

## THE EFFECTS OF KNOWLEDGE SHARING AND WORK MOTIVATION ON WORK PRODUCTIVITY AT PT BALAGI



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### Abstract

Human resource management plays an important role in increasing employee productivity and achieving corporate goals. In the age of globalization and increasing competition, companies are forced to improve their efficiency and operational performance. This study examines the effects of knowledge sharing and work motivation on productivity at PT Balagi Rotan. It shows that these two factors have a significant impact on productivity. Knowledge sharing, the exchange of knowledge between individuals, increases operational efficiency and innovation within the company, although it is often hampered by cultural barriers and mutual distrust. At the same time, high work motivation can inspire employees to perform better and enhance their performance. This study uses a quantitative method with a descriptive approach and includes a sample of 150 employees from a population of 150. The results of the statistical tests show that these two variables, namely knowledge sharing and work motivation, have a significant impact on productivity. These findings enable companies to develop more effective strategies to overcome production delays and improve overall operational performance.

**Keywords:** Human Resource Management, Work Productivity, Knowledge Sharing, Work Motivation, PT Balagi Rotan

## INTRODUCTION

Human resource management is a general management area that encompasses planning, organization, implementation, and control. This process takes place in the areas of production, marketing, finance, and human resources, as human resources play an increasingly important role there (Prahara et al., 2025). Corporate goals can be achieved through employee performance. To achieve optimal and more productive performance in line with corporate objectives, employees require structured and effective leadership from the company (Tifani Nur Adinda et al., 2023).

Optimizing employee productivity is now a way to increase a company's competitiveness. Productivity is the ability to perform at peak levels. Many factors, such as a demanding work environment, high work pressure, and the ability to complete tasks, can impair employee productivity (Sedarmayanti, 2016).

This productivity can be measured by the efficiency and effectiveness of an individual or group in production or work performance, whether in the form of products, services, or set goals. The factors that influence work productivity are diverse and range from individual skills and the work environment to motivation and management within the organization. By increasing work productivity, companies can optimize their resources and strengthen their competitiveness in the marketplace. Therefore, companies must find ways to maintain their employees' productivity and develop their skills so that they can make optimal contributions to the organization (Siagian, 2009).

This decline in productivity is often influenced by several factors, one of which negatively impacts employee performance. Internal factors such as lack of motivation, ineffective management policies, and an unpleasant work environment can demotivate employees or even prevent them from performing their duties. At the same time, external factors such as economic instability, excessive workload, and a lack of social support in the workplace exacerbate the situation. Furthermore, the mismatch between work and employees' interests and abilities can lead to a decline in enthusiasm and efficiency at work. If this phenomenon is not addressed immediately, the decline in productivity will negatively impact the achievement of company goals, team performance, and employee well-being.

Various factors influence productivity in the workplace, including knowledge sharing. This sharing is essential for improving the performance of individuals, teams, and the organization as a whole (Toha et al., 2021). In an organizational context, particularly in a professional environment such as a rattan factory, knowledge sharing can improve operational efficiency, accelerate decision-making, and increase productivity. This aspect is crucial because each individual's knowledge can have a significant impact on innovation, problem-solving, and adapting to change.

On the other hand, knowledge sharing is often hindered by various obstacles, such as organizational cultural barriers, mistrust between individuals, or limited access to information. Therefore, it is essential for companies that want to improve their performance and competitiveness in the information age to understand the factors that influence the knowledge sharing process and the associated benefits. Knowledge sharing plays a crucial role because, in a complex industrial environment, the ability to effectively share knowledge between employees or between production units can promote the understanding of more efficient work processes and contribute to the resolution of technical or operational problems that hinder smooth production processes. Without an effective knowledge sharing system,

innovation potential and improvements in work quality are inhibited, which negatively impacts overall productivity.

The next factor is work motivation. Work motivation is a potential strength of every individual in performing their job, which impacts employee productivity (Nugroho, 2021). Motivation encourages employees to be more efficient and productive. In fact, motivation itself is a state of mind and mental attitude that provides the necessary energy to satisfy needs (Barelson and Steiner in Pratikno & Hermawan, 2022).

Various factors influence work motivation, including internal factors such as personal goals and a sense of achievement, as well as external factors such as rewards, recognition, and a supportive work environment. A highly motivated person is more likely to give their best, improve their performance, and contribute as much as possible to achieving organizational goals. Conversely, a lack of motivation in the workplace can lead to lower productivity, dissatisfaction, and even increased staff turnover.

Low motivation can be directly linked to low employee morale, leading to poor performance and production delays. When employees feel undervalued or demotivated to achieve common company goals, they are less likely to strive to improve their work efficiency. However, when they receive sufficient motivation, for example, through rewards or incentives, they tend to be more enthusiastic and productive. Therefore, it is important for companies to understand and manage workplace motivation as a key element of their long-term success.

Based on this research phenomenon, the researcher aims to further investigate how effective knowledge sharing and high work motivation can increase productivity and reduce delays in the rattan manufacturing process at PT Balagi Rotan. By understanding this phenomenon, the company can take concrete measures to overcome production delays and improve its operational performance.

## **REVIEW OF LITERATURE**

### **Knowledge Sharing**

Knowledge sharing is a process through which individuals share their knowledge (Adriyanto, AT, and Prasetyo, A., 2021). Knowledge sharing is an essential asset. Thanks to it, organizations can better fulfill their mission. Each individual acquires knowledge through their professional experience. The longer a person works, the more their knowledge and understanding of the task grow. Each individual's knowledge becomes an asset for themselves and does not directly belong to the organization (Hapis, A., 2024; Pelealu, 2022). Some dimensions and indicators can be used to measure knowledge exchange, namely:

1. Implicit knowledge
  - a) Sharing new knowledge
  - b) Share new work information
2. Explicit knowledge
  - a) Attention to colleagues

### **Motivation at Work**

Work motivation is a person's inner desire to be inspired, encouraged, and driven to perform their activities with sincerity, joy, and seriousness so that the results of their work are good and of high quality (Farisi et al., 2020). Work motivation can also be defined as the

willingness to do one's best to achieve organizational goals, influenced by the organization's ability to meet diverse individual needs (Esisuarni, HA, 2024).

There are dimensions and indicators that can be used to measure knowledge exchange, namely:

1. Physiological needs
  - a) The level of satisfaction of employees with the educational needs of their children
  - b) The degree of acceptance (pleasant feelings) of employees towards their superiors
  - c) Degree of acceptance (pleasant feelings) towards colleagues
2. The need for security
  - a) Comfort level of the atmosphere and working environment
  - b) Degree of security of the pension or retirement savings program
  - c) The level of attention of managers to the work of employees
3. The need to be loved
  - a) The degree of personal attention of managers to the personal problems of their employees
  - b) The level of equality among employees in the eyes of managers
  - c) The behavior and courtesy of managers towards their employees
4. Needs for self-esteem
  - a) The level of appreciation or attention that managers give to the performance of their employees
  - b) Scope of management support for the personal development of employees

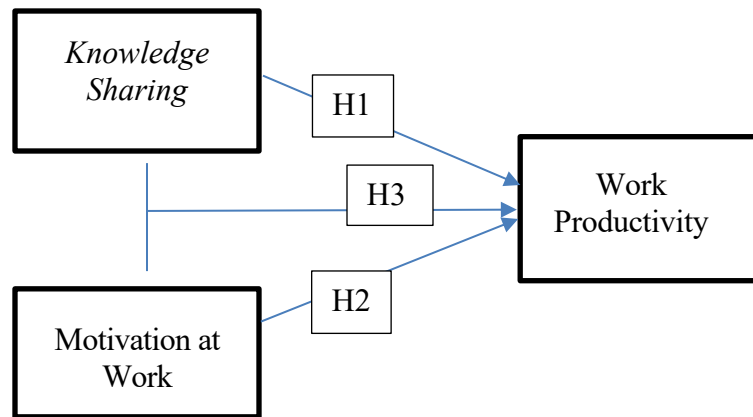
#### **Work Productivity**

Work productivity is defined as the comparison of the results achieved with all resources used, or as the comparison of the volume of production (output) with the resources used (input) (Triton 2018). In this case, work productivity is measured using an indicator: "To measure work productivity, an indicator is needed: capacity, personal development, work enthusiasm, improvement of achieved results, quality, and efficiency" (Hasibuan, 2018).

Some dimensions and indicators allow us to measure labor productivity, namely:

1. Training
  - a) Improving work performance
  - b) Perfection in handling work equipment
2. Physical and mental abilities
  - a) Mental Priority in Action
  - b) The priority of physical health in action
3. The relationship between superiors and subordinates
  - a) Greater participation in setting work goals

## Framework



H1: The effects of knowledge sharing on work productivity

H2: The effects of work motivation on work productivity

H3: The effects of knowledge sharing on work productivity

## RESEARCH METHOD

This research uses a quantitative method with the goal of analyzing the relationships between variables and describing the research results. Quantitative research is a form of research that aims to draw conclusions from data in the form of numbers (Sugiyono, 2016).

This research is a quantitative descriptive study that describes variables supported by various data in numerical form based on actual on-site conditions. This quantitative descriptive study uses two independent variables: knowledge sharing (X1) and work motivation (X2), while the dependent variable is work productivity (Y). The population of this study included 150 employees of PT Balagi Rotan based on a sample of 150 employees PT Balagi Rotan.

## RESULTS AND DISCUSSION

### Validity Test

indicator	R-table	R-number	decision
X1_1	0.1603	0.766	Valid
X1_2	0.1603	0.784	Valid
X1_3	0.1603	0.828	Valid
X2_1	0.1603	0.653	Valid
X2_2	0.1603	0.667	Valid
X2_3	0.1603	0.604	Valid
X2_4	0.1603	0.661	Valid
X2_5	0.1603	0.639	Valid
X2_6	0.1603	0.748	Valid
X2_7	0.1603	0.723	Valid
X2_8	0.1603	0.627	Valid
X2_9	0.1603	0.682	Valid
X2_10	0.1603	0.601	Valid
X2_11	0.1603	0.649	Valid
Y1_1	0.1603	0.721	Valid
Y1_2	0.1603	0.643	Valid
Y1_3	0.1603	0.711	Valid
Y1_4	0.1603	0.747	Valid
Y1_5	0.1603	0.642	Valid

The determined correlation value (r-value) based on the validity test results shows that all statement results are greater than the required r-value of 0.1603. Thus, this value can be used for further analyses.

### Reliability Test

Variables	Cronbach's Alpha	Decision
X1	0.704	Realizable
X2	0.868	Realizable
Y	0.724	Realizable

According to Gozali, the reliability threshold is 0.70 to say that the variable is reliable, and based on the results of the analysis, all the variables exceed the threshold, or the Cronbach's alpha value is  $> 0.7$ , so the data is considered reliable.

### Classic Acceptance Test

#### Multicollinearity test

		Coefficients				Collinearity Statistics	
		Non-Standardized Coefficients		Standardized Coefficients			
Model		B	Standard error	beta	T	Sign.	Tolerance
1	(Constant)	2,335	1,139		2,050	,042	LIVELY

	X1	,105	,110	,065	,961	,338	,492	2,032
	X2	,370	,032	,771	11,426	,000	,492	2,032

a. Dependent variable: Y

Since the tolerance value is  $> 0.100$  and the VIF is  $< 10,000$ , it is concluded that there are no symptoms of multicollinearity.

**Normality Test**

**One-Sample Kolmogorov-Smirnov Test**

		Non-Standardized Residual	
N		150	
Normal parameters a, b	Mean	,0000000	
	Standard deviation	1.52093270	
Extreme differences	absolute	,100	
	Positive	,045	
	Negative	-,100	
Test statistics		,100	
Asymptomatic sign (2-sided)		.001c	
Monte Carlo Sig. (2-sided)	Sign.	,094d	
	99% confidence interval	Lower Limit	,086
		Upper Limit	,101

The test distribution is normal.

b. Calculated from data.

c. Lilliefors significance correction.

d. Based on 10,000 sample tables with a starting value of 2,000,000.

Since the significance value (two-sided) is  $0.094 > 0.05$ , it is concluded that the data are normally distributed.

**Heterocedasticity Test**

**Coefficients**

Model		Non-Standardized Coefficients		Standardized Coefficients	T	Sign.
		B	Standard error	beta		
1	(Constant)	1,367	,675		2,026	,045
	X1	,105	,065	,187	1,610	,109
	X2	-,032	,019	-,194	-1,670	,097

Dependent variable: ABS\_RES

Since the Sig. value for X1 is  $0.109 > 0.05$  and for X2  $0.097 > 0.05$ , this means that the data do not show any symptoms of heteroscedasticity, or the assumption of the heteroscedasticity test for the risk management variable has been met.

**Autocorrelation Test**

**Model Summary**

Model	R	R <sup>2</sup>	Adjusted R-squared	Standard error of the estimate	Durbin-Watson
1	,819a	,670	,666	1,531	2,097

- a. Predictors: (constant), X2, X1
- b. Dependent variable: Y

Since the Durbin-Watson value is 2097 when  $DL < DW < (4-DU)$  or  $1706 < 2097 < 2240$ , it can be concluded that the data are not subject to autocorrelation.

**T-Test**

		<b>Coefficients</b>				
		Non-Standardized Coefficients		Standardized Coefficients		
Model		B	Typical mistake	beta	T	Sign.
1	(Constant)	8,225	1,391		5,915	,000
	X1	,997	,105	,614	9,475	,000

- a. Dependent variable: Y

- Since the obtained significance value is  $0.000 < 0.05$ , it can be concluded that X1 has a significant effect on Y.
- Since from the above table, the calculated T-value  $>$  T-table or  $9.475 > 1.655$ , it can be concluded that H1 is accepted.

		<b>Coefficients</b>				
		Non-Standardized Coefficients		Standardized Coefficients		
Model		B	Typical mistake	beta	T	Sign.
1	(Constant)	2,661	1,087		2,449	,015
	X2	,392	,023	,817	17,266	,000

- a. Dependent variable: Y

- Since the obtained significance value is  $0.000 < 0.05$ , it can be concluded that X2 has a significant effect on Y.
- Since from the above table, the calculated T-value  $>$  T-table or  $17.266 > 1.655$ , it can be concluded that H2 is accepted.

**F-Test**

		<b>ANOVA</b>				
Model		sum of squares	df	Square root of the mean	F	Sign.
1	Regression	700 828	2	350,414	149,449	,000
	relax	344,672	147	2,345		
	In total	1045 500	149			

- a. Dependent variable: Y

- b. Predictors: (constant), X2, X1

- Since the obtained significance value is  $0.000 < 0.05$ , it can be concluded that X1 and X2 simultaneously have a significant effect on Y.
- Since from the above table, the calculated F-value  $>$  F-table or  $149.449 > 3.06$ , it can be concluded that H3 is accepted.

### **The relationship between knowledge exchange and labor productivity**

*Knowledge sharing* work productivity is significantly affected, it can be concluded that H1 is accepted if the determined significance value is  $0.000 < 0.05$ , and the above table shows the number  $T > T$  or  $9.475 > 1.655$ . Employees who receive new knowledge and insights from their managers acquire knowledge through their work. In this case, knowledge sharing can improve performance, increase productivity, and make a positive contribution to the organization.

H1: Knowledge sharing has a significant positive relationship with labor productivity.

### **The relationship between work motivation and work productivity**

Work motivation can also be defined as “a psychological motivation for an individual that determines the direction of an individual’s behavior in an organization, the level of effort, and the degree of persistence or resilience in the face of obstacles or problems” (Purwanti et al., 2024). Work motivation has a significant positive effect on work productivity because the obtained significance value is  $0.000 < 0.05$ , and the T-value calculated from the above table is  $17.266 > 1.655$ . Therefore, it can be concluded that H2 is accepted. The results of this study support the research of Aknes and Diana Silaswara (2023) and Tria Difasari et al. (2022), who found that work motivation has a significant effect on employee productivity. In this case, work motivation can increase work productivity through instructions from superiors, guidance for each task performed, contributions, or recognition from superiors, which can make employees feel a sense of development and increase their work productivity.

H2: Work motivation has a significant positive relationship with work productivity.

### **The relationship between knowledge sharing and work motivation on work productivity**

Knowledge sharing impact on workplace productivity. Employees feel satisfied when they regularly receive suggestions and motivating feedback. This can also increase productivity in the workplace. Knowledge sharing and motivation in the workplace therefore have a significant impact on productivity. The determined significance value is  $0.000 < 0.05$ . The table above shows the calculated F-value  $> F$ -table or  $149.449 > 3.06$ . Therefore, these two variables have a significant effect on employee productivity.

H3: Knowledge sharing and work motivation have a significant positive relationship with work productivity.

## **CONCLUSION**

This study highlights the importance of human resource management in improving company productivity, especially in the era of globalization and tight market competition. Productivity is influenced by various internal and external factors, including knowledge sharing and work motivation. Both of these factors play an important role in operational efficiency, innovation, and improving company performance.

Research from PT Balagi Rotan shows that knowledge sharing and work motivation have a significant impact on employee productivity. The study also shows that organizational cultural barriers or mistrust among employees can hinder knowledge sharing, which in turn impairs productivity. Furthermore, high work motivation can encourage employees to optimize their performance.

By understanding these factors, companies can take strategic actions to address existing problems, such as production delays, and improve operational performance to achieve their long-term goals. The study also found that knowledge sharing and motivation in the workplace influence both individual and team productivity, which can ultimately improve overall organizational performance.

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