

The Influence of Ethical Leadership, Creative Work Climate, and Self-Efficacy on Employee Performance with Knowledge Sharing as an Intervening Variable

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ABSTRACT

Performance is the main thing that an organization expects from the human resources it manages to bring the organization to its vision. In terms of employee performance, public service organizations have so far not yet succeeded in sufficing community expectations. This study aims to determine the effect of ethical leadership, creative work climate, and self-efficacy on employee performance and the role of knowledge sharing as a mediating variable. The research sample consisted of 100 employees at the Central Office of the Ministry of Industry with simple random sampling. The research approach is a quantitative method. The research instrument used the Individual work performance questionnaire (IWPQ), Ethical Leadership Scale, Creative Climate Questionnaire (CCQ), General Self-Efficacy Scale (GSE), and knowledge sharing measurement based on a combination of social capital factors and theory of reasoned action, all of which were modified and adapted to the needs of this research. Data collection techniques were carried out by interviews and closed questionnaires with a Likert scale of 1 to 4 with data analysis techniques using Smart PLS 4. The research findings show that ethical leadership, creative work climate, and self-efficacy have a direct positive and significant effect at the moderate level on knowledge sharing, and shows that ethical leadership, creative work climate, and self-efficacy have a direct positive and significant effect at a strong level on employee performance. Unexpected results reveal that the mediating role of knowledge sharing between the influence of ethical leadership, creative work climate, and self-efficacy on employee performance is negatively significant at a low level.

INTRODUCTION

Human resources are the main pillar of an organization and an inseparable part of organizational management. Human resource management today is increasingly complex due to developments over time. The rapid, massive changes in technology, culture, demographics and economics that are significant in today's knowledge-based economy, accompanied by intense global competition, challenge every organization to lead, manage and empower its human resources with various new approaches to be able to provide best contribution to the organization and vice versa, opinion from (Karabey & Aliogullari, 2018); (Davidescu, Apostu, Paul, & Casuneanu, 2020); (Hanaysha, 2022). Leading, managing and empowering human resources is also very important to improve the organization's core competencies and support the organization so that it not only survives but also maintains a sustainable

competitive advantage in the global market based on the organization's maximum performance as an accumulation of all the performance of its members. In order for performance to continue to increase, strategic and operational steps must be determined and carried out consistently and consistently (Osama F, El-Haddadeh, & Eldabi, 2019).

The performance of employees or employees in an organization which can be influenced by external factors in the organizational environment and internal factors in the form of internal factors in the organizational environment and internal factors of employees must be addressed appropriately. Therefore, it is important to pay attention to internal and external factors. According to (Sandra, 2018); (Nguyen, Yandi, & Mahaputra, 2020); (Carter, Nesbit, Badham, Parker, & Sung, 2018) and (Diamantidis & Chatzoglou, 2018) internal factors include ability, knowledge, personality, work motivation, self-efficacy, job satisfaction, pro-active attitude, commitment and discipline. Meanwhile, external factors according to (Sandra, 2018) and (Diamantidis & Chatzoglou, 2018) include leadership, leadership style, organizational culture, work climate, work environment, loyalty and work communication (Elqassaby, 2018). The performance of employees or employees has a positive impact on organizations, both business organizations and the public sector. In carrying out their mandate, civil servants are the leaders of public services dedicated by the government to the community, so they are often used as indicators of the success of the government management system (Hasanudin & Budiharjo, 2021). However, it is a reality that practices may differ greatly between private organizations and government organizations. Government agencies and/or public organizations in various forms, levels and authorities are essentially part of government with their own specificities or particularities in realizing the government's vision and mission by implementing bureaucracy.

Research in various government agencies, both central and regional and their parts, shows that civil servants as the main part of government and development implementers still prioritize bureaucracy that prioritizes procedures over goals, authority over service, and tradition is more important than adaptability. Bureaucratic services that make things more difficult than easier still emerge, judging by the various complaints from the public (Sugiyono & Rahajeng, 2022). In 2018, the Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB) revealed that there were 30% or around 1.35 million civil servants (PNS) whose performance was classified as poor (Okezone.com, 2018). These data are quite concerning and clearly show the importance and need for bureaucratic reform, performance management and more reliable supervision. Apart from that, weak discipline greatly influences the poor performance of civil servants and also results in abuse of authority which leads to criminal matters (Fadil, 2020). "ethical violations are not necessarily legal violations, but legal violations definitely violate ethics" (Djamil & Djafar, 2016).

As a government agency, the Ministry of Industry with several work units has certain main tasks and functions related to the government's vision and mission regarding the Indonesian industrial world. Of course, these results will be achieved through the performance produced by this ministry's employees. The performance report of employees at the Ministry of Industry's Head Office to date shows this gap (Hair, Risher, Sarstedt, & Ringle, 2019).

Based on research, it shows that the average performance of employees at the Head Office of the Ministry of Industry. In 2019, the average employee performance was 92.7, decreased to 86.1 in 2020, then increased to 90.1 in 2021 but did not reach the performance in 2019. In addition, during 2019 – 2021, the average average performance does not reach the targets that have been set. The decline in average employee performance is most likely due to the Covid-19 pandemic. However, even though Covid19 in 2020 has reduced or limited the elements of performance indicators due to the implementation of work from home (WFH) and work from office (WFO) alternately, the decline in values

is not too steep. The largest decrease occurred in additional work results from 17.4 to 13.2, namely 24.13%, while the decrease that occurred in main performance was only 3%. Meanwhile, in the work behavior component of the sub-indicators, the largest decrease was in competence, amounting to 23.75%. Meanwhile, the decline in discipline and service-oriented sub-indicators was 2.1% and 23%.

During the recovery period in 2021, employee performance has increased again compared to during the pandemic. In the main work output indicators there was an increase of 2.1%. Meanwhile, additional work results increased by 15%. In the work behavior indicator, the discipline sub-indicator increased by 5%. In service-oriented sub-indicators, the increase occurred by 21%. The competency sub-indicator also saw an increase of 26%. The overall performance increase in 2021 when compared to 2019 still shows a decline of 2.8%.

In terms of determining performance indicators included in Employee Performance Targets as determined by the Ministry of State Apparatus Empowerment, both quantitatively and qualitatively, this is still an ideal thing but has not yet been realized in the Ministry of Industry. Several other interesting things related to employee performance, leadership, ethics, work climate and knowledge sharing at the Ministry of Industry based on these interviews can be described is that the majority of employees consider work solely as a consequence of employee obligations or without almost any other motivating factors (Ahmad & Karim, 2019). Maximum effort, sincerity and concentration in work are only found in a small number of employees while others treat dedication and commitment as simply an obligation to comply with the attendance list. An employee's independent initiative is generally avoided because it tends to become a problem. Discipline is basically not an employee's mentality because they think it has no important value. The facts show that discipline as an indicator included in performance measurement is only measured through absenteeism.

The influence of ethical leadership on knowledge sharing was researched by Swanson et al., (2020) and Su et al., (2021) which showed that especially ethical leaders have a significant positive effect on knowledge sharing. The results of this research are different from the research results of Çelik & Sağsan, (2022) which stated that ethical leadership has no effect on knowledge sharing. Swanson et al., stated that leaders as employee resources who allocate the right amount of resources to process information will have an effect on soft outcomes (knowledge sharing). Su et al., who researched the positive impact of ethical leadership on employees' knowledge sharing behavior from the perspective of morality in the context of Chinese culture, explained that as moral role models, ethical leaders are usually characterized by sincerity, compassion, and integrity. They can influence followers by expressing genuine concern and kindness toward their followers and focusing on shared interests. On the one hand, employees actively sharing knowledge is a kind of pro-social moral behavior, which can protect the common interests of the organization, but on the other hand, such behavior of "donating" knowledge also faces a higher risk of losing personal ownership of one's acquired knowledge. . In such circumstances, leaders play an important role in this ethical dilemma. In the Chinese cultural context, people generally pay attention to obeying the authority of the leadership and the collective interests of the organization.

Through all the phenomena and data mentioned above, it can be concluded that not every event and/or empirical evidence and researcher logic is in accordance with existing theory. To the best of researchers' knowledge, the influence of a creative work climate on employee performance is rarely studied, as is the influence of knowledge sharing on employee performance. The description described previously regarding employee performance and various things that influence it and the public's view of civil servants in general made the author interested in conducting relevant research at the Ministry of Industry entitled "The Influence of Ethical Leadership, Creative Work Climate, and Self-Efficacy on

Employee Performance with Knowledge Sharing as an intervening variable. Study at the Head Office of the Ministry of Industry” (Akfirat, 2020).

METHODS

The model in this research is presented in Figure 1

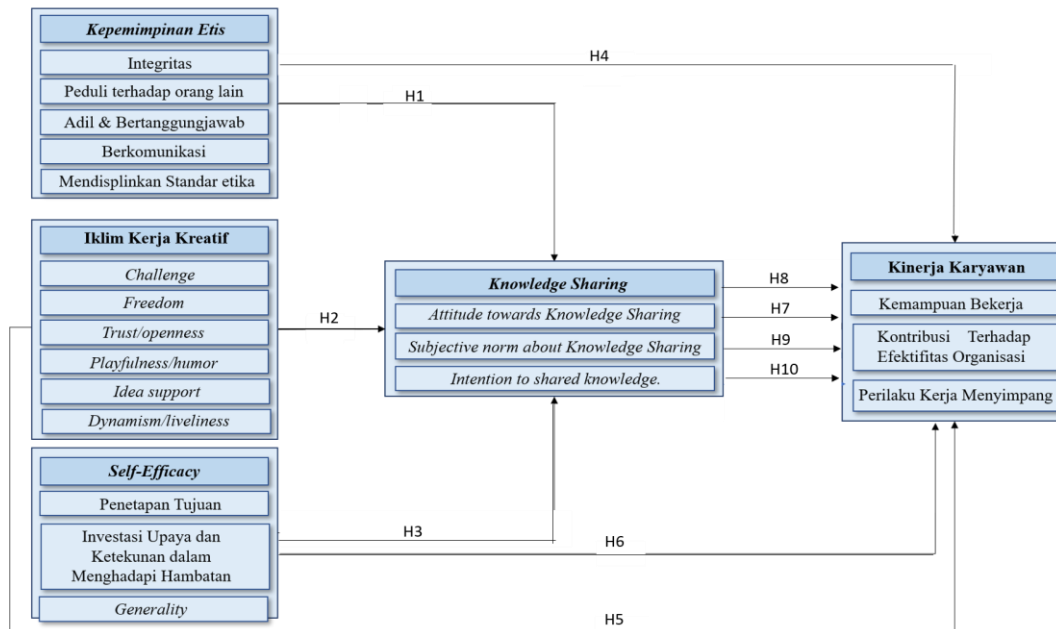


Figure 1

Source: 2023 processing data

The research model above was created based on research questions (*research question*) which shows a collection of several concepts and the relationship between these concepts. This research is research using quantitative methods where the proposed research approach is carried out through a series of processes, formulating hypotheses, going out into the field, data analysis and data conclusions, right up to writing using aspects of measurement, calculation, formulas and certainty of numerical data.

RESULTS

Employee performance variables In this research, it consists of 3 indicators, where the indicator "Ability to work" consists of 5 questions or statement choices, the indicator "Contribution to organizational effectiveness" is measured through 8 questions, and the indicator "Deviant work behavior" is represented by 5 questions so that in total it consists of 18 statement. Respondents' responses to statements in the questionnaire to measure employee performance in the Central Unit of the Ministry of Industry is depicted in table 1.

Table 1
Description of Employee Performance

Indicator	Statement Items	Score				Amount	Index	Category
		1	2	3	4			
Ability to work	1	17	13	34	36	100	72,25	Currently
		17	26	102	144	289		
	2	17	13	38	32	100		

		17	26	114	128	285	71,25	Currently
	3	15	15	34	36	100		
		15	30	102	144	291	72,75	Currently
	4	16	14	33	37	100		
		16	28	99	148	291	72,75	Currently
	5	16	14	40	30	100		
		16	28	120	120	284	71	Currently
Contribution to organizational effectiveness	6	16	14	38	32	100		
		16	28	114	128	286	71,5	Currently
	7	14	16	39	31	100		
		14	32	117	124	287	71,75	Currently
	8	16	14	35	35	100		
		16	28	105	140	289	72,25	Currently
	9	18	12	41	29	100		
		18	24	123	116	281	70,25	Currently
	10	18	12	38	32	100		
		18	24	114	128	284	71	Currently
	11	16	14	30	40	100		
		16	28	90	160	294	73,5	Currently
	12	13	17	30	40	100		
		13	34	90	160	297	74,25	Currently
Deviant work behavior	13	17	13	38	32	100		
		17	26	114	128	285	71,25	Currently
	14	18	12	30	40	100		
		18	24	90	160	292	73	Currently
	15	14	16	31	39	100		
		14	32	93	156	295	73,75	Currently
	16	8	22	33	37	100		
		8	44	99	148	299	74,75	Currently
	17	11	19	37	33	100		
		11	38	111	132	292	73	Currently
	18	12	18	34	36	100		
		12	36	102	144	294	73,5	Currently
Amount							1303,75	
Rate-rate					72,43		Currently	

Source: Primary data

Table 1 shows that all performance indicators with a total of 18 characteristics are in the medium category. This shows that employee performance in general is not disappointing but is also nothing special. This is based on the value obtained from the average value of each sub-indicator.

Descriptive Analysis of Ethical Leadership

Ethical leadership variables in this study it consists of 5 indicators where each indicator consists of 2 questions or a choice of statements in the questionnaire so that in total it consists of 10 statements.

Respondents' responses to statements in a questionnaire to measure ethical leadership in the Central Unit of the Ministry of Industry is depicted in table 2.

Table 2
Description of Ethical Leadership

Indicator	Statement Items	Score				Amount	Index	Category
		1	2	3	4			
Integrity	19	6	9	39	46	100		
		6	18	117	184	325	81,25	Height
	20	8	7	42	43	100		
		8	14	126	172	320	80	Height
Caring about others	21	11	4	41	44	100		
		11	8	123	176	318	79,5	Height
	22	9	6	49	36	100		
		9	12	147	144	312	78	Height
Fair and responsible	23	6	9	37	48	100		
		6	18	111	192	327	81,75	Height
	24	7	8	39	46	100		
		7	16	117	184	324	81	Height
	25	9	6	42	43	100		
		9	12	126	172	319	79,75	Height
	26	12	3	47	38	100		
	12	6	141	152	311	77,75	Height	
Communicate	25	9	6	42	43	100		
		9	12	126	172	319	79,75	Height
	26	12	3	47	38	100		
		12	6	141	152	311	77,75	Height
Discipline and emphasize ethical standards	27	11	4	38	47	100		
		11	8	114	188	321	80,25	Height
	28	7	8	46	39	100		
		7	16	138	156	317	79,25	Height
Amount						798,5		
Rate-rate						79,85	Height	

Source: Data processed

Table 2 shows that the average results for all indicators have high values. Thus, it can be said that employees in the Central Unit of the Ministry of Industry have a strong perception of the quality of ethical leadership their superiors. This analysis is based on the value obtained from the average value of each statement that represents the indicator.

The creative work climate variable in this research consists of 6 indicators where each indicator consists of 2 choices of statements so that in total it consists of 12 statements. Respondents' responses to statements in a questionnaire to measure ethical leadership in the Central Unit of the Ministry of Industry is depicted in table 3.

Table 3
Description of Creative Work Climate

Indicator	Statement Items	Score				Amount	Index	Category
<i>Challenge</i>	29	8	7	42	43	100		
		8	14	126	172	320	80	Height
	30	10	5	37	48	100		
		10	10	111	192	323	80,75	Height
<i>Freedom</i>	31	6	9	48	37	100		
		6	18	144	148	316	79	Height
	32	8	7	40	45	100		
		8	14	120	180	322	80,5	Height
<i>Trust / openness</i>	33	8	7	36	49	100		
		8	14	108	196	326	81,5	Height
	34	6	9	47	38	100		
		6	18	141	152	317	79,25	Height
<i>Playfulness / humor</i>	35	11	4	35	50	100		
		11	8	105	200	324	81	Height
	36	10	5	45	40	100		
		10	10	135	160	315	78,75	Height
<i>Idea / support</i>	37	7	8	39	46	100		
		7	16	117	184	324	81	Height
	38	9	6	45	40	100		
		9	12	135	160	316	79	Height
<i>Dynamism / liveliness</i>	39	10	5	46	39	100		
		10	10	138	156	314	78,5	Height
	40	6	9	42	43	100		
		6	18	126	172	322	80,5	Height
Amount						959,75		
Rate-rate						79,98	Height	

Source: Data processed

Looking at table 4.8, the average results for all creative work climate indicators show high values. Thus, it can be said that employees in the Central Unit of the Ministry of Industry have a strong perception of this type of work climate in their workplace. This analysis is based on the value obtained from the average value of each statement that represents the indicator.

Descriptive Analysis Self-efficacy

Variable Self-efficacy in this study it consists of 3 indicators where one indicator is represented by 4 statement choices while the other 2 have 3 sub-indicators so that in total it consists of 10 statement choices. Respondents' responses to statements in a questionnaire to measure ethical leadership in the Central Unit of the Ministry of Industry is depicted in table 4.

Table 4
DescriptionSelf-Efficacy

Indicator	Statement Items	Score				Amount	Index	Category
Goal setting	41	5	10	54	31	100		
		5	20	162	124	311	77,75	Height
	42	8	7	42	43	100		
		8	14	126	172	320	80	Height
	43	7	8	38	47	100		
		7	16	114	188	325	81,25	Height
	44	6	9	45	40	100		
	6	18	135	160	319	79,75	Height	
Invest effort and perseverance in	45	5	10	40	45	100		
		5	20	120	180	325	81,25	Height
	46	9	6	35	50	100		
face obstacles		9	12	105	200	326	81,5	Height
	47	8	7	44	41	100		
		8	14	132	164	318	79,5	Height
Recovery from setbacks	48	7	8	39	46	100		
		7	16	117	184	324	81	Height
	49	7	8	45	40	100		
		7	16	135	160	318	79,5	Height
	50	7	8	42	43	100		
		7	16	126	172	321	80,25	Height
Amount						801,75	Height	
Rate-rate						80,175		

Source: Data processed

Table 4 shows the average results for each indicator with high values appearing for all indicators. Thus it can be said that employees at the Ministry of Industry have *self-efficacy* tall. The average value of each statement representing the indicator is the basis for the analysis.

Descriptive Analysis Knowledge Sharing

Variable *knowledge sharing* in this research it consists of 3 indicators where each indicator consists of 3 sub-indicators so that in total it consists of 9 statement choices. Table 4.10 shows respondents' responses to the statements in the questionnaire to measure *knowledge sharing* at the Central Unit of the Ministry of Industry.

Table 5
Description Knowledge Sharing

Indicator	Statement Items	Score				Amount	Index	Category
Attitude towards knowledge sharing	51	18	17	28	37	100		
		18	34	84	148	284	71	Currently
	52	18	17	30	35	100		
		18	34	90	140	282	70,5	Currently
	53	19	16	36	29	100		

		19	32	108	116	275	68,75	Currently
<i>Subjective norm about knowledge</i>	54	22	13	29	36	100		
		22	26	87	144	279	69,75	Currently
	55	19	16	26	39	100		
<i>sharing</i>		19	32	78	156	285	71,25	Currently
	56	15	20	33	32	100		
		15	40	99	128	282	70,5	Currently
<i>Intention to shared knowledge</i>	57	18	17	33	32	100		
		18	34	99	128	279	69,75	Currently
	58	15	20	34	31	100		
		15	40	102	124	281	70,25	Currently
	59	21	14	38	27	100		
		21	28	114	108	271	67,75	Currently
Amount							629,5	
Rate-rate							69,94	Currently

Source: Data processed

The results of the analysis in table 4.10 show that the variable knowledge sharing evenly has a medium value. Thus it can be said that practice knowledge sharing at the Head Office of the Ministry of Industry has not been a concern, has not become an important matter or a relevant force. This analysis is based on the value obtained from the average value of each statement that represents the indicator.

Discussion

1. The Influence of Ethical Leadership on Knowledge Sharing

Ethical leadership, whether as a moral person or as a moral manager or leader, is to be a role model by inspiring and prioritizing ethical behavior, justice and integrity, as well as promoting ethical decision making. Knowledge sharing, on the other hand, refers to the process of exchanging information, ideas, and expertise among individuals in an organization. Ethical leadership plays an important role in shaping knowledge sharing practices in an organization. When leaders demonstrate ethical behavior and create a culture of trust and transparency, they encourage employees to engage in knowledge sharing activities.

Hypothesis testing proves that ethical leadership has a positive and significant effect at the middle level on knowledge sharing. The test results show conformity with the theoretical study used in this research. Thus, through the results of this research analysis, it can be ascertained that the stronger the quality of ethical leadership of superiors, the higher it will be knowledge sharing at the Head Office of the Ministry of Industry. The results of the analysis show that the willingness of superiors to communicate, especially to be willing to listen to subordinates and discuss the ethics and values of the agency related to their duties and functions with subordinates and to view their superiors as having concern for other people, influences knowledge sharing. The analysis also shows that the leader's willingness to ask subordinates' opinions when making decisions and superiors who think about the best interests of subordinates act well and influence knowledge sharing.

2. The Influence of a Creative Work Climate on Knowledge Sharing

Creative work climate refers to organizational characteristics perceived by its members in the organizational environment that encourage and support creativity, innovation, and the generation of new ideas. Knowledge sharing, on the other hand, involves the exchange and dissemination of information, expertise, and insights among individuals or groups within an organization.

This research proves that creative work climate has a direct positive and significant effect at a moderate level on knowledge sharing. Thus, through the results of this research analysis, it can be ascertained that the stronger the creative work climate, the higher it will be knowledge sharing at the Head Office of the Ministry of Industry. The test results are in accordance with the theoretical studies used in this research.

The results of the analysis show that there is a sense of security in expressing one's thoughts and offering a different point of view shows strong engagement, as well as acceptance ideas and suggestions well and attentively by superiors and colleagues influence knowledge sharing. Besides that, results The analysis also indicates that maintaining a high frequency of new things occurring as well as changes in ways of thinking and perspectives in handling problems that often occur in the workplace as well as a lively and positive energy workplace atmosphere that has occurred have reflected the implementation of a creative work climate well. is indispensable.

3. Influence Self-efficacy to Knowledge Sharing

Self-efficacy refers to an individual's belief in their ability to successfully perform a specific task or achieve a desired outcome. When it comes to sharing knowledge, self-efficacy can have a positive impact in several ways.

This research proves that the third hypothesis is accepted. This is meaningful self-efficacy has a positive and significant effect at a moderate level on knowledge sharing. This proves that it is sustainable self-efficacy direct influence on knowledge sharing. Thus, through the results of this research analysis, it can be confirmed that it is getting stronger self-efficacy then the higher it is knowledge sharing at the Head Office of the Ministry of Industry.

The results of the research analysis show that it is in accordance with the theoretical study used in this research. In-depth analysis of theoretical studies can explain that individuals with high self-efficacy in a particular domain tend to have self-confidence in the knowledge and skills related to that domain. This belief drives them to share their knowledge with others, because they believe they have something valuable to offer. They are more likely to start conversations, contribute to discussions, and provide insight or expertise on specific topics. This willingness to share knowledge can create a positive environment for collaboration and learning.

4. The Influence of Ethical Leadership on Employee Performance

Ethical leadership refers to the practice of leading and influencing others while adhering to a set of moral principles and values. This practice involves demonstrating integrity, honesty, fairness, and responsibility in decision making and actions. The characteristics and qualities of an ethical leader are ideal for influencing employee performance.

This research succeeded in proving that the fourth hypothesis was accepted. This is meaningful Ethical leadership has a positive and significant effect with a high level of influence on employee performance. This proves that the sustainability of ethical leadership has a direct influence on employee performance. Thus, through the results of this research analysis, it can be ascertained that the stronger the ethical leadership, the higher the employee performance at the Head Office of the Ministry of Industry. The analysis illustrates that every ethical leadership policy and practice from superiors who think about the best interests of subordinates and ethical leadership characteristics that care about others have an effect on employee performance.

5. The Influence of a Creative Work Climate on Employee Performance

A creative work climate refers to an environment where individuals are encouraged and supported to think innovatively, generate new ideas, and take risks. Such an atmosphere can have a positive influence on employee performance in various mechanisms.

The results of this research prove that the fifth hypothesis is accepted, showing that a creative work climate has a significant direct effect on employee performance. The sustainability of the creative work climate has a direct influence on employee performance. Thus, through the results of this research analysis, it can be ascertained that the stronger the creative work climate, the higher the employee performance at the Head Office of the Ministry of Industry.

The analysis illustrates that the atmosphere in the workplace feels relaxed, cheerful and fun and has a positive impact on employee performance. The analysis also shows that every policy and practice that maintains the continuity of a creative work climate which is indicated by the frequent occurrence of new things and changes in ways of thinking and perspective in handling problems that often occur in the workplace and the atmosphere in the workplace is lively and full of positive energy. directly towards employee performance. The results of the analysis are also in accordance with the theoretical studies used in this research. A creative work climate and innovation have direct and indirect effects on organizational performance (Shanker, Bhanugopan, Van der Heijden, & Farrell, 2017). Management support is an important condition for improving employee performance, such as organizational climate which greatly influences employee attitudes and behavior, its sustainability will move and improve employee performance (Diamantidis & Chatzoglou, 2018). Performance is closely related to how well something is done and rewards are related to how people are recognized for doing it (Armstrong & Taylor, 2014) which is very capable of being provided by a creative work climate.

6. Influence Self-efficacy on Employee Performance

Self-efficacy is an individual's belief in their own ability to successfully perform a particular task or achieve a particular goal. It plays an important role in shaping employee performance and can have a positive impact on their work output.

This research succeeded in proving that self-efficacy has a direct positive and significant effect with a high level of influence on employee performance. Thus, through the results of this research analysis, it can be confirmed that it is getting stronger self-efficacy the higher the performance of employees at the Head Office of the Ministry of Industry will be.

The results of the analysis illustrate that empowerment or improvement programs self-efficacy especially to strengthen personal qualities that generally believe they can handle whatever happens well and can find various ideas and solutions. The analysis also shows that hard efforts to always be able to solve difficult problems have an impact on employee performance. A deeper analysis illustrates more broadly how self-efficacy able to contribute to employee performance. Self-efficacy fall into the category of personal factors and play an important role in determining how individuals approach tasks, persevere in the face of challenges, and ultimately achieve desired outcomes. Study regarding how self-efficacy positively influencing employee performance can refer to or be associated with several theories and views of experts.

7. Influence Knowledge Sharing on Employee Performance

Knowledge sharing is the process by which individuals exchange information, expertise, and experience with others in an organization. Theoretical research shows that knowledge sharing has a significant positive impact on employee performance. Knowledge sharing should play an important role in the performance of employees and civil servants and can generally have a positive effect.

This research proves that statistically knowledge sharing has a significant negative direct influence at a moderate level of influence on employee performance. Thus every change knowledge sharing will reduce the performance of employees at the Head Office of the Ministry of Industry. This unexpected result suggests the existence of problems such as how employees should continually

update their knowledge – which is made possible by knowledge sharing - related to work in order to contribute to the effectiveness of the organization, namely providing performance that is appropriate or even more than expected, but are reluctant to carry it out knowledge sharing or do it with inappropriate perceptions and methods. This negative influence is also made possible by a lack of relevance, where sharing knowledge that is irrelevant or not applicable to others can waste valuable time and resources. If civil servants share information that does not align with the needs or priorities of their colleagues or the organization, it can cause confusion, inefficiency, and reduced performance.

8. The Influence of Ethical Leadership on Employee Performance Through Knowledge Sharing

Ethical leadership refers to a leadership style that prioritizes ethical behavior, justice, and integrity, both in personal life and as a leader in an organization. This involves demonstrating positive modeling for employees and promoting ethical decision making throughout the organization. Knowledge sharing, on the other hand, refers to the process of exchanging information, ideas, and expertise among individuals in an organization. When ethical leadership and knowledge sharing are combined, both can have a positive impact on employee performance through work ability, contributing attitudes to organizational effectiveness, and especially avoiding deviant work behavior.

This research proves that knowledge sharing statistically significantly negatively mediates the influence of ethical leadership on employee performance with a low level of influence. Thus each unit of ethical leadership changes through knowledge sharing will reduce the performance of employees at the Head Office of the Ministry of Industry.

Research analysis shows that ethical leadership has a positive impact on employee performance, but the transmission of knowledge through knowledge sharing did not improve this relationship appreciably. The results of the analysis show that leaders who discipline ethical violations but are less able to set an example, both in carrying out their personal lives in an ethical way and by giving examples of how to do things the right way in relation to ethics have the potential to weaken knowledge sharing and employee performance. (Asif, Qing, Hwang, & Shi, 2019)

9. The Influence of a Creative Work Climate on Employee Performance Through Knowledge Sharing

Creative Work Climate refers to an organizational environment that fosters creativity, innovation and open expression of ideas. This encourages employees to think outside the box, take risks, and collaborate with others. Knowledge sharing, on the other hand, involves the exchange and dissemination of knowledge, information, and expertise among individuals within an organization. This research proves that statistically a creative work climate has a significant negative influence at a moderate level of influence employee performance through knowledge sharing. Thus, any change in the creative work climate will reduce employee performance at the Head Office of the Ministry of Industry.

The analysis found several things, including the high probability trust and openness which should provide emotional security in work relationships as a prerequisite for a creative work climate, has obstacles in providing open and smooth communication in facilitating roles knowledge sharing as mediation to improve performance.

10. Influence Self-efficacy on Employee Performance Through Knowledge Sharing

Self-efficacy refers to an individual's belief in their ability to successfully perform certain tasks or achieve goals. It plays an important role in determining an individual's motivation, effort and perseverance in facing challenges in applying work skills and contributing to organizational effectiveness.

Analysis of this research shows that knowledge sharing statistically mediates the indirect effect of self-efficacy on employee performance negatively and significantly with a low level of influence. Thus, with increasing self-efficacy, employee performance through knowledge sharing tends to reduce employee performance at the Head Office of the Ministry of Industry.

The results of this study were surprising because of the negative effect of self-efficacy on mediated employee performance through knowledge sharing. Further research analysis found several theoretical reasons that allow this to happen, including, first, fear of competition and social comparison (Crusius, Corcoran, & Mussweiler, 2022). When individuals have self-efficacy high levels, they tend to have a strong belief in their own competence. This can lead to a fear of social comparison, where they hesitate to share their knowledge or ideas with others.

CONCLUSION

The results of research on employees at the Ministry of Industry's office can be concluded that ethical leadership has a significant positive direct effect on knowledge sharing at the Ministry of Industry's head office, creative work climate has a significant positive direct effect on knowledge sharing among civil servants, self-efficacy has a significant direct positive effect on knowledge sharing among civil servants, ethical leadership has a significant direct positive effect on civil servant performance, creative work climate has a significant direct positive effect on employee performance in the civil service environment, self-efficacy has a significant direct positive effect on employee performance among civil servants, knowledge sharing has a significant negative direct influence on employee performance in the civil service environment. Ethical leadership has an indirect negative influence on employee performance through knowledge sharing in the civil servant environment, the creative work climate has a significant negative effect indirectly on employee performance through knowledge sharing in the civil service environment, self-efficacy has a significant negative indirect effect on employee performance through knowledge sharing.

These findings expand or complement the current literature, both in demonstrating a role of knowledge sharing as an intervening variable in mediating ethical leadership, creative work climate, and self-efficacy with employee performance, as well as the surprising results of this research that knowledge sharing has a negative effect on employee performance, both directly and as a mediating variable in the civil service environment. The greater the Overconfidence, the greater the Investment Decisions. Financial Literacy indirectly has a positive and significant effect on Investment Decisions through Risk Tolerance in students of the Master of Management study program at National University. The greater it is Financial Literacy, Investment Decisions will increase through Risk Tolerance as an intervening variable. Investment Experience indirectly has a positive and significant effect on Investment Decisions through Risk Tolerance in students of the Master of Management study program at National University. The greater the Investment Experience, the more Investment Decisions will increase through Risk Tolerance as an intervening variable. Overconfidence indirectly has a positive and insignificant effect on Investment Decisions through Risk Tolerance in National University Master of Management study program students. High or low Overconfidence is not a benchmark for high and low Investment Decisions through Risk Tolerance as an intervening variable. Risk Tolerance has a positive and significant effect on Investment Decisions among students in the Master of Management study program at National University. The greater the Risk Tolerance, the greater the Investment Decisions.

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