

Motivating Knowledge Sharing: A Pathway to Enhanced Nurse Performance

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ABSTRACT

This study investigated the influence of work motivation and knowledge sharing on employee performance within the healthcare sector, specifically among nursing staff at RSUD dr Gondo Suwarno. The research aimed to explore the direct and indirect effects of these variables, with job satisfaction serving as a mediating factor. Data was collected through a quantitative survey involving 149 nursing staff, and structural equation modeling (SEM) was employed to analyze the relationships. The findings revealed that work motivation did directly impact employee performance, and it positively influenced job satisfaction. Conversely, knowledge sharing demonstrated a significant positive relationship with both job satisfaction and employee performance. Moreover, job satisfaction emerged as a crucial mediator, amplifying the positive effects of both work motivation and knowledge sharing on employee performance. These results underscore the importance of holistic human resource management strategies that prioritize employee satisfaction. Organizations are encouraged to create supportive work environments that foster motivation, facilitate knowledge sharing, and offer opportunities for career development. Future research could delve deeper into the dynamic of these relationships within diverse organizational contexts.

Keywords: job satisfaction; knowledge sharing; performance; human resource management; organizational effectiveness.

INTRODUCTION

The healthcare sector, particularly hospitals, plays a pivotal role in ensuring the well-being of individuals. Hospitals, as complex organizations, rely heavily on their human capital to deliver quality healthcare services. The performance of healthcare professionals, especially nurses, significantly impacts the overall efficiency and effectiveness of a hospital (Agnes, 2010) and (Sima & Ratnasari, 2022).

In recent years, there has been a growing interest in understanding the factors that influence employee performance. Two key factors that have been extensively studied are motivation and knowledge sharing. Motivation, as a driving force behind human behavior, is crucial in encouraging employees to exert effort and achieve organizational goals (Maulana & Syukri, 2023). On the other hand, knowledge sharing, the process of disseminating information and expertise within an organization, is considered a critical component of organizational learning and innovation (Brock et al., 2006) and (Brock et al., 2010).

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While numerous studies have explored the individual impacts of motivation and knowledge sharing on employee performance, there is paucity of research that investigates their combined effects, particularly within the healthcare context. Furthermore, the mediating role of knowledge sharing in the relationship between motivation and performance has received limited attention.

This study aims to address these research gaps by examining the influence of motivation and knowledge sharing on the performance of nursing staff at RSUD dr Gondo Suwarno. Specifically, this research will investigate the direct impact of motivation and knowledge sharing on employee performance, the mediating role of knowledge sharing in the relationship between motivation and performance, and the factors that contribute to knowledge sharing among nursing staff. By exploring these research questions, this study contributes to the existing literature on employee performance and offers practical implications for healthcare organizations seeking to improve their workforce productivity.

THEORETICAL BACKGROUND

Human Resource Management (HRM)

Human resource (HR) play a central role in achieving development performance by aligning their functions with the overall goals of capital, ensuring that individuals are equipped to meet development demands and societal needs. The development of human resources is considered a fundamental part of organizational success, encompassing activities that ensure human potential is managed effectively. HR refers to the totality of individuals within an organization whose abilities, expertise, and potential contribute to organizational advancement. The quality of HR is directly related to the professionalism and capabilities of employees, which influence organizational performance (Sima & Langgeng Ratnasari, 2022).

Strategic Human Resource Management (SHRM) aims to effectively utilize human talent to achieve organizational objectivess. SHRM is a comprehensive process involving planning, organizing, mobilizing, and overseeing recruitment, development, compensation, and workforce integration to ensure the organization's success (Utami et al., 2020). The performance of employees significantly impacts an organization's productivity, as high employee performance facilitates goal achievement, while poor

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performance creates barriers to organizational progress (Evita et al., 2019). Good HR management practices are integral to enhancing employee contributions to the organization, ensuring that the organization remains sustainable by balancing the needs of current and future stakeholders (Triana et al., 2021). Moreover, sustainable HRM is crucial in addressing issues like workforce health, resource scarcity, and demographic shifts, focusing on efficiency and long-term organizational growth (Syahputri & Rahmawati, 2023).

Ultimately, HR performance is essential for both organizational success and achieving broader strategic goals, contributing to economic, social, and environmental sustainability (Rau et al., 2013). Performance is the outcome of individual or group efforts in a company, aligned with their responsibilities to achieve organizational goals. Employee performance at RSUD dr Gondo Suwarno, Kabupaten Semarang, is integral to the overall company performance, aiming to realize its vision and mission. Ghoniyah and Masurip (2011, p.124) measure performance through: (a) work quality, (b) work quantity, and (c) organizational contribution.

Motivation has been shown to positively influence employee performance, as evidenced by Reza (2010), Karam (2011), Nazaruddin (2012), and Mahesa & Dewar (2010). Additionally, research by Wa Ode Zusnita et al. (2018), Diki Furkon hanapi et al. (2020), and Achmad Dwi Anang Fanani et al. (2022) highlights the significant positive impact of knowledge sharing on employee performance, further supported by (Ivancevich et al., 2008), Purnami (2014), and Vandy Fahrizal et al. (2020).

Motivation

Motivation, a multifaceted construct, has been extensively studied in organizational behavior. According to numerous scholars, including (Robbins et al., 2014), (McShane et al., 2011), and (Lusri & Siagian, 2017), motivation can be defined as an internal force that drives individuals to engage in specific behaviors with varying degrees of intensity and persistence. This force is often influenced by underlying needs, as outlined in Maslow's hierarchy of needs.

The literature highlights the significance of motivation in enhancing job performance. Studies by (Putra & Wikansari, 2017) have demonstrated a positive

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correlation between motivation and employee productivity. Moreover, various researchers, such as (George & Jones, 2012), have proposed that employee motivation can be assessed by examining their behaviors, effort levels, and persistence. Wijayanto (2013) emphasizes the role of motivation as a driving force behind individual behavior. Koontz & Weihrich (2007) further elaborates on the concept of motivation, attributing it to internal states that propel individuals towards specific goals. (Sardiman, 2019) connects motivation to the energy and enthusiasm that individuals bring to their tasks, while (Robbins et al., 2014) emphasizes the role of needs in driving behavior.

In summary, motivation is a complex phenomenon that is influenced by a variety of factors, including individual needs, organizational goals, and external incentives. To effectively motivate employees, managers must possess a deep understanding of the underlying factors that drive employee behavior. As (Suwardi & Utomo, 2011) suggest, motivation can be measured by examining employees' effort, alignment with organizational goals, and the satisfaction of their needs.

Knowledge Sharing

Knowledge sharing, a cornerstone of organizational learning, involves the exchange of information, experiences, and ideas among individuals within an organization. As Tobing in (Nawawi, 2012), (Bartol & Srivastava, 2002), (Raharso & Tjahjawati, 2016), this process is instrumental in enhancing an organization's knowledge base and competitive advantage.

Numerous studies have identified factors influencing knowledge sharing. Shabrina & Silvianita (2015) highlight factors such as opportunities, communication, technology, organizational culture, employee attitudes, and motivation. Hogel et al. suggest that knowledge sharing is influenced by factors such as new knowledge, information, attention to employees, and new experiences.

Sedarmayanti (2007) views knowledge sharing as an emotional state related to job satisfaction, while Priansa (2016) connects it to employees' perceptions of their work. (Luthans, 2011) further emphasizes the role of job satisfaction in fostering knowledge sharing. According to Munandar (2012), knowledge sharing is a product of factors such as intrinsic job characteristics, compensation, supervision, and peer relationships. Sudarmanto (2014) links knowledge sharing to competencies, including motives, traits,

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self-image, social roles, and skills. Robbins et al. (2014) highlights the role of personality in knowledge sharing, while Winardi (2009) proposes measuring knowledge sharing using the Job Descriptive Index.

In summary, knowledge sharing is a multifaceted concept influenced by a variety of individual, organizational, and contextual factors. To foster a culture of knowledge sharing, organizations must create an environment that encourages employees to share their knowledge, provides opportunities for interaction and collaboration, and rewards knowledge-sharing behaviors. By promoting knowledge sharing, organizations can enhance innovation, improve decision-making, and gain a competitive advantage.

Hypothesis Deveopment

Motivation and Performance

Previous research on the relationship between motivation and nurse performance has yielded mixed results. Irregular salary payments have been identified as a potential factor affecting nurse performance. Building on the work of (Ranihusna et al., 2023) and (Muthmainnah et al., 2018), this study proposes that timely salary disbursement will have a significant positive impact on nurse performance. The research hypothesis (H1) posits that:

H1: Job motivation significantly influences employee performance.

Motivation and Job Satisfaction

Job motivation plays a significant role in influencing job satisfaction by fostering a positive work environment and encouraging employee engagement. High levels of motivation can lead employees to feel more valued and fulfilled in their roles, which enhances their satisfaction at work (Lusri & Siagian, 2017). Motivational factors such as recognition, rewards, and career development opportunities directly contribute to job satisfaction by aligning employee needs with organizational goals (Maulana & Syukri, 2023). Additionally, motivated employees often exhibit greater enthusiasm and commitment, which strengthens their sense of accomplishment and personal growth, further boosting satisfaction (Putra & Wikansari, 2017). The positive correlation between motivation and satisfaction highlights the importance of effective motivational strategies

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in achieving higher levels of employee well-being and productivity (Sima & Langgeng Ratnasari, 2022).

H2: Job Motivation significantly influences Job satisfaction

Knowledge Sharing and Performance

Knowledge sharing, encompassing the exchange of experiences and knowledge, plays a pivotal role in enhancing employee performance. By fostering a culture of knowledge sharing, organizations empower employees to access and learn from the collective wisdom of their peers, thereby boosting innovation and overall performance. Numerous studies, including those by (Afshari et al., 2024), (Nguyen et al., 2023), and (Prentice et al., 2023), have consistently demonstrated a positive and significant relationship between knowledge sharing and employee performance. Based on these findings, the following hypothesis is proposed: H2: Knowledge sharing has a significant influence on employee performance.

H3: Knowledge sharing significantly influences employee performance

Knowledge Sharing and Job Satisfaction

Knowledge sharing plays a crucial role in enhancing work motivation by fostering a collaborative environment where employees feel valued and supported. According to Bartol and Srivastava (2002), organizations that implement reward systems to encourage knowledge sharing can stimulate intrinsic and extrinsic motivation, leading to improved job satisfaction and performance. Additionally, collaborative norms significantly influence knowledge-seeking behavior, which can enhance employees' sense of purpose and engagement (Brock et al., 2006). Nguyen et al. (2023) further highlight that technology-based knowledge sharing, complemented by leadership and training, positively impacts employee motivation by improving accessibility and usability of information. Such practices not only empower individuals but also strengthen organizational commitment and productivity.

H4: Knowledge Sharing has a significant influence on job satisfaction

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Job Satisfaction and Performance

Job satisfaction significantly influences job performance, as employees who feel content and valued in their roles tend to exhibit higher levels of motivation and commitment to organizational goals. According to Luthans (2011), satisfied employees are more likely to engage in behaviors that enhance overall performance and contribute positively to workplace dynamics. Similarly, Ranihusna et al. (2023) found that job satisfaction acts as a critical mediator in improving performance, especially in complex and demanding environments like healthcare. Organizational culture and leadership practices that prioritize employee well-being, as highlighted by Robbins et al. (2014), can further amplify this relationship by fostering an environment where employees can thrive and deliver optimal results.

H5: Job Satisfaction has a significant influence on job performance

Motivation, Performance and Job Satisfaction

Job satisfaction is closely tied to factors influencing employee performance, such as leadership, organizational culture, and motivation (Lusri & Siagian, 2017; Maulana & Syukri, 2023; Nguyen et al., 2023). However, these factors often receive insufficient attention from organizations (Putra & Wikansari, 2017; Ranihusna et al., 2023). Effective leadership plays a pivotal role in driving organizational change and serving as a role model for employees (Koontz & Wehrich, 2007; Robbins et al., 2014). Motivation transforms routine tasks into engaging projects, fostering adaptability, collaboration, and positivity among employees, thereby enhancing performance and satisfaction, benefiting both individuals and organizations (Luthans, 2011; Sardiman, 2019; Syahputri & Rahmawati, 2023).

H6: Motivation has a significant influence on performance mediated by job satisfaction.

Knowledge Sharing, Performance and Job Satisfaction

The success of an organization is intrinsically linked to its employees' performance, which is shaped by both knowledge management and job satisfaction (Afshari, Ahmad, & Mansoor, 2024; Bock, Kankanhalli, & Sharma, 2006). Employees deprived of recognition, comfort, or growth opportunities are less focused and productive

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(Luthans, 2011; Koontz & Wehrich, 2007). Conversely, a supportive work environment fosters job satisfaction, enabling employees to exhibit professionalism, elevate organizational productivity, and strive for corporate goals (George & Jones, 2012; Putra & Wikansari, 2017). Therefore, prioritizing job satisfaction is imperative for cultivating a motivated workforce that drives organizational success and facilitates seamless goal attainment (Maulana & Syukri, 2023; Ranikusna, Suharnomo, & Arifinandini, 2023).

H7: Knowledge shaing has a significant influence on performance mediated by job satisfaction.

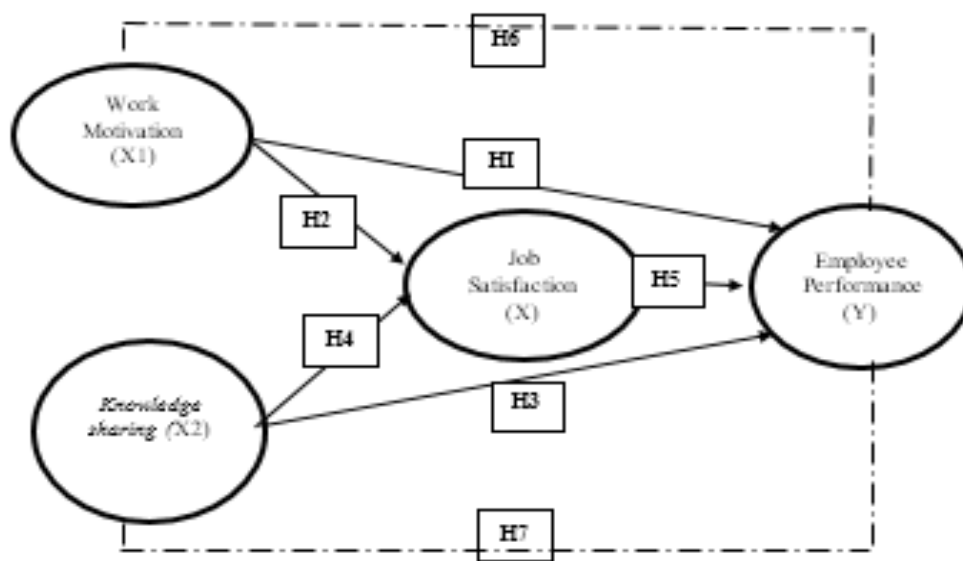


Figure 1. Research Model

METHOD, DATA AND ANALYSIS

This study adopts a quantitative paradigm to test hypotheses using numerical data, ensuring objective measurement and replication. The explanatory approach examines casual relationships between Work Motivation, Knowledge Sharing, and Employee Performance. The unit of analysis is individual employees, specifically 249 nurses and midwives at RSUD dr Gondo Suwarno, Semarang district. A Stratified random sampling method ensures representation across strata. Slovin's formula (Umar, 2013) with 5% margin of error yielded a minimum sample size of 153.

Primary data were collected using structured online questionnaires on five-point Likert scale. Secondary data from prior research and academic journals supported the

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theoretical framework and validated findings. The independent variables are Work Motivation (X1), with indicators including employee behavior, effort, and persistence (George & Jones, 2005), and Knowledge Sharing (X2), measured by sharing job-related knowledge and experiences (Hoegl et al., 2003). The dependent variable, Employee Performance (Y), includes work quality, timeliness, and teamwork (Putri & Soedarsono, 2017). The mediating variable, Job Satisfaction (Z), includes satisfaction with pay and supervision (Luthans, 2011). Descriptive statistics summarized variables using means and standard deviations. SEM with SmartPLS 3.0 (Ghozali & Latan, 2015) evaluated the measurement model for convergent validity (correlations > 0.70), discriminant validity (AVE > 0.50), and composite reliability (Cronbach's alpha > 0.70). Structural model analysis assessed R-square values, path coefficients (t-statistic > 1.96, p-value < 0.05), and hypothesis testing for causal relationships. Participants' anonymity and confidentiality were maintained throughout the study. Respondents participated voluntarily and were provided with detailed information regarding the study's purpose and procedures.

RESULTS

Descriptive statistics

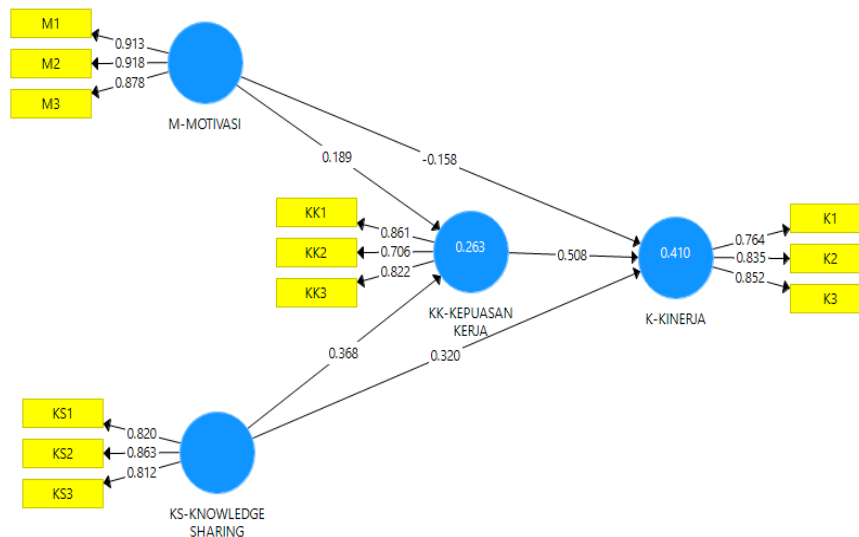
The descriptive statistics reveal that the overall mean for all variables motivation (3.658), job satisfaction (3.632), knowledge sharing (3.678), and performance (3.627) falls within the “High” criteria, indicating positive respondent perceptions across these dimensions. Motivation, the highest-rated item is “the preference for career advancement opportunities” (3.686), suggesting that employees value growth and development opportunities offered by the organization. Job Satisfaction, “Salary-equity” (3.680) scored the highest, reflecting that fair compensation strongly influenced job satisfaction. Knowledge Sharing, respondents showed the highest agreement with “seeking assistance from colleagues for skill improvement” (3.706), underscoring a collaborative learning environment. Performance, “Efforts to produce satisfactory results” (3.673) are most appreciated, demonstrating employees' commitment to achieving quality outcomes. These findings highlight areas of strength within the organization, such as career

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development, collaborative learning, and fair compensation, which drive employee satisfaction, motivation, and performance.

Measurement Model (Outer Model)



Source: SmartPLS 3.0 output

Figure 2. Outer Model

The evaluation of the measurement model was conducted based on convergent validity, discriminant validity, and composite reliability.

- **Convergent validity:** All outer loading values exceeded the threshold of 0.70, indicating strong item-to-variable correlations. The AVE values for all constructs were greater than 0.50, ensuring sufficient construct validity.
- **Discriminant validity:** The Fornell-Larcker Criterion values demonstrated that each construct’s AVE exceeded the shared variance, confirming discriminant validity.
- **Composite reliability:** All Cronbach’s alpha and composite reliability values were above 0.70 and 0.80, respectively, confirming internal consistency reliability.

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Table 1. Measurement Model Results

Variables	Outer Loadings (>0.70)	AVE (>0.50)	Cronbach's Alpha (>0.70)	Composite Reliability (>0.80)	Valid & Reliable
Motivation	0.878 – 0.918	0.668	0.858	0.858	Yes
Job Satisfaction	0.706 – 0.861	0.638	0.840	0.840	Yes
Knowledge Sharing	0.812 – 0.863	0.692	0.871	0.871	Yes
Performance	0.764 – 0.852	0.816	0.816	0.930	Yes

Source: SmartPLS 3.0 output

Structural Model

Table 2. R-square and Model Fit

Variables	R-Square	Adjusted R-Square
Performance	0.410	0.398
Job Satisfaction	0.263	0.254
Model Fit	SRMR	NFI
	0.086	0.686

Source: SmartPLS 3.0 output

Table 2 showed that R-square values indicate that the models explain a moderate proportion of the variance in performance (41%) and Job satisfaction (26.3%). The SRMR (0.086) and NFI (0.686) values indicate that the structural model is a good fit.

Table 3. Hypothesis test

path	coefs	p-values	Results
H1 Motivation → Performance	-0.158	0.044	Accepted
H2 Motivation → Job Satisfaction	0.189	0.004	Accepted
H3 Knowledge Sharing → Performance	0.320	0.005	Accepted
H4 Knowledge Sharing → Job Satisfaction	0.368	0.000	Accepted
H5 Job Satisfaction → Performance	0.508	0.000	Accepted
H6 Motivation → Job Satisfaction → Performance	0.096	0.000	Accepted
H7 Knowledge Sharing → Job Satisfaction → Performance	0.187	0.000	Accepted

Source: SmartPLS 3.0 output

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Table 3 showed that direct effects of hypotheses H1, H2, H3, H4, and H5 are supported with significant p-values. Mediating effects of hypotheses H6 and H7 indicate that Job Satisfaction mediates the effects of Motivation and Knowledge Sharing on Performance, with both paths showing significant mediation.

DISCUSSION

This study examined the effect of motivation, knowledge sharing, and job satisfaction on employee performance, offering insights into both direct and mediated relationships. The findings provide a nuanced understanding of these relationships, contributing to the body of knowledge in organizational behavior and human resource management.

Motivation and Employee Performance

The results indicate that motivation does significantly influence employee performance ($\beta = -0.158$, $p = 0.044$). This finding aligns with studies suggesting that under high workload conditions, the positive effects of motivation can be mitigated by stress and fatigue (Sima & Langgeng Ratnasari, 2022). Organizational psychology theories reinforce that intrinsic and extrinsic motivation can diminish when employees feel unsupported by managerial structures (Robbins, Bergman, Stagg, & Coulter, 2014). Practical implications suggest reevaluating motivational strategies to address workload distribution and enhance managerial support systems. These results partially align with Putra and Wikansari (2017), who also found an effect of motivation on job satisfaction.

Motivation and Job Satisfaction

Motivation demonstrated a positive and significant effect on job satisfaction ($\beta = 0.189$, $p = 0.004$), corroborating theories that motivated employees experience higher satisfaction due to increased engagement (Lusri & Siagian, 2017; Maulana & Syukri, 2023). These findings emphasize the importance of recognition, internal communication, and ergonomic environments in boosting both motivation and satisfaction (Sardiman, 2019; Putra & Wikansari, 2017). Practical strategies include career development opportunities and improved workplace facilities (Evita, Muizu, & Atmojo, 2019; Triana et al., 2021).

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Knowledge Sharing and Employee Performance

A strong positive relationship was identified between knowledge sharing and job satisfaction ($\beta = 0.368$, $p < 0.001$). Knowledge exchange fosters a sense of community and recognition, which in turn heightens job satisfaction (Bock, Kankanhalli, & Sharma, 2006; Prentice, Zeidan, & Nguyen, 2023). This highlights the value of team-oriented work environments and technological tools that facilitate seamless information sharing.

Job Satisfaction and Employee Performance

Job satisfaction significantly enhances employee performance ($\beta = 0.508$, $p < 0.001$), underscoring the importance of satisfied employees for achieving organizational goals (Maulana & Syukri, 2023). Satisfied employees exhibit greater motivation and commitment, translating into better performance outcomes.

Mediating Role of Job Satisfaction

Job satisfaction was found to mediate the relationships between motivation and employee performance ($\beta = 0.096$, $p = 0.016$) and between knowledge sharing and performance ($\beta = 0.187$, $p < 0.001$). These results highlight its pivotal role in amplifying the positive effects of motivation and knowledge-sharing practices (Muthmainnah et al., 2018; Maulana & Syukri, 2023; Bock et al., 2006). The mediation effect implies the need for a holistic approach in designing human resource strategies that integrate motivation and collaboration while prioritizing employee satisfaction (Lusri & Siagian, 2017; George & Jones, 2012).

Limitation and Future Research

The study's cross-sectional design limits the ability to establish causality. Future research should adopt longitudinal methods to examine dynamic relationships over time. Additionally, expanding the sample size and including diverse industries could enhance the generalizability of the findings.

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CONCLUSIONS

This study has revealed the relationships between work motivation, knowledge sharing, job satisfaction, and employee performance, providing significant theoretical and practical insights. Findings indicate that while work motivation exhibits a negative effect on performance, it positively influence job satisfaction. Conversely, knowledge sharing significantly enhances both job satisfaction and performance. Importantly, job satisfaction serves as a mediator between work motivation and performance as well as between knowledge sharing and performance. These results emphasize the necessity for organizations to adopt holistic human resources management strategies that integrate motivational enhancements, foster a culture of knowledge sharing, and prioritize job satisfaction. Practically, organizations are recommended to implement comprehensive motivation programs, facilitate knowledge-sharing platforms, and cultivate supportive work environments to achieve optimal employee performance. Future research could explore these dynamics across diverse industries and cultural contexts to expand the theoretical framework and offer broader applicability.

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