

Model Performance Improvement of Human Resources Through Knowledge Sharing

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Abstract:- This study aims to examine and analyze the effect of communication on knowledge sharing, testing and analyzing the influence of communication on the performance of human resources, testing and analyzing the effect of trust on knowledge sharing, testing and analyzing the effect of confidence in the performance of human resources, testing and analyzing the influence of organizational culture on knowledge sharing, testing and analyzing the influence of organizational culture on human resource performance, testing and analyzing the effect of Knowledge Sharing performance against human resources. Respondents in the investigators are employees of BPS Southeast Sulawesi province with a sample of 84 electoral census sampling using the technique.

The results showed: communication significant positive effect on knowledge sharing, communication significant positive effect on the performance of human resources, Confidence significant positive effect on knowledge sharing, trust significant positive effect on the performance of human resources, organizational culture significant positive effect on knowledge sharing, cultural organizations significant positive effect on the performance of human resources, and knowledge sharing significant positive effect on the performance of human resources or organizational performance.

Keywords:- Communication, Trust, Organizational Culture, Knowledge Sharing, Human Resources Performance.

I. PRELIMINARY

Every human resource into private capital in the business, in this case the intelligence and knowledge are also required. So also in the organization, any organization needs to have the ability quickly to manage the systems and people, build trust and maintain a reputation that is able to adapt to the changing needs of the market and competitive organisasi. Keunggulan strategic objectives for the public sector is Knowledge. The provision of services and policy-making is the primary task of the government. For government agencies, goods and capital is not much effect as a private institution, but Knowledge is the main resource of government, functioning effective government lies in the acquisition and seminasi from Knowledge Private institutions engaged in the production of goods and services, especially in the development of intangible capital such as educational institutions, science, safety and knowledge directly compete with the public sector / government. In order to create such competitiveness, knowledge is a most important resource of a company (Nonaka et al, 2000). Knowledge Sharing on a human resources performance will contribute to the performance of human resources,

especially in peningkatan quality of service (Matzler et. Al, 2008). knowledge is a most important resource of a company (Nonaka et al, 2000). Knowledge Sharing on a human resources performance will contribute to the performance of human resources, especially in peningkatan quality of service (Matzler et. Al, 2008). knowledge is a most important resource of a company (Nonaka et al, 2000). Knowledge Sharing on a human resources performance will contribute to the performance of human resources, especially in peningkatan quality of service (Matzler et. Al, 2008).

Knowledge Sharing is part of the life cycle of the current organization, which is an anticipatory steps in the face of change, therefore reliable work unit must be able to face the challenges and changes in the setting up human resources capable and responsive and agile in providing the best products and services for consumers. Knowledge Sharing became an important implemented to achieve and improving the ability of individualism into collective capabilities. Research Agarwal et al (2012) who found significant effect on the absorption of knowledge sharing of knowledge.

Every interaction knowledge between members of the organization required the mastery and understanding of the concept so as to facilitate the work of the organization. Then that is the importance of communication to share knowledge so that it gets the appropriate results desired. According morrison, et al (2009) communication as a revolutionary invention (revolutionary discovery) are largely due to the invention of communication technologies, such as radio, television, telephone, mobile phone, satellite and computer networks. Besides communication is also needed is also confidence in communication so that information provided can clear the source, it can improve the performance of human resources through knowledge sharing.

Krot et al, (2012) define trust is a willingness to boost the resources invested on the other hand is based on positive expectations generated past. Trust is needed to share knowledge because it allows the provision of information that can be trusted, so that the performance of the organization can work well. Things that support the performance of human resources through knowledge sharing is organizational culture.

Robbins (2003), states that the organizational culture is the system adopted by the members who distinguish between other Organiasai. Knowledge sharing culture in the organization will provide support to employees in improving capacity through training in a group discussion to share and exchange knowledge.

To make the process of Knowledge Sharing expected on the part of management and employees together began to connect, communicate, confidence, organizational culture to share knowledge sharing in improving the performance of human resources they have, because a good management is the one who is capable of forming bawahanya menjadi people more intelligent, able to deal with the dynamics of change and in order to work as efficiently as possible so that the relay and efektif leadership and delegation of authority and tasks can be realized dengan good. It also must be done in the environment of public institutions are no exception in the Central Statistics Agency (BPS). BPS is a non-ministerial agencies that have a principal function as a provider of basic statistical data, both for the government and for society generally.

BPS principal task is started from the collection, processing, analysis, presentation of data to the statistical information. Based on the Decree of the agency Bureau of Statistics (BPS) No. 121 of 2001 on the organization and functioning of representative BPS area, Position BPS Sulawesi province Tenggara is BPS BPS representatives in the area that is under and is responsible to the CPM headed by a Chief, assisted by a head section ie head of Business layout, head of Social statistics, production statistics head, head of Distribution statistics, head of Integration Processing, Dissemination of statistics and head of Regional Balance of statistics and Analysis, head of the energy functional. The research was done with the consideration that the products offered in the institutions studied are in the form of information services in the form of data, so that every employee is required to professionals in performing basic tasks. Unexplained happened in the office of the Central Statistics Agency of Southeast Sulawesi human resources performance reporting frequent delays in reporting manufacture of year 2010-2012 which is divided into a few reports that have to be made within a period that monthly reports, quarterly reports and annual reports, so that the performance of the source dibadan human power center is still not good statistics there are many reports are not timely reported from year to year. Where the delay in reaching a monthly report in 2010 by 18%, in 2011 by 16% and in 2012 by 13%. For a monthly report in 2010 by 23%, in 2011 by 24% and in 2012 by 19%. Tahun and annual report for 2010 of 20%, in 2011 by 17% and in 2012 by 12%.

II. LITERATURE AND HYPOTHESES

A. Human resources performance

Performance is the most important aspect of organizational management. Performance of human resources can provide information for the benefit of salary, promotion, and look at the behavior of the SDM while the performance of human resources is the answer of the success or failure of the organization's goals have been set.

Barry Cushway (2002), the performance is to assess how they have worked compared with predetermined targets. According Mahsun (2006) that kerja is an overview of the level of achievement of the implementation of an activity or program, policy in achieving the goals, objectives, vision and mission of the organization.

Sedarmayanti (2007) that the performance of the system used to assess and determine whether an employee has carried out pekerjaan secara whole, or a blend of the work (what should be achieved person) and competence (how does one achieve it). Human resources performance is the result achieved by the human resources in the job according to the criteria that apply for a job (Edi, 2011). Performance civil peggawainegeri (PNS) is an employee who can demonstrate achievement of productivity and contribution in achieving the goals of government agencies Suradji (2006). The performance of civil servants (PNS) based on Government Regulation No. 46 Year 2011 is the realization of the comparison work and targets achieved by the employee in an organization based on the target employment and labor perilkku. So we can conclude the performance of human resources is an achievement of the organization that has the apparently based on the quantity of work, quality of work and competence to carry out their responsibilities according to the task given. The performance of civil servants (PNS) based on Government Regulation No. 46 Year 2011 is the realization of the comparison work and targets achieved by the employee in an organization based on the target employment and labor perilkku. So we can conclude the performance of human resources is an achievement of the organization that has the apparently based on the quantity of work, quality of work and competence to carry out their responsibilities according to the task given. The performance of civil servants (PNS) based on Government Regulation No. 46 Year 2011 is the realization of the comparison work and targets achieved by the employee in an organization based on the target employment and labor perilkku. So we can conclude the performance of human resources is an achievement of the organization that has the apparently based on the quantity of work, quality of work and competence to carry out their responsibilities according to the task given. so that the indicators used in the performance of human resources is the quality of work, quantity of work, timely, pengawasan and responsible.

B. Communication

In the organization or company every time will be faced with how to implement a strategic look at the challenges and opportunities facing and communication is the liaison to socialize the problem. With the communication process within the organization / company then there will be a process of delivering good information from superiors to subordinates. But the process of communication is not just convey information or simply so that others are also willing to accept and carry out the action or activity that you want to be intertwined harmonious atmosphere to subordinates know exactly desire boss, and what should be done to do with the cooperative efforts to achieve organizational goals / enterprise yesng has been set. (Thomas et al, 2001) it is accepted that Komuikasi has an influence on individual attitudes toward the organization. Communication organization is regarded as a social glue (Greebreg & Baron, 2003). Communication helps creating shared meaning, norms, values and organizational culture (Wiesenfled et al 1998).

So that communication is a process of one's group or organization to send information on other people, groups or organizations or activities menyapaikan messages through a particular medium to another and after receive messages and Understand the extent of its ability, the message recipient menyapaikan tanggapannya through a particular medium to the person delivering the message the him. Some of the indicators used to measure the variables of communication refers to a study conducted Murat Gumus (2007), namely the satisfaction of communication, communication styles and communication channels by Lenny et al (2011). The indicators used in this study is the quality communicators, media quality, and the quality of feedback. Murat Gumus (2007) states that the results of his research have the knowledge sharing positive relationship with komunikasi dimension in Turkish culture. Pincus (1986) found a positive correlation with the performance of communication, but not as strong as a communication link with satisfaction. Arifin (2005) found a positive effect of communication with the employee's performance. Based on the information above, this study hypothesized as follows:

H1 Communication has a positive influence on Knowledge Sharing

H2 Communication has a positive influence on the performance of human resources

C. Confidence / trust

Mayer et al. (1995) beliefs do not take risks, but the willingness to take risks and trust is defined as the willingness of donor confidence in others to do his bidding based on the hope that it will take a specific action for him, regardless of ability to control or control the other party.

Trust is a state of the psychology of a desire to receive is based on the award positively to the desire or purpose of the behavior of others (Rousseau, 1998), written by Shockley-Zalabak et al, (2002), trust is a positive expectation of being owned individual about the purpose of the behavior of the other group members under the rules of the organization, experience, and interdependence .Wells et al, (2001) dependence on the level of trust involving the other party so that someone dipengaruhi outcome by the actions of others. While Mayer (2000) defines trust as kemampuan individuals to make the organization as a place to be believed. Bhattacharya et al. (1998) defines trust are in an environment where there is uncertainty and risk; confidence reflects an aspect of the possibility that hope. So that trust can be defined as a person's psychological state in the form of a positive expectation against the wishes or purpose of the behavior of others that involve dependency and built through trusting behavior and Trustworthy, where the person has that in him as an honest, consistent and competent. Variable indicator trust the results There Ismail Al -Alawi, et al (2007), which will be used to measure confidence in using the indicator Sharing knowledge to want to share feelings and perceptions, information sharing, peer personality belief, and confidence levels are sufficient. Indicators that will be used in variable trust in research is honest, consistent, competent, and justice.

The study found that trust in the recipient information is an indicator as motivation to share and have a positive relationship to the intention of Knowledge Sharing, (Ipe, 2003). According to Mohammad Hossein Javadi et al (2012) expressed the belief has an immediate and significant effect terhadap share knowledge (knowledge sharing) in the organization, trust is the main component in effective knowledge acquisition and attributes essential to improve performance. Dar Lin Ong, (2012) states that the trust has positive influence on the performance of human resources, So the research hypothesis proposed is:

H3: The trust has a positive influence on Knowledge Sharing

H4: The trust has a positive influence on the performance of human resources

D. Organizational culture

Organizational culture is considered to be the beginning and the beliefs and behavior of a routine in the organization, but not fixed. For this reason, the environment and the situation in the organization with only one culture will not change, then the organization should be slowly changing the culture of which is suitable for the organization. So presented that organizational culture are the values of assembly, hypotheses, confidence, awareness and ideas as well as the real value of mental perception. And knowledge management fully mediated the impact of organizational culture on organizational effectiveness, and partially mediated the impact of the structure and organization of the effectiveness of the organization. Organizational culture is said to be the number of inhabitants and the organization of ideas and shared values, beliefs, behavioral criteria, morality is formed in the long term activities among members of the organization and management style and organizational impressions generated from the values of the organization, so that members will put into action to achieve the organization, after having organization (Chun, 2011). By Raquel Sanz et al (2011) say that organizational culture can be defined as the values, beliefs and hidden assumptions that members of the organization have in common. Islam et al (2011) said the organization's culture can be defined as a shared basic assumptions learned in the face of environmental organizations and solve problems of external adaptation and internal integration is taught to new employees as the right way to resolve the issue. In the study Ehtesham et al (2011),

Al-Alawi et al (2007) for cultural organizations use the same indicators with Islam et al (2011) in his study, the indicators used consisted of four, namely: trust, communication between staff, leadership and reward. And by Nir et al (2012) organizational culture indicators used are the pursuit of stability, cooperation, and orientasiprestasi. Of the various indicators, the indicators of organizational culture that can be taken in this study were 1) regulations, 2) behavioral 3) norma.dan 4) conviction.

Nir et al (2012) found that organizational culture positive effect on knowledge sharing. But different things happen on research Seyyed et al (2012) who found that

organizational culture does not significantly affect the sharing of knowledge. Ira (2000) organizational culture can influence the performance of employees. Suharto (2005) organizational culture significantly influence the performance of human resources. Based on this, the hypothesis about the culture of the organization for the study were:

H5: Organizational culture has a positive influence on Knowledge Sharing

H6: Organizational culture has a positive influence on the performance of human resources

E. Knowledge Sharing

Knowledge already considered as source power strategic in organization that be used in maintaining excellence compete, Resource naught knowledge varies language from one organization to that other but in case any that is all form knowledge that found useful for organization, various form document, Knowledge too into center language from every College, and therefore, organization must take profit education language from sharing knowledge for increase, promote service customer that good and get excellence competitive on competitor they, Share knowledge could defined as shift information and knowledge language from one source (person, group name or organization) that other, Therefore that, sharing knowledge play role intermediary for support exchange knowledge in, organization and help achievement and continuance excellence competitive they (Zwain et al, 2011).

Al-Busaidi dynasty et al (2010) Sharing knowledge is knowledge sharing oneself for others, it is one of the main processes of knowledge management systems (Knowledge Management System) organization. Azudin et al (2009) suggested sharing is the process whereby the resources granted by one party and accepted by others, in addition to sharing knowledge, sharing is the process by which individuals collectively and iteraktif fix the thoughts, ideas or suggestions in the experience.

Worldbank (2003) defines the sharing of knowledge as a process of absorbing knowledge from research and experience systematically, manage and store knowledge and information for ease of access and transfer or dissemination of knowledge, including the two-way transfer. According Pasaribu (2009), knowledge sharing is a social relation of culture, including the exchange of knowledge between employees, experience and skill through the department or organization, this creates a common basis that the need for cooperation. Connelly and Kelloway (2000) defines Knowledge Shraing as behavior that involves the exchange of information or membntu other colleagues. Knowledge Sharing indicator variable that is displayed to share knowledge rooted in davenport and Prusak, 1998: Grifeen, Of the various indicators, the indicator of knowledge sharing that can be taken in this study were 1) to share the knowledge gained through work experience, 2) share the knowledge gained through training and 3) sharing information with colleagues.

Knowledge sharings such as workshops, seminars, meetings and mentoring sessions can improve the performance of human resources. Szulaski, (2003) menyatakan that seadainya spread best practices both within the organization then Sharing best practices is one of the most important factors for improved performance.

Wei (2008) mengungkapkan that better sharing of knowledge that can translate tibal atmosphere behind and cooperation between individuals in the organization to penigkatan performance. The study results Yeo-Jin et al (2008) explains that knowledge sharing activities have a significant positive effect on performance. The study results Wu et al (2012) found that there was a significant positive relationship between knowledge sharing activities and performance, Based on the description above, the hypothesis is:

H7: Knowledge Sharing has a positive influence on the performance of human resources

Empirical model in this study as follows:

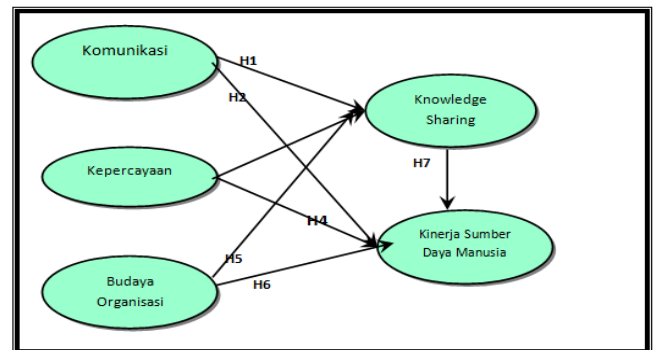


Fig 1:- Empirical Model Performance Improvement through Knowledge Sharing

III. RESEARCH METHODOLOGY

Quantitative research conducted to test the hypothesis with the intention to justify or strengthen the hypothesis with expectations, which in turn reinforces the theory that serve as a foothold. This study is the explanation (explanatory research), meaning that the research highlights the decisive influence of variables, and to test the hypothesis, where the description contains a description but remain focused on the relationship variables (Edi, 2011). Data collection methods used in this research is by using a questionnaire which consisted of a number of statements to the respondents about the statement in the questionnaire variables measured by mpenggunakan. Variabel Likert scale used in the study of variable communication, organizational culture of trust, kowledge sharing and performance of human resources , Each of these variables has several indicators which later developed into the instrument in the form of questionnaires that can be used to acquire or know the data in the study. More details variables and indicators used in this study can be seen in Table 3.1 below:

Table1. Variables and Indicators

No.	variables	Indicator	Source
1	<p>Communication</p> <p>Communication is a process of one's group or organization to send information on other people, groups or organizations or activities menyapaikan messages through a particular medium to another and after receive messages and Understand the extent of its ability, the message recipient menyapaikan tanggapannya through a particular medium to the person delivering the message to her.</p>	<ul style="list-style-type: none"> • Quality Communicators • Quality Media • Feedback 	<p>Murat Gumus (2007) and Lenny Martini and Jean Hidajat Tjakraatmadja (2011)</p>
2	<p>Trust</p> <p>An individual's psychological condition in the form of a positive expectation against the wishes or purpose of the behavior of others that involve dependency and built through trusting behavior and Trustworthy, where the person has that in him as an honest, consistent and competent.</p>	<ul style="list-style-type: none"> • Honest • Consistent • Competent • Consistent 	<p>(Morgan and Hunt, 2004)</p>
3	<p>Organizational culture</p> <p>organizational culture is a style or pattern matching has been implemented by the members of the organization based on values and norms that have been believed and agreed in an organization.</p>	<ul style="list-style-type: none"> • regulation • behavior • Norm • conviction 	<p>Luthas (1995)</p>
4	<p>Knowledge Sharing</p> <p>knowledge sharing is a process of individual mutual exchange of knowledge and information through social interksi based on the experience and skills they have to share and receive knowledge in the overall organisasi untuk creating new pengetahuan.</p>	<ul style="list-style-type: none"> • Sharing the knowledge acquired through work experience • Sharing the knowledge acquired through training • Sharing information with colleagues 	<p>Davenport and Prusak, 1998: Griffen 2002 Sayed-iksan and Rowland, 2004 and Goh, 2002</p>
5	<p>Human resources performance</p> <p>performance of human resources is an achievement of someone who has the apparently based on the quantity of work, quality of work and competence to carry out their responsibilities according to the task given</p>	<ul style="list-style-type: none"> • Quality • Quantity • on time • supervision • Responsible 	<p>Bernadin and Rusel (1998)</p>

The population in this study were all employees of BPS Southeast Sulawesi Province as many as 84 people, the total number of population (census). The analysis used in this study using Equatin Structural Model (SEM) programs Partial Least Square (PLS). Analysis of Partial Least Square (PLS) is a powerful analytical method because it does not have to assume a certain measurement data, can be applied at all scales of the data, does not require a lot of assumptions and sample size used SmartPLS program assistance (Ghozali, 2012).

IV. RESULT

Measurement model with reflective indicators evaluated by covergent and composite reliability for the block indicator. Learn the validity and reliability can be seen in table 4.7 below:

Table 2. Validity and Reliability

variables	original sample estimate	T-Statistic	Information	composite Reliability
KM				0.927
km1	0881	23,586	valid	
KM2	0889	33 293	valid	
KM3	0926	57 596	valid	
KP				0,795
KP1	0706	8792	valid	
KP2	0750	5998	valid	
KP3	0611	2482	valid	
KP4	0737	5678		
BO				.864
BO1	0812	14 592	valid	
Bo2	0850	24 238	valid	
BO3	0810	19 704	valid	
KS				0.888
KS1	0811	18 266	valid	
KS2	0842	23 194	valid	
KS3	0898	39 835	valid	
KO				.837
KO1	0747	11 637	valid	
KO2	0645	5497	valid	
KO3	0770	13 915	valid	
KO4	0620	4,758	valid	
KO5	0767	13 915	valid	

convergent validity of the measurement model with deflektif indicators were assessed based on the correlation between the item score to construct score is calculated by the PLS. Indicators considered valid when loading factor

value of more than 0.5 or the value of t-statistic greater than t-table 1.980 ($\alpha = 5\%$).

Testing discriminant validity of the measurement model with reflective indicators were assessed by cross loading measurements with the construct.

Table 3. Value Cross Loading

variables	KM	KP	BO	KS	KO
km1	0881	0342	0395	0629	0673
KM2	0889	0244	0400	0618	0669
KM3	0926	0584	0582	0765	0837
KP1	0497	0706	0743	0524	0559
KP2	0163	0750	0572	0184	0236
KP3	0079	0611	0503	0123	0229
KP4	0153	0737	0563	0357	0365
BO1	0329	0881	0812	0416	0387
Bo2	0273	0654	0850	0307	0394
BO3	0325	0618	0810	0365	0446
KS1	0623	0490	0446	0811	0653
KS2	0546	0399	0436	0843	0643
KS3	0475	0446	0434	0898	0525
KO1	0693	0559	0589	0784	0747
KO2	0302	0417	0402	0342	0645
KO3	0610	0665	0680	0637	0770
KO4	0412	0315	0273	0317	0620
KO5	0526	0290	0269	0488	0767

Value square root of average variance extracted () each construct with the correlation between the construct with other constructs in the model. If the value of each construct is greater than the value of the correlation between the construct with other constructs in the model, it is said to

have a value of a good discriminant validity. More value AVE and can be seen in the following table $\sqrt{AVE} \sqrt{AVE} \sqrt{AVE}$

Table 4. Value AVE and \sqrt{AVE}

variables	AVE	\sqrt{AVE}
KM	0808	0.898888
KP	0494	0.702851
BO	0679	0.824015
KS	0725	0.851469
KO	0508	0.712741

Source: results if the primary data

Inner models describing the relationship between latent variables based on the acquisition of the output of the model structure of the construct loading factor in the form of a graph the relationship between variables subjective norm, the attitude to share knowledge, self-efficacy, intention to share knowledge, absorption of knowledge, sharing of knowledge and innovation can be seen in the following picture:

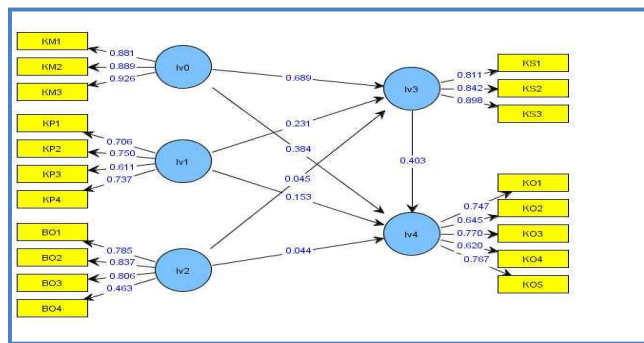


Fig 2:- Path Path Analysis

From Figure 2 there is a variable of organizational culture there is no correlation between the indicator value of 0.463 is not menuhui terms of Convergent validity of the measurement model reflexive indicators were assessed based on the correlation between intem score / component score with construt score. Dikatan reflection size higher if more than 0.7 correlated with the measured CONSTRUCTS. However, loading a value of 0.5 to 0.6 is considered sufficient. So it can eliminate an indicator of value, so that changes can be seen in the following picture:

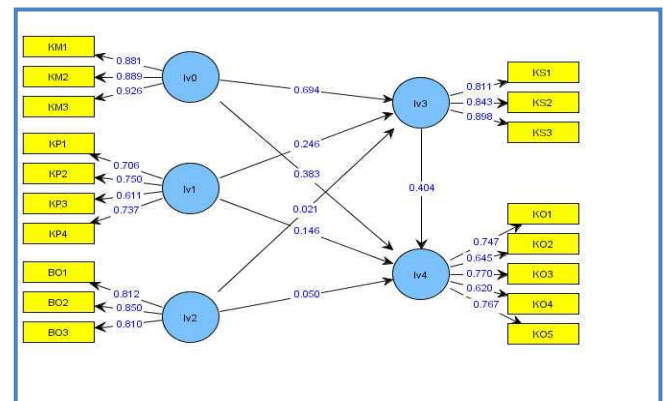


Fig 3:- Path Path Analysis

Hypothesis testing can be shown from the inner model or relationship between the constructs. The test is performed by comparing the t-statistic with t-table. If the t-statistic > t-table, the research hypothesis is accepted. More results inner model can be seen in Table 5 below:

Table 5. Coefficient Parameter, Value T-Statistics, and R-Square

variables	original sample estimate	the mean of subsamples	Standard deviation	T-Statistic	R-Square
KM -> KS	0694	0693	0084	8287	
KP -> KS	0246	0259	0100	2,450	
BO -> KS	0021	0008	0120	0176	
KM -> KO	0383	0365	0138	2,778	
KP-> KO	0146	0142	0119	1,228	
BO -> KO	0050	0037	0113	0437	
KS-> KO	0404	0426	0126	3,193	
KM					0000
KP					0000
BO					0000
KS					0689
KO					0730

Source: Results of data if processed

Based on the R-square value constructs communication, trust and organizational culture becomes the deciding factor of 0.689 Knowledge Sharing variable or by 68.9%, meaning that 68.9% of the variation of knowledge sharing can be explained by variations in communication, confidence, organizational culture while the remaining 31, 1% is determined by other variables not enter the regression model. Based on the R-square constructs its communication, confidence, organizational culture be the

deciding factor variable organizational performance by 0.730 or by 73%, meaning that 73% of the variation of organizational performance can be explained by variations in its communication, confidence, organizational culture while the remaining 27% is determined by other variables which do not enter the regression model.

The results of data processing in Figure 3 can be seen that there is a direct effect and the indirect effect between communication, trust and organizational culture on knowledge sharing and organizational performance.

V. CONCLUSIONS, LIMITATIONS AND FUTURE RESEARCH

Based on the results of the analysis technique used in this study uses the concept of Equatin Structural Model (SEM) programs Partial Least Square (PLS). Analysis of Partial Least Square (PLS) study results concluded get First, There is a positive influence on knowledge sharing communication to the Office of National Statistics Agency of Southeast Sulawesi province. This supports previous research by Ade Ismail Al-alawi, et al (2007) which states that the communication is positively related to the sharing of knowledge. Secondly, there is a positive influence between communication on the performance of the organization at the Office of National Statistics Agency of Southeast Sulawesi province. This research was supported by previous research by Chen et al, (2006) which states that the positive effect of communication with the organization's performance. Third, there is a positive influence between belief in knowledge sharing on the Office of National Statistics Center of Southeast Sulawesi province. This study supported previous research by Ipe (2003). expressed confidence positive influence on Knowledge Sharing. Fourth, there is a negative effect on the performance of the organization between confidence in the Office of National Statistics Agency of Southeast Sulawesi province. This study confirmed the previous study by Celik et al (2011) found no significant effect of trust on organizational performance. Fifth, there is a negative influence of organizational culture on Knowledge-sharing at the Office of National Statistics Agency of Southeast Sulawesi province. This is supported by previous studies According While Seyyed et al (2012) who found that organizational culture does not significantly influence the sharing of knowledge (knowledge sharing). Sixth, the negative influence of organizational culture on organizational performance in office of the Central Statistics Agency of Southeast Sulawesi province. This study reinforced previous research by Ira (2009) expressed a negative influence organizational culture on organizational performance, and the Seventh, showed no positive effect of knowledge sharing on the performance of the organization at the Office of National Statistics Agency of Southeast Sulawesi province. This study confirmed from previous investigators, according to Fauzi Akram et al (2011) reported a positive effect on the performance of the Organization of knowledge sharing. And according to Narda R.

Limitations of the study based on the conclusions from the data analysis and discussion that is used as an alternative thought in improving organizational performance through knowledge sharing is 1) This study only examines the effect of sharing knowledge to achieve organizational performance was good only based on the factor of communication and trust and culture of the organization, 2) this study was only done on CPM Southeast Sulawesi province with a population of limited sebayak 84 without involving the relevant agencies. Based on the limitations of the researchers did it is expected that future research may be developed through the expansion of research and apply some of the variables that can mempengaruhi knowledge sharing or to

dipengaruhui knowledge sharing to improve the performance of human resources as a motivational variable (Hosein Jafadi et al, 2012, variable absorption capacity of knowledge (lenny Martini et al, 2011), and the variable competence (His Christine Tan Ling, 2011), is necessary to study with the same model but in a different organization with the number of respondents who are greater for the results obtained more diverse and accurate. Need for research with the same model but in a different organization with the number of respondents who are greater for the results obtained more diverse and accurate. Need for research with the same model but in a different organization with the number of respondents who are greater for the results obtained more diverse and accurate.

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