

## The Influence of Knowledge Sharing And Work-Life Balance on Employee Performance At The Audit Board For Finance And Development (BPKP) Representative Office Of Southwest Papua Province

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### Abstract

This study examines the influence of knowledge sharing and work-life balance on employee performance at the Audit Board for Finance and Development (BPKP) Representative Office of West Papua Province. The study uses primary data collected through a simple random sampling technique, with a total sample of 60 employees. Data analysis was conducted using multiple linear regression, supported by validity and reliability tests, as well as hypothesis testing through t-tests and F-tests. The partial test results indicate that knowledge sharing ( $X_1$ ) has a positive and significant effect on employee performance ( $Y$ ), as shown by a significance value of  $t < \alpha$  ( $0.000 < 0.05$ ). In contrast, work-life balance ( $X_2$ ) shows a negative and insignificant effect on employee performance, with a significance value of  $t < \alpha$  ( $0.058 > 0.05$ ). However, the simultaneous test results demonstrate that knowledge sharing and work-life balance together have a positive and significant influence on employee performance, as evidenced by an F significance value of  $0.000 < 0.05$ .

Keywords: Knowledge\_Sharing; Work-Life\_Balance; Employee\_Performance.

### 1. Introduction

Human resources (HR) are a crucial element in every institution, regardless of whether the institution's objectives are explicitly stated or not. All organisational activities are regulated and determined by the quality of its human resources. HR plays an essential role in achieving institutional objectives, and therefore requires effective strategies and management to enhance productivity. Achieving organisational goals also requires integrating employees' professional and daily lives as effectively as possible.

Employees represent the human resources owned by an organisation or authority. Article 1 of Law No. 8 of 1974 of the Republic of Indonesia concerning Civil Service Principles states that public employees are individuals who meet the requirements stipulated by applicable laws and regulations and are authorised to carry out state functions. Furthermore, Law No. 5 of 2014 concerning the State Civil Apparatus explains that civil servants serve as planners, implementers, and supervisors of governmental and national development activities, carried out professionally and free from political intervention and corrupt practices.

Supervisors must establish clear standards to assess employee performance so that these standards can be communicated and used as benchmarks for evaluation. Employees are a valuable organisational asset with significant potential to achieve institutional goals, vision, and mission. Loyalty, quality service, and effective work performance are essential attributes required in any organisation. Strong working relationships enable employees to carry out assigned tasks efficiently and effectively.

Generally, employees are responsible for performing tasks in accordance with established regulations and performance indicators. Employee performance plays a critical role in organisational success, as employees are the primary drivers of institutional activities. Institutional competitiveness increases alongside improvements in human resources and knowledge capacity.

Knowledge sharing is currently viewed as a vital learning process. Through knowledge sharing, individuals develop, exchange, and internalise knowledge collectively. It is a core activity within knowledge management that aims to collect and distribute knowledge, experience, and insights among individuals, groups, and organisations to support collaborative work.

Bartol and Srivastava define knowledge sharing as a process of exchanging information, skills, and expertise among individuals within an organisation. Knowledge sharing as a social interaction that encourages the exchange of ideas and skills, it as a process of sharing experience-based knowledge among individuals or groups [1], [2], [3]. Effective knowledge sharing facilitates faster problem-solving, innovation, and service improvement. Without continuous interaction and input from competent individuals, organisational development becomes difficult to achieve.

Work-life balance refers to the balance between professional responsibilities and personal life, including family, social, and spiritual aspects. work-life balance involves the active pursuit of professional activities both inside and outside the organisation [4]. it as a condition in which individuals experience satisfaction and psychological well-being in both personal and professional domains [5].

Knowledge sharing and work-life balance are expected to influence employee performance. Performance reflects the achievements attained by employees in fulfilling their duties and responsibilities. Therefore, initiatives that promote knowledge sharing and work-life balance are likely to contribute to improved employee performance and productivity [6].

## 2. Methodology

This study employs a quantitative descriptive research design using multiple correlation analysis to examine the relationship between variables. This approach was chosen to analyse the influence of knowledge sharing and work-life balance on employee performance.

The research was conducted at the Financial and Development Supervisory Agency (BPKP) Representative Office of West Papua Province, located on Jalan Ahmad Yani No. 28, Klakublik, Sorong. The study was carried out over a two-month period.

The data analysis technique used in this study is multiple linear regression analysis, which aims to determine the relationship between knowledge sharing, work-life balance, and employee performance. The multiple linear regression model used in this research, as proposed by Hasan (2008), is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y = Employee Performance

X<sub>1</sub> = Knowledge Sharing

X<sub>2</sub> = Work-Life Balance

$\beta_1, \beta_2$  = Regression Coefficients  
 $\alpha$  = Constant  
 e = Error Term

### 3. Result and Discussion

#### 3.1. Result

The data analysis technique used to address the research problems in this study is multiple linear regression analysis. This analysis is employed to identify and describe the influence of knowledge sharing ( $X_1$ ) and work-life balance ( $X_2$ ) on employee performance ( $Y$ ). Data processing in this study was conducted using the Statistical Package for Social Sciences (SPSS) software.

Table 1. Multiple Linear Regression Analysis

Coefficients					
Mod e l	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.804	2.243		.359	.721
1 Knowledge	.672	.064	.825	10.422	.000
Sharing					
1 Work-Life	-.171	.089	-.153	-1.931	.058
Balance					

a. Dependent Variable: Kinerja Pegawai

Data Source: IBM SPSS Statistics 21

Based on the results of the multiple linear regression analysis, several conclusions can be drawn. The constant ( $\alpha$ ) has a positive value of 0.804, indicating that when all independent variables—namely knowledge sharing ( $X_1$ ) and work-life balance ( $X_2$ )—are held constant, employee performance is predicted to be 0.804. Furthermore, the regression coefficient for knowledge sharing ( $X_1$ ) is positive at 0.672, suggesting that a 1% increase in knowledge sharing leads to an increase of 0.672 in employee performance, assuming other variables remain constant. In contrast, the regression coefficient for work-life balance ( $X_2$ ) is  $-0.171$ , indicating a negative relationship between work-life balance and employee performance. This implies that a 1% increase in work-life balance is associated with a decrease of 0.171 in employee performance, *ceteris paribus*.

#### T-test (Partial)

The t-test is generally used to test the effect of each independent variable individually or separately on the dependent variable. This is done by looking at the Sig value or comparing the t-count with the t-table. Therefore, a partial test is conducted to determine the significance level of the research variables whose effects on variable  $Y$  are to be examined separately or individually. The significance level used is 0.05. 18

Table 2. T-test (Partial)

Coefficients
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e l	Mod	Unstandardized		Standardized	T	Sig.
		Coefficients				
		B	Std. Error	Beta		
	(Constant)	.804	2.243		.359	.721
1	Knowledge Sharing	.672	.064	.825	10.422	.000
	Work-Life Balance	-.171	.089	-.153	-1.931	.058

a. Dependent Variable: Kinerja Pegawai

Data Source: IBM SPSS Statistics 21

Based on Table 2 of the t-test (partial) above, the following explanations can be provided:

#### *Knowledge Sharing on Employee Performance*

From the knowledge sharing variable, it can be concluded that the t-test (partial) is indicated by the t-count calculation result showing a value of 10.422, while with the t-table formula ( $df = \alpha/2; n-k$ ), namely ( $df = 0.025; 57$ ), a t-table of 2.002 is obtained, which means that  $t\text{-count} > t\text{-table}$ . For the partial test using the Significance (Sig) value, a value of 0.000 is obtained, which means it is below 0.05 (alpha 5%). This means that the knowledge sharing variable partially has a positive effect on employee performance.

#### *Work-Life Balance on Employee Performance*

From the work-life balance variable, it can be concluded that the t test (partial) is indicated by the t-calculated value of -1.931, while using the t-table formula ( $df = \alpha/2; n-k$ ) namely ( $df = 0.025; 57$ ), a t-table value of 2.002 is obtained, which means that  $t\text{-calculated} < t\text{-table}$ . For the partial test using the significance value (Sig.), a Sig. value of 0.058 is obtained, which is above 0.05 (alpha 5%). This means that the work-life balance variable does not have a significant partial effect on employee performance.

### **F Test (Simultaneous)**

The F test is used to see how all independent variables together affect the dependent variable. By looking at the Sig value or comparing the calculated F value with the F table, if the result is significant, it indicates that the relationship that occurs can apply to the population (can be generalised). The criterion = 0.05 is used to assess the level of significance (significant).

Table 3. F Test (Simultaneous)

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	101.641	2	50.821	54.306	.000 <sup>b</sup>
	Residual	53.342	57	.936		
	Total	154.983	59			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), knowledge sharing, work-life balance

*Data Source: IBM SPSS Statistics 21*

Based on Table 3, the results of the simultaneous test (F-test) for all variables show a calculated F value of 54.306, which is greater than the F-table value of 2.766, with a significance value of  $0.000 < 0.05$ . This indicates that  $H_3$ , or the third hypothesis, is accepted. These results demonstrate that knowledge sharing ( $X_1$ ) and work-life balance ( $X_2$ ) have a positive and significant combined effect on employee performance at the BPKP Representative Office in West Papua Province.

#### *Simultaneous Determination Coefficient ( $R^2$ )*

The simultaneous determination coefficient is used to explain the proportion of the dependent variable that can be explained by the independent variables, either partially or simultaneously.

Table 4. Simultaneous Determination Coefficient ( $R^2$ )  
*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.810	0.656	0.644	0.967

*Predictors: (Constant), Knowledge Sharing, Work-Life Balance*

*Data Source: IBM SPSS Statistics 21*

Based on Table 4, the Adjusted R Square value is 0.644, or 64.4%. This indicates that the independent variables—knowledge sharing and work-life balance—jointly explain 64.4% of the variance in employee performance, while the remaining 35.6% is influenced by other variables not examined in this study.

### **3.2 Discussion**

This section discusses the effects of knowledge sharing and work-life balance on employee performance at the Financial and Development Supervisory Agency (BPKP) Representative Office in West Papua Province, based on data collected from 60 employees. The discussion is presented for each research variable, which was analysed using IBM SPSS Statistics version 21.

#### *The Effect of Knowledge Sharing ( $X_1$ ) on Employee Performance ( $Y$ )*

Based on the research results and hypothesis testing, it can be concluded that knowledge sharing ( $X_1$ ) partially has a significant effect on employee performance ( $Y$ ). This is evidenced by a positive t-value of 10.422, which is greater than the t-table value of 2.002, with a significance level of  $0.000 < 0.05$ . These results indicate that  $H_0$  is rejected and  $H_1$  is accepted.

Furthermore, the magnitude of the effect of knowledge sharing on employee performance can be seen from the partial determination coefficient in the beta column, which is 0.825 or 82.5%. This finding confirms that knowledge sharing plays a crucial role in improving employee performance at the BPKP Representative Office in West Papua Province.

knowledge sharing is a process of disseminating and exchanging information and knowledge among individuals and organisations to generate new knowledge. The higher the level of knowledge sharing implemented within an organisation, the higher the employee

performance achieved. Therefore, this study provides empirical evidence of a positive and significant relationship between knowledge sharing and employee performance [7].

This finding is consistent with the study conducted by Dandy Reviyandy (2021), which found that knowledge sharing had a positive regression coefficient and contributed 68.9% to employee performance at Dago Suites Apartment Bandung–PT Istana Group [8]. Thus, the present study reinforces previous research findings regarding the importance of knowledge sharing in enhancing employee performance.

#### *The Effect of Work-Life Balance ( $X_2$ ) on Employee Performance ( $Y$ )*

The results of this study indicate that work-life balance ( $X_2$ ) does not have a significant partial effect on employee performance ( $Y$ ) at the BPKP Representative Office in West Papua Province. This is shown by a t-value of  $-1.931$ , which is smaller than the t-table value of  $2.002$ , and a significance value of  $0.058 > 0.05$ . Therefore,  $H_0$  is accepted and  $H_2$  is rejected.

This finding suggests that the relationship between work-life balance and employee performance is relatively weak. Several factors may explain this result. First, work-life balance is generally defined as a balance between professional responsibilities and personal life that provides individual satisfaction. However, this balance does not directly guarantee improved performance, as performance is influenced by primary factors such as skills, motivation, and organisational support.

Second, based on questionnaire results, 28.3% of respondents disagreed with the statement related to time balance, indicating that flexible working hours and adequate workload had not been fully implemented. This condition may have contributed to the insignificant effect of work-life balance on employee performance.

Third, a small proportion of respondents (1.7%) indicated dissatisfaction with involvement balance and satisfaction balance, suggesting that some employees had not achieved an optimal balance between work and personal life. Consequently, work-life balance did not significantly influence employee performance in this study.

Finally, the partial correlation analysis shows a negative relationship between work-life balance ( $X_2$ ) and employee performance ( $Y$ ), with a significance value greater than 0.05. This indicates that an increase in work-life balance is associated with a decrease in employee performance, although the relationship is not statistically significant.

These results differ from the findings of Shinta Devi (2020), who reported a significant positive effect of work-life balance on employee performance at the Makassar City Housing and Settlement Agency. Therefore, the results of that study are not supported in the context of the present research [9].

#### *The Effect of Knowledge Sharing ( $X_1$ ) and Work-Life Balance ( $X_2$ ) on Employee Performance ( $Y$ )*

The simultaneous test results show that knowledge sharing ( $X_1$ ) and work-life balance ( $X_2$ ) together have a positive and significant effect on employee performance ( $Y$ ). This is evidenced by an F value of  $54.306$ , which is greater than the F-table value of  $2.766$ , with a significance level of  $0.000 < 0.05$ . Thus, the hypothesis is accepted.

The Adjusted R Square value of 0.644 indicates that 64.4% of employee performance is explained jointly by knowledge sharing and work-life balance, while the remaining 35.6% is influenced by other factors not included in this study. These findings suggest that improving both knowledge sharing and work-life balance simultaneously can optimise employee performance at the BPKP Representative Office in West Papua Province.

Further analysis of the partial determination coefficients reveals that knowledge sharing has the highest beta value (0.825), indicating that it is the most dominant variable influencing employee performance. This result confirms Hypothesis (H<sub>3</sub>) and highlights the strategic importance of knowledge sharing in organisational performance improvement.

#### 4. Conclusion

Based on the research findings, several conclusions can be drawn. First, knowledge sharing (X<sub>1</sub>) has a significant partial effect on employee performance, indicating that effective knowledge exchange positively influences productivity. Second, although work-life balance (X<sub>2</sub>) does not have a significant partial effect on employee performance, it remains important due to its implications for employee well-being and motivation. Third, knowledge sharing and work-life balance simultaneously have a significant effect on employee performance. Finally, knowledge sharing is identified as the most dominant factor influencing employee performance. Therefore, strengthening knowledge-sharing practices should be prioritised to improve organisational performance at the BPKP Representative Office in West Papua Province.

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