. Effective leadership encompasses the skills, behaviors, and actions of leaders that inspire and guide employees towards achieving organizational objectives [2]. Work behavior encompasses the attitudes, actions, and behaviors demonstrated by employees in their day-to-day work, reflecting their commitment, collaboration, and productivity [3]. Understanding this phenomenon is crucial for organizations in *Sekretariat Daerah Denpasar* as it enables them to identify strategies and interventions that can enhance knowledge sharing practices, cultivate effective leadership behaviors, and promote positive work behaviors. By leveraging these factors, organizations can foster a collaborative, innovative, and high-performing work culture that drives overall performance and success. Investigating the interplay between knowledge sharing, effective leadership, work behavior, and performance in *Sekretariat Daerah Denpasar* provides valuable insights into the complex dynamics within the organization. It allows for evidence-based decision-making, enabling organizations to implement targeted interventions and initiatives that promote a conducive work environment, enhance leadership effectiveness, and optimize employee behaviors for improved performance outcomes.

Employee performance is the outcome or achievement produced by employees, or the observable behavior displayed in accordance with their roles within an organization [4]. Factors that influence performance include knowledge sharing, effective leadership, and work behavior. To enhance employee performance, knowledge sharing must be enhanced. In addition to knowledge sharing, the factor of effective leadership is also essential for improving employee performance. Work behavior is another important factor for enhancing employee performance. Knowledge sharing plays a crucial role in enhancing employee performance. When employees actively share knowledge, whether it be through experiences, skills, or information, they can improve efficiency, innovation, and problem-solving within the organization. Through knowledge sharing, employees can learn from each other, develop new competencies, and enhance overall productivity [5]. Furthermore, effective leadership is a key factor that influences employee performance. An effective leader provides clear direction, motivates, facilitates, and supports employees. With effective leadership, employees feel their needs are met, they feel valued, and they have clarity in their tasks and goals to be achieved [6]. This helps improve employee

engagement, work enthusiasm, and ultimately their performance. Additionally, work behavior plays a significant role in enhancing employee performance. Work behavior encompasses attitudes, motivation, work ethics, cooperation, discipline, and employees' sense of responsibility in carrying out their tasks [7]. Organizations can implement policies and programs that encourage employees to share knowledge, develop leadership capabilities, provide recognition and rewards for good work behavior, and offer the necessary support and resources to achieve optimal performance [8]. By considering these factors, organizations can create a productive, collaborative, and inspiring work environment that fosters overall improvement in employee performance [9].

Knowledge sharing is a method or step within knowledge management that allows members of a group, organization, institution, or company to provide opportunities for sharing their knowledge, techniques, experiences, and ideas with others [10]. It involves the transfer and dissemination of valuable information and expertise to enhance collective knowledge and performance. The process of knowledge sharing encompasses various activities, such as exchanging ideas, discussing best practices, documenting lessons learned, conducting training sessions, collaborating on projects, and fostering a culture of open communication. It goes beyond simply possessing knowledge and extends to actively sharing and disseminating that knowledge with others [7]. Knowledge sharing brings several benefits to individuals and organizations. Firstly, it promotes learning and continuous improvement by enabling individuals to access a broader range of information and perspectives. Through knowledge sharing, individuals can acquire new knowledge, skills, and insights that can enhance their professional growth and problem-solving abilities. Secondly, knowledge sharing fosters collaboration and teamwork. By sharing knowledge, team members can work together more effectively, leveraging each other's expertise and building on shared understanding [11]. This creates a knowledge-based environment where individuals and teams can make informed decisions, avoid redundant efforts, and build upon the existing knowledge base. To promote effective knowledge sharing, organizations can employ various strategies. These may include establishing formal knowledge sharing platforms, such as intranets, databases, or online forums, where individuals can contribute and access knowledge resources [12].

Effective leadership refers to the ability to carry out tasks, functions (operational activities, programs, and vision) within an organization or similar entity without the presence of undue pressure and tension among the implementers [13]. It involves the capability to guide, inspire, and influence others towards the achievement of shared goals and objectives. Effective leadership

encompasses various qualities and skills that enable leaders to effectively manage and coordinate the efforts of their team or organization [14]. These qualities may include strong communication skills, the ability to build and maintain relationships, decision-making capabilities, strategic thinking, adaptability, and emotional intelligence. One aspect of effective leadership is the competence to perform tasks and functions efficiently [15]. Leaders need to possess the necessary knowledge, expertise, and skills to fulfill their responsibilities effectively. They should have a clear understanding of the organization's goals, vision, and strategies, and be able to align the efforts of their team members towards achieving them. Another essential aspect of effective leadership is the ability to create a positive and supportive work environment [16]. Leaders should foster a culture of trust, respect, and open communication, where team members feel comfortable sharing ideas, expressing concerns, and contributing to the decision-making process. By creating such an environment, leaders can inspire and motivate their team members, leading to increased engagement, productivity, and satisfaction. Effective leaders also demonstrate the capacity to handle conflicts and challenges [17]. Furthermore, effective leadership involves empowering and developing the potential of team members. Leaders provide guidance, support, and opportunities for growth and development. They delegate tasks and responsibilities, allowing individuals to take ownership and develop their skills and expertise. By empowering their team members, leaders foster a sense of ownership and accountability, resulting in increased motivation and commitment to achieving organizational objectives. To enhance leadership effectiveness, continuous learning and self-improvement are crucial. Effective leaders are open to feedback, actively seek opportunities for personal and professional development, and stay updated on industry trends and best practices [9]. They invest in their own growth and strive to enhance their leadership capabilities to meet the evolving needs of their team and organization.

Work behavior refers to a collective group of individuals who coordinate their efforts in a collaborative and sustained manner to achieve common goals [18]. It encompasses the actions, attitudes, and interactions exhibited by employees within an organization as they carry out their tasks and responsibilities [19]. Effective work behavior is essential for creating a productive and harmonious work environment. When individuals exhibit positive work behavior, such as cooperation, teamwork, professionalism, and a strong work ethic, it contributes to the overall success and achievement of organizational objectives. Cooperation and teamwork are key components of work behavior [20]. Employees who engage in cooperative behavior actively collaborate with their colleagues, share knowledge and

resources, and support one another to accomplish shared goals. They recognize the importance of collective efforts and understand that working together enhances efficiency, effectiveness, and overall performance. Professionalism is another important aspect of work behavior [21]. It involves displaying appropriate conduct, ethics, and integrity in the workplace. Professional behavior encompasses qualities such as punctuality, accountability, respect for others, and maintaining a positive and respectful attitude towards colleagues and superiors. Professionalism contributes to a healthy work environment and fosters trust and credibility among team members. A strong work ethic is fundamental to work behavior. It involves demonstrating dedication, diligence, and a commitment to performing tasks to the best of one's abilities [12]. Employees with a strong work ethic are self-motivated, take ownership of their responsibilities, and consistently strive to meet or exceed expectations. They demonstrate reliability, perseverance, and a willingness to go the extra mile to achieve desired outcomes. Effective communication is another crucial element of work behavior [22]. Clear and open communication facilitates information sharing, problem-solving, and effective collaboration among team members. Good communication skills help prevent misunderstandings, promote a positive work atmosphere, and ensure that tasks and objectives are clearly understood by all. Developing and promoting positive work behavior requires organizational support and leadership. Organizations can foster a culture that values and rewards behaviors aligned with the desired work behavior [23]. This can be achieved through training programs, performance management systems, and recognition and reward initiatives that encourage and reinforce positive behaviors. Managers and leaders play a vital role in modeling and promoting positive work behavior. They should lead by example, exhibiting the desired behaviors and values they wish to see in their employees. Effective leaders also provide clear expectations, offer guidance and feedback, and create opportunities for growth and development, enabling employees to enhance their work behavior over time [24].

The purpose of this study is to investigate the influence of knowledge sharing and effective leadership behaviors can shape work behavior among employees within the Sekretariat Daerah, and subsequently impact the overall performance of the organization. The study recognizes the significance of performance as a critical factor in achieving organizational goals and objectives. It acknowledges that knowledge sharing, effective leadership, and work behavior play crucial roles in driving performance outcomes. By conducting a comprehensive examination of the impact of knowledge sharing and effective leadership, the study seeks to provide valuable insights into how these factors contribute to shaping work behavior among

employees. It aims to explore the extent to which knowledge sharing practices and effective leadership behaviors influence work behavior, and subsequently how work behavior mediates the relationship between knowledge sharing, effective leadership, and performance. Through the study's findings, it is anticipated that recommendations and practical insights can be derived to enhance organizational effectiveness and employee performance within *Sekretariat Daerah Denpasar*.

## 2. Research Method

The research methodology utilized for this study involves multiple linear regression analysis and path analysis. A questionnaire was distributed to a sample of 83 respondents from *Sekretariat Daerah Denpasar*. The data analysis was conducted using multiple linear regression analysis to examine the relationships between knowledge sharing, effective leadership, work behavior, and performance. The results of the analysis indicated that there is a positive and significant influence of knowledge sharing on work behavior within *Sekretariat Daerah Denpasar*. Additionally, there is a positive and significant influence of effective leadership on work behavior within *Sekretariat Daerah Denpasar*. Furthermore, the analysis revealed a positive and significant influence of knowledge sharing on performance within *Sekretariat Daerah Denpasar*. Similarly, there is a positive and significant influence of effective leadership on performance within *Sekretariat Daerah Denpasar*. Additionally, work behavior was found to have a positive and significant influence on performance within *Sekretariat Daerah Denpasar*. Moreover, the findings indicated that work behavior mediates the relationship between knowledge sharing and performance. Similarly, work behavior was found to mediate the relationship between effective leadership and performance within *Sekretariat Daerah Denpasar*. Based on the results, it is recommended that *Sekretariat Daerah Denpasar* focuses on enhancing knowledge sharing, effective leadership, and work behavior to improve employee performance. By promoting a culture of knowledge sharing and providing effective leadership practices, the organization can foster positive work behaviors that lead to enhanced performance outcomes.

## 3. Result and Discussion

The variables in this study are abbreviated as follows: Original Sample (OS), Knowledge Sharing (KS), Effective Leadership (EL), Performance (PM), and Work Behavior (WB). Table 1 presents the results of data tabulation using Smart-PLS software.

Table 1. Direct Effects

Path	OS	T Stat	P-Values	Decision
KS>WB	0.488	6.588	0.000	Accepted
EL>WB	0.458	6.181	0.000	Accepted
KS>PM	0.133	3.267	0.002	Accepted
EL>PM	0.142	3.561	0.001	Accepted
WB>PM	0.767	15.527	0.000	Accepted

The results of the data analysis indicate a significant relationship between knowledge sharing and work behavior within *Sekretariat Daerah Denpasar*. This finding supports the notion that when employees actively engage in knowledge sharing activities, it positively influences their work behavior. This is consistent with previous research that emphasizes the importance of knowledge sharing in fostering desirable work behaviors, such as cooperation, collaboration, and knowledge transfer. The obtained t-value of 6.588 is higher than the critical t-value of 1.990 at a significance level of 0.05, indicating a strong and significant relationship between knowledge sharing and work behavior. Additionally, the p-value of 0.000, which is lower than the significance level, further confirms the statistical significance of the relationship. The acceptance of the alternative hypothesis and rejection of the null hypothesis provide substantial evidence that supports the positive impact of knowledge sharing on work behavior. This implies that employees who actively participate in knowledge sharing activities are more likely to exhibit positive work behaviors that contribute to organizational effectiveness and performance. The findings highlight the importance of creating an organizational culture that encourages and facilitates knowledge sharing. By promoting knowledge sharing practices, organizations can foster a collaborative and learning-oriented environment where employees feel motivated and supported to share their knowledge and experiences. This, in turn, leads to improved work behaviors, such as increased cooperation, better communication, and a stronger sense of teamwork [25]. The practical implications of these findings for *Sekretariat Daerah Denpasar* are significant. The organization should consider implementing strategies to enhance knowledge sharing among employees. This can include providing training and resources on effective knowledge sharing techniques, establishing platforms or systems that facilitate knowledge exchange, and recognizing and rewarding employees for their contributions to knowledge sharing initiatives. By focusing on knowledge sharing, *Sekretariat Daerah Denpasar* can harness the collective knowledge and expertise of its employees, leading to improved work behaviors and ultimately enhanced organizational performance. It is essential for the organization to foster a supportive environment that values and encourages knowledge sharing, as this will create a positive feedback loop where increased knowledge sharing drives better work



behaviors and, in turn, leads to improved performance outcomes.

The analysis conducted using SEM-PLS revealed significant results for the variable of effective leadership (EL). The obtained t-value for effective leadership is 6.181, which is higher than the critical t-value of 1.990 at a significance level of 0.05. Furthermore, the p-value for effective leadership is 0.000, indicating statistical significance. Consequently, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H2) is accepted. Therefore, the second hypothesis is supported by the data. These findings suggest a positive and significant relationship between effective leadership and work behavior within *Sekretariat Daerah Denpasar*. It implies that when leaders exhibit effective leadership behaviors, it positively influences the work behaviors of employees within the organization. This aligns with previous research that emphasizes the crucial role of effective leadership in shaping employee behavior and fostering a positive work environment. The t-value of 6.181 indicates the strength and direction of the relationship between effective leadership and work behavior. In this case, the positive t-value suggests that as effective leadership increases, work behavior also tends to increase. This indicates that when leaders demonstrate effective leadership qualities such as clear communication, support, guidance, and motivation, it positively impacts the work behaviors of employees. The rejection of the null hypothesis and acceptance of the alternative hypothesis indicate the significance of the relationship between effective leadership and work behavior. The obtained p-value of 0.000 indicates a high level of statistical significance, providing strong evidence to support the finding that effective leadership has a positive and significant influence on work behavior within *Sekretariat Daerah Denpasar*. These results have practical implications for *Sekretariat Daerah Denpasar*. The organization should prioritize developing and nurturing effective leadership practices to enhance work behaviors among employees. This can be achieved through leadership development programs, training initiatives, and providing leaders with the necessary skills and tools to effectively lead and inspire their teams. By focusing on effective leadership, *Sekretariat Daerah Denpasar* can foster a positive work environment, improve employee engagement, and enhance work behaviors such as collaboration, motivation, and productivity. Effective leaders can create a supportive culture that encourages employees to perform at their best and contribute to the overall success of the organization [13].

The analysis using Structural Equation Modeling-Partial Least Squares (SEM-PLS) revealed significant results for the variable of knowledge sharing (KS). The obtained t-value for knowledge sharing is 3.267, which is higher than the critical t-value of 1.990 at a significance level of 0.05. Additionally, the p-value for

knowledge sharing is 0.002, indicating statistical significance. As a result, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H3) is accepted. Thus, the third hypothesis is supported by the data. These findings indicate a positive and significant relationship between knowledge sharing and performance within *Sekretariat Daerah Denpasar*. It suggests that when employees engage in knowledge sharing activities, it positively influences their performance outcomes. This is in line with previous research highlighting the importance of knowledge sharing in driving individual and organizational performance. The t-value of 3.267 indicates the strength and direction of the relationship between knowledge sharing and performance. In this case, the positive t-value suggests that as knowledge sharing increases, performance also tends to increase. This implies that employees who actively participate in knowledge sharing activities are more likely to perform at a higher level, contributing to the overall effectiveness and success of the organization. The rejection of the null hypothesis and acceptance of the alternative hypothesis underscore the significance of the relationship between knowledge sharing and performance. The obtained p-value of 0.002 indicates a high level of statistical significance, providing robust evidence to support the finding that knowledge sharing has a positive and significant impact on performance within *Sekretariat Daerah Denpasar*. These findings have practical implications for *Sekretariat Daerah Denpasar*. The organization should emphasize and promote a culture of knowledge sharing among employees to enhance their performance. This can be achieved through the implementation of knowledge-sharing platforms, encouraging collaboration and teamwork, and fostering an environment that values and recognizes the importance of knowledge exchange. By fostering knowledge sharing practices, *Sekretariat Daerah Denpasar* can tap into the collective knowledge and expertise of its employees, leading to improved performance outcomes. Employees who actively engage in knowledge sharing are more likely to possess a broader understanding of their roles, have access to diverse perspectives, and be able to make informed decisions, ultimately contributing to enhanced performance [16].

The findings yielded significant results for the variable of effective leadership (EL). The obtained t-value for effective leadership is 3.561, which is higher than the critical t-value of 1.990 at a significance level of 0.05. Additionally, the p-value for effective leadership is 0.001, indicating statistical significance. Consequently, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H4) is accepted. Thus, the fourth hypothesis is supported by the data. These findings suggest a positive and significant relationship between effective leadership and performance within *Sekretariat Daerah Denpasar*. It implies that when leaders

demonstrate effective leadership behaviors, it positively influences the performance outcomes of employees within the organization. This aligns with previous research emphasizing the crucial role of effective leadership in driving employee performance and organizational success. The t-value of 3.561 indicates the strength and direction of the relationship between effective leadership and performance. In this case, the positive t-value suggests that as effective leadership increases, performance also tends to increase. This implies that leaders who exhibit effective leadership qualities such as clear communication, support, motivation, and guidance are more likely to contribute to improved performance outcomes. The rejection of the null hypothesis and acceptance of the alternative hypothesis underline the significance of the relationship between effective leadership and performance. The obtained p-value of 0.001 indicates a high level of statistical significance, providing strong evidence to support the finding that effective leadership has a positive and significant impact on performance within *Sekretariat Daerah Denpasar*. These findings have practical implications for *Sekretariat Daerah Denpasar*. The organization should prioritize the development and cultivation of effective leadership practices to enhance employee performance. This can be achieved through leadership training, fostering a supportive work environment, and empowering leaders with the necessary skills and tools to effectively guide and motivate their teams. By emphasizing effective leadership, *Sekretariat Daerah Denpasar* can create a work environment that promotes employee engagement, motivation, and productivity. Effective leaders can provide clear direction, support growth and development, and inspire employees to perform at their best [26]. These factors contribute to improved performance outcomes and the overall success of the organization.

The analysis conducted yielded significant results for the work behavior variable (WB). The obtained t-value for work behavior is 15.527, which is significantly higher than the critical t-value of 1.990 at a significance level of 0.05. Additionally, the p-value for work behavior is 0.000, indicating a high level of statistical significance. Consequently, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_5$ ) is accepted. Thus, the fifth hypothesis is supported by the data. These findings indicate a positive and significant relationship between work behavior and performance within *Sekretariat Daerah Denpasar*. It suggests that employees who exhibit positive work behaviors are more likely to perform at a higher level and contribute to organizational effectiveness. This aligns with previous research emphasizing the importance of work behavior in driving individual and organizational performance. The t-value of 15.527 indicates the strength and direction of the relationship between work behavior and performance. In this case, the

significantly positive t-value suggests that as work behavior increases, performance also tends to increase. This implies that employees who demonstrate positive work behaviors, such as cooperation, professionalism, and strong work ethic, are more likely to contribute to improved performance outcomes. The rejection of the null hypothesis and acceptance of the alternative hypothesis underscore the significance of the relationship between work behavior and performance. The obtained p-value of 0.000 indicates a high level of statistical significance, providing robust evidence to support the finding that work behavior has a positive and significant impact on performance within *Sekretariat Daerah Denpasar*. These findings have practical implications for *Sekretariat Daerah Denpasar*. The organization should focus on promoting and cultivating positive work behaviors among employees to enhance performance. This can be achieved through initiatives such as providing clear expectations and guidelines, fostering a supportive work environment, and recognizing and rewarding employees for their positive contributions. By emphasizing positive work behaviors, *Sekretariat Daerah Denpasar* can create a work culture that promotes collaboration, professionalism, and a strong work ethic. These factors contribute to improved performance outcomes, employee satisfaction, and organizational success.

Furthermore, this study also examines the indirect effects or interventions of the Work Behavior variable, which are presented in Table 2.

Table 2. Indirect Effects

Path	OS	T Stat	P-Values	Decision
KS > WB > PM	0.374	7.364	0.000	Accepted
EL > WB > PM	0.351	2.233	0.000	Accepted

The findings presented in table 2 suggest that the indirect influence of knowledge sharing on performance (PM) through work behavior (WB) is greater than the direct influence of knowledge sharing (KS) on performance (PM). This is supported by the values of the indirect effect (<0.374) being larger than the direct effect (0.133). These results indicate that work behavior plays a mediating role or acts as an intervening variable in the relationship between knowledge sharing and performance. The significant indirect effect of knowledge sharing on performance through work behavior highlights the importance of considering work behavior as a mechanism through which knowledge sharing impacts performance. This suggests that when employees engage in knowledge sharing activities, it influences their work behavior, which, in turn, leads to improved performance outcomes. Work behavior acts as a bridge between knowledge sharing and performance by mediating the relationship. Positive work behaviors, such as collaboration, communication, and teamwork, enable employees to effectively utilize the shared knowledge

and apply it to their tasks and responsibilities, resulting in enhanced performance. The findings emphasize the importance of fostering a work environment that not only encourages knowledge sharing but also promotes positive work behaviors. By investing in initiatives that support and recognize desirable work behaviors, organizations can create a culture that maximizes the impact of knowledge sharing on performance. It is essential for organizations, including *Sekretariat Daerah Denpasar*, to acknowledge the mediating role of work behavior and incorporate strategies that nurture and reinforce positive work behaviors. This can be achieved through leadership practices that promote and model desired behaviors, training programs that enhance communication and collaboration skills, and the establishment of reward systems that recognize and incentivize positive work behaviors. By recognizing the mediating role of work behavior, organizations can enhance the effectiveness of knowledge sharing initiatives and create a pathway for translating shared knowledge into improved performance outcomes.

The results suggest that the indirect influence of effective leadership (EL) on performance (WB) through work behavior (PM) is greater than the direct influence of effective leadership on performance. This is supported by the values of the indirect effect (0.351) being larger than the direct effect (0.142). These findings indicate that work behavior plays a mediating role or acts as an intervening variable in the relationship between effective leadership and performance. The significant indirect effect of effective leadership on performance through work behavior highlights the importance of considering work behavior as a mechanism through which effective leadership impacts performance. This suggests that when leaders demonstrate effective leadership behaviors, it influences the work behaviors of employees, which, in turn, leads to improved performance outcomes. Work behavior acts as a mediating factor between effective leadership and performance by translating the leadership qualities and actions into actual behaviors that drive performance. Positive work behaviors, such as motivation, cooperation, and adaptability, can be nurtured and influenced by effective leadership practices. These behaviors, in turn, contribute to enhanced performance outcomes. The findings underscore the importance of cultivating and developing effective leadership behaviors that positively influence work behavior. Leaders should focus on establishing clear communication channels, providing support and guidance, and fostering a positive work environment that encourages and rewards desirable work behaviors. By recognizing the mediating role of work behavior, organizations can enhance the impact of effective leadership on performance outcomes. This highlights the importance of integrating leadership development programs and initiatives that

focus not only on enhancing leadership skills but also on fostering positive work behaviors among employees.

#### **4. Conclusion**

In conclusion, the findings of the study reveal several important conclusions regarding the influence of knowledge sharing, effective leadership, work behavior, and performance within *Sekretariat Daerah Denpasar*. Firstly, the study demonstrates that knowledge sharing significantly influences work behavior. When employees actively engage in knowledge sharing practices, it positively impacts their work behaviors, such as collaboration, communication, and knowledge transfer. This highlights the importance of promoting a culture of knowledge sharing within the organization to enhance work behaviors. Secondly, effective leadership is found to have a significant influence on work behavior. When leaders demonstrate effective leadership behaviors, such as clear communication, support, motivation, and guidance, it positively affects the work behaviors of employees. This emphasizes the crucial role of effective leadership in shaping employee behaviors and fostering a positive work environment. Thirdly, both knowledge sharing and effective leadership significantly influence performance. The study demonstrates that when employees engage in knowledge sharing activities and leaders exhibit effective leadership practices, it positively impacts the overall performance outcomes of *Sekretariat Daerah Denpasar*. This highlights the importance of these factors in driving organizational success and achieving performance objectives. Furthermore, work behavior is identified as a mediating variable in the relationships between knowledge sharing, effective leadership, and performance. This suggests that work behavior plays a vital role in translating the influence of knowledge sharing and effective leadership into improved performance outcomes. Positive work behaviors, such as cooperation, communication, and adaptability, mediate the relationship between knowledge sharing, effective leadership, and performance. The practical implications of these conclusions are significant. *Sekretariat Daerah Denpasar* should focus on enhancing knowledge sharing practices, effective leadership behaviors, and fostering positive work behaviors among employees. By investing in these areas, the organization can improve employee engagement, collaboration, and productivity, ultimately leading to enhanced performance outcomes. Overall, this study provides valuable insights into the interplay between knowledge sharing, effective leadership, work behavior, and performance within *Sekretariat Daerah Denpasar*. The findings emphasize the importance of creating a supportive work environment, promoting knowledge sharing practices, and developing effective leadership skills to drive performance and achieve organizational goals.

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