

## Do Motivation and Knowledge Sharing Influence the Work Productivity in Sanan Tempe Chips Industry Center Malang?

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### ABSTRACT

#### Keywords:

Motivation; Knowledge Sharing; Work Productivity; Organizational Commitment.

*Work productivity is an increasingly hot topic of discussion, especially with the rapid development of technology and changes in the world of work. Therefore, this study aims to analyze the effect of motivation and knowledge sharing on work productivity with the mediating role of organizational commitment. This study involved all 102 employees at the Sanan Tempe Chips Industry Center Malang as the population, with a total sampling technique. Data were collected through questionnaires and analyzed using the SEM method with SmartPLS. The results showed that motivation significantly affects work productivity and organizational commitment. Knowledge sharing also has a positive impact on work productivity and organizational commitment. In addition, organizational commitment has a significant influence on work productivity. Other findings show that organizational commitment mediates the effect of motivation and knowledge sharing on work productivity. The implications of this study emphasize the importance of improving motivation and knowledge-sharing practices to strengthen organizational commitment, which in turn can increase work productivity. Managers can focus on training programs and strategies to increase employee motivation and improve organizational performance and commitment.*

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## INTRODUCTION

Work productivity has an important role in a company. Human behavior impacts employee productivity (Tan & Olaore, 2022). Productivity is assessed as a component for a company to

grow to minimize loss of labor and damage to machines and materials in increasing productivity (Ewnetu & Gzate, 2023). Work productivity is measured by comparing output with input and is related to effectiveness and efficiency (Assagaf & Dotulong, 2015). Factors influencing work productivity include education, age, work experience, and gender (Ukkas, 2017). Pramono (2020) states that work productivity is influenced by the following factors: leadership, work environment, and working hours. Employee development, work environment, and engagement influence productivity (Warankiran et al., 2021).

Work motivation plays a role in increasing work productivity. Supportive motivation will create a supportive work environment and effective implementation of human resources. Motivation can be influenced by educational status, salary, experience, and gender (Adiguzel & Sonmez Cakir, 2022). Work motivation is important in increasing involvement and productivity in carrying out work. With high motivation, individuals and teams can achieve the desired work goals. Intrinsic motivation is a factor in encouraging employee creativity (García-almeida & Gonz, 2021). Lack of work motivation can negatively affect work productivity. It hampers performance, and the resulting output is less than optimal.

Knowledge sharing has an important role in companies in terms of knowledge management and influencing the effectiveness of companies in carrying out innovation. Knowledge sharing can create new solutions when facing problems (Le & Le, 2023). Knowledge sharing can help increase a broader understanding of facing challenges and finding solutions. Knowledge sharing can also help employees when they experience the same failure. It is important to collaborate with each individual to learn from each other and understand each other's responsibilities and work.

The research gap hypothesis of motivation on work productivity is research conducted by (Noviyani & Guspul, 2019) and (Laksmiari, 2019) Show that motivation has a positive and significant effect on work productivity. Meanwhile, research conducted by (Leihitu et al., 2022), (Tri & Soni, 2018), and (Wau, 2022) Shows that motivation results do not significantly affect employee work productivity. The research gap hypothesis of knowledge sharing on work productivity is research conducted by (Wahyudi, 2020) and (Fadila et al., 2022) Show that knowledge sharing has a positive and significant effect on work productivity. Meanwhile, research conducted by (Tupamahu et al., 2020) This shows that knowledge sharing has no direct effect on work productivity.

Due to inconsistencies or research gaps in several previous studies regarding motivation on work productivity and knowledge sharing on work productivity, researchers conducted research by adding the organizational commitment variable as a mediating variable. Organizational commitment has a relationship with motivation and knowledge sharing. These variables are closely related and influence each other. Research conducted by Umar & Norawati proves this (2022) and D. A. Wulandari & Prayitno (2017) Showing that motivation has a significant effect on organizational commitment. Knowledge sharing has a significant effect on organizational commitment, as proven by research conducted by Hidayati & Priyono (2022) and (Astuti & Suhana, 2023). Meanwhile, research conducted by Wua et al (2022) and N. Agustin (2015) shows that organizational commitment influences employee work productivity.

The Sanan Malang tempe Chips Industrial Center is one of the popular industrial centers in Malang City; chip products are starting to be known by people outside Malang and have become icons. Initially, there were only a few producers of tempe chips, but as time passed, they experienced development. The establishment of many home industries proves this. Employees' work productivity at the Sanan Tempe Chips industrial center is still not optimal regarding expected targets with different realizations. The production target for tempe chips in 1 day is 300

packs. The reality is that MSMEs are still not fulfilling their needs; on average, they still produce 100-150 packs. Apart from that, the quality of tempe chips has decreased due to differences in tempe thickness. So, the tempe chips were not cooked perfectly during the cooking process, and the packaging was damaged.

**Table 1.** Employee Salaries at the Sanan Malang Tempe Chips Industry Center  
**Employee salaries at the Sanan Tempe Chips Industry Center**      **MSEs/UMR of Malang City in 2023**

1 day Rp. 70,000	IDR 3.194.143
1 month has 26 working days	
So, $26 \times 70,000 = 1,820,000$	
Hours worked in 1 day = 7 hours	
07.00-14.00	

**Source: Secondary Data (2023)**

Based on the table, it can be interpreted that the low motivation is due to salaries not paid by the MSEs/UMR of Malang City. Employee motivation at the Sanan Malang Tempe Chips Industrial Center is still low because the salaries do not match the UMR/ UMK in Malang City. Apart from that, working conditions in terms of the work environment at the Sanan Tempe Chips Industrial Center are still not very supportive, including limited facilities. The workplace is still not very supportive regarding waste disposal and is still not conditioned, so it harms the health of employees and the surrounding environment. The problem with knowledge sharing is the low desire to share. Employee training was held at this association, but several employees still did not participate. Meanwhile, the employees who attended did not have the initiative to convey the training material to those absent. The problem regarding organizational commitment is employee participation in solving problems at work. Employee involvement is still low in less involved decision-making, so employees are less responsible. This study aims to test and reconfirm the influence of motivation and knowledge sharing on work productivity through organizational commitment as a mediation.

## LITERATURE REVIEW

Work productivity results from employees carrying out their work as optimally as possible or exceeding targets by predetermined standards (Cieri et al., 2019). Factors influencing productivity include age, work experience, salary, social security, and relationships between employees, superiors, and subordinates. Indicators work productivity according to Robbins & Judge (Robbins & Judge, 2019) is quality, quantity, punctuality, effectiveness, and independence. Motivation is a process that considers an individual's intensity, direction, and persistence in achieving goals (Robbins & Judge, 2019). Factors that influence motivation include leadership, teamwork, and management support. According to Aldhefer's ERG theory, indicators of motivation are existence, relatedness, and growth. Knowledge sharing is a norm that should be respected and seen as a strategy for managing knowledge (Cieri et al., 2019). Factors influencing knowledge sharing include intention to share and personal competence or ability. According to Silva & Odelius (2018), indicators of knowledge sharing are absorption, access to knowledge, and personal interactions. Organizational commitment is the scope of identification regarding the goals to be achieved, the employee's feelings of task involvement, and the employee's loyal attitude toward the organization (Bukit et al., 2017). Factors that influence organizational

commitment include personal, organizational, and non-organizational factors. According to Meyer and Allen, organizational commitment is affective, normative, and continuance.

The higher the motivation in carrying out tasks and responsibilities, the higher a person's work productivity (Nasution, 2014). Motivation has an important role in work productivity (Kuswibowo, 2020). Based on research conducted by Laksmiari (Laksmiari, 2019), Sukardi (2021) and Sucipto et al (2022) It is stated that motivation positively and significantly affects work productivity. The higher the motivation provided, the organizational commitment will increase (Sumiatik et al., 2021). Efforts to increase motivation include providing more salary if the target is exceeded, participating in other social activities, and being disciplined at work so that employees have maximum desire to work so that organizational commitment is also maximized (M. & Riani, 2016). Based on research conducted by Chasanah et al (2021) and Suputra & Sriathi (2018) It is stated that motivation positively and significantly affects organizational commitment.

**Hypothesis 1:** Motivation has a significant effect on work productivity

**Hypothesis 2:** Motivation has a significant effect on organizational commitment

There is a close relationship between knowledge sharing and the individual abilities of employees to increase their productivity (Wahyudi, 2021). Based on research conducted by Basit et al (2019) and Adriyanto & Prasetyo (2021) It is stated that knowledge sharing positively and significantly affects work productivity. Increasing knowledge sharing is done by implementing improvement steps related to factors within the organization's control. High organizational commitment can have a positive impact, and the tendency for employees to leave the company is very small. Based on research conducted by Hidayati & Priyono (Hidayati & Priyono, 2022) and Astuti & Suhana (Astuti & Suhana, 2023) It is stated that knowledge sharing positively and significantly affects organizational commitment.

**Hypothesis 3:** Knowledge sharing has a significant effect on work productivity

**Hypothesis 4:** Knowledge sharing has a significant effect on organizational commitment

Productivity needs to be supported by organizational commitment (Perkasa et al., 2022). Good organizational commitment will create productive employees (Darmayanti, 2017). Based on research conducted by Yakin et al (2022), Juliadi et al (2022) and Ariani et al (2020) It is stated that organizational commitment positively and significantly affects work productivity.

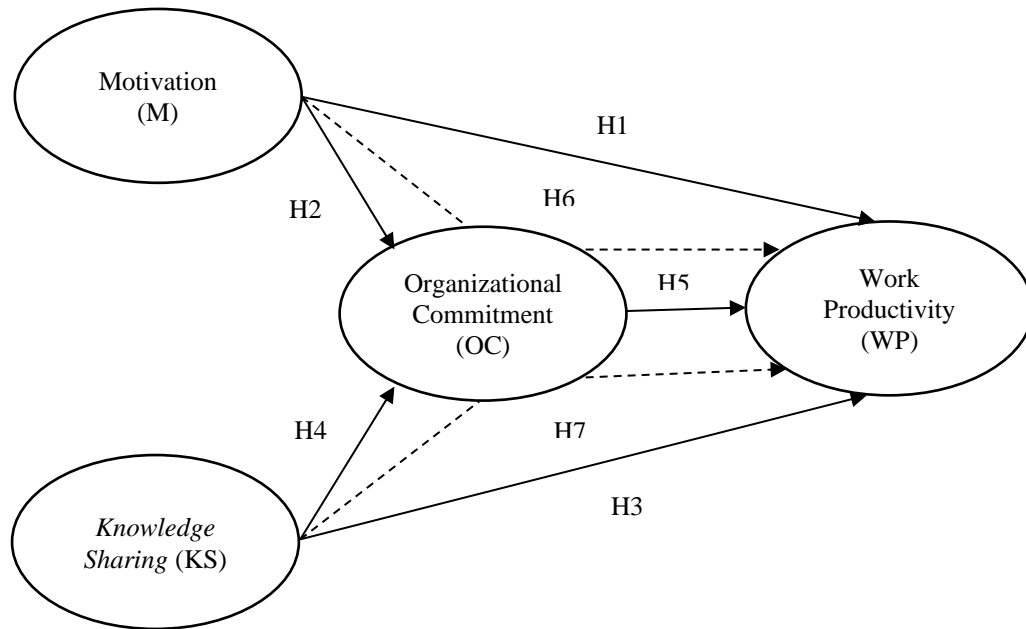
**Hypothesis 5:** Organizational commitment has a significant effect on work productivity

Productivity needs to be supported by organizational commitment (Perkasa et al., 2022). Based on research conducted by Yakin et al (Yakin et al., 2022), Juliadi et al (Juliadi et al., 2022) and (Ariani et al., 2020). Motivation has a positive and significant effect on work productivity through organizational commitment as a mediating variable Asi et al (2021), Anggoro et al (2022) and (R. Wulandari, ., et al., 2021). Knowledge sharing has a positive and significant effect on work productivity through organizational commitment as a mediating variable Juliadi et al (Juliadi et al., 2022) and (Yakin et al., 2022).

**Hypothesis 6:** Motivation has a significant effect on work productivity through organizational commitment

**Hypothesis 7:** Knowledge sharing has a significant effect on work productivity through organizational commitment

The following is a conceptual research model:



**Figure 1.** Research Framework

Source: Model developed in research, 2023

## RESEARCH METHOD

This research was conducted at the Sanan Malang Tempe Chips Industrial Center on Sanan Street, Purwantoro Village, Blimbing District, Malang City, East Java 65126. This type of research is explanatory research. The approach used in this research is quantitative descriptive. The population in this research were all employees at the Sanan Malang Tempe Chips Industrial Center. The number of MSMEs in the Sanan Malang Tempe Chips Industrial Center is 34 MSMEs, and the number of employees is 102 people. The sampling technique in this research uses saturated samples. The sampling technique in this research used saturated samples/total sampling. The number of samples in this research was 102 people. Data collection techniques use interviews and questionnaires. The data measurement technique uses a Likert scale. Data analysis techniques using Structural Equation Model (SEM) and data analyzed using SmartPLS software; by conducting the outer model and inner model tests, as well as hypothesis tests with the provision of  $t$ -statistics  $> 1.96$  and  $p$  values  $< 0.005$ , the hypothesis is accepted.

## RESULT AND DISCUSSION

A total of 102 respondents showed several characteristics. Most Sanan Malang Tempe Chips Industrial Center employees are male, totaling 62 people. This is because of the type of business, namely production activities, which influence physical factors because men are considered physically strong, such as lifting weights. The age of employees is predominantly 56-55 years old. This is because employees tend to stay with the company until old age, and most have extensive work experience. The last education is dominated by Senior High School/ Vocational High School with 52 people. This is because the tempe chips industry is easy to find in the surrounding environment, which influences the composition of the workforce in the local industry. Additionally, jobs in the tempe industry do not require a high level of education to meet job requirements. Additionally, there is stiff competition in the education industry for job positions. Well, with this intense competition, some people have difficulty getting jobs.

Permanent employees, namely 77 people, dominate employee status. This is because producing tempe chips requires special skills, so permanent employees tend to have a long dedication to the company. The length of work is 5-10 years for 47 people because there is trust and open communication. So that employees feel appreciated. Marriage status is dominated by married employees, 84 of whom are married. This happens because the age range is ready to marry, and they are emotionally and financially ready to start a family. Additionally, there is long-term and stable employment stability in this industrial center. Other characteristics are described in the table below:

**Table 2.** Respondent's Profile

No	Content	Frequency	Percentage
<b>1</b>	<b>Gender</b>		
	Male	62	61%
	Female	40	39%
<b>2</b>	<b>Age</b>		
	16 – 25 years old	9	9%
	26 – 35 years old	17	17%
	36 – 45 years old	23	22%
	46 – 55 years old	37	36%
	56 – 65 years old	16	16%
<b>3</b>	<b>Last Education</b>		
	Elementary School	7	7%
	Junior High School	27	26%
	Senior High School/ Vocational High School	52	51%
	Bachelor Degree	15	15%
	Master Degree	0	0%
	Other	1	1%
<b>4</b>	<b>Employee Status</b>		
	Permanent Employees	77	75%
	Non Permanent Employees	25	25%
<b>5</b>	<b>Length of Working</b>		
	<2 year	2	2%
	2-5 year	23	23%
	5-10 year	47	46%
	>10 year	30	29%
<b>6</b>	<b>Marriage Status</b>		
	Married	84	82%
	Not Married Yet	18	18%

Source: Primary Data Processed, 2024

The outer model tests the validity and reliability of a construct or variable being studied. Validity tests are divided into two parts, namely convergent validity and discriminant validity. The convergent validity test has two criteria: the outer loading value > 0.7 and the AVE value > 0.5. below, outer loading and AVE are described as follows:

**Table 3.** Convergent Validity and AVE

Variable	Indicator	Loading Factor	AVE	Information
Motivation (M)	M1	0.827	0.638	Valid
	M2	0.850		Valid
	M3	0.745		Valid



Variable	Indicator	Loading Factor	AVE	Information
Knowledge Sharing (KS)	M4	0.854	0.745	Valid
	M5	0.765		Valid
	M6	0.741		Valid
	KS1	0.835		Valid
	KS2	0.886		Valid
	KS3	0.861		Valid
	KS4	0.856		Valid
	KS5	0.874		Valid
	KS6	0.865		Valid
	OC1	0.880		0.710
OC2	0.776	Valid		
OC3	0.862	Valid		
OC4	0.832	Valid		
OC5	0.855	Valid		
OC6	0.846	Valid		
Work Productivity (WP)	WP1	0.806	0.684	Valid
	WP2	0.832		Valid
	WP3	0.793		Valid
	WP4	0.800		Valid
	WP5	0.851		Valid
	WP6	0.837		Valid
	WP7	0.861		Valid
	WP8	0.838		Valid
	WP9	0.811		Valid
	WP10	0.840		Valid

Source: processed output PLS, 2024

The conditions for the discriminant validity test are HTMT < 0,9. And higher cross-loading on the construct itself. So that discriminant validity is declared fulfilled.

**Table 4.** Heterotrait-monotrait ratio (HTMT) - Matrix

	Knowledge Sharing	Motivation	Organizational Commitment	Work Productivity
<b>Knowledge Sharing</b>				
<b>Motivation</b>	0.389			
<b>Organizational Commitment</b>	0.739	0.568		
<b>Work Productivity</b>	0.726	0.683	0.853	

Source: processed output PLS, 2024

The reliability test uses Cronbach’s alpha and composite reliability values > 0,7. The reliability test results are presented in the following table:

**Table 5.** Cronbach’s alpha and Composite Reliability

Variable	Cronbach’s alpha	Composite reliability (rho_c)	Information
Motivation	0.886	0.913	Reliable
Knowledge Sharing	0.932	0.946	Reliable
Work Productivity	0.949	0.956	Reliable
Organizational Commitment	0.918	0.936	Reliable

Source: processed output PLS, 2024

The table above shows that all variables are declared reliable because the Cronbach alpha and composite reliability values are  $> 0.7$ .

Inner model analysis determines the extent of the influence between variables. The first inner model stage is R-square, which measures the proportion of variation in the value of the independent variable to the dependent variable.

**Table 6.** R-square ( $R^2$ )

Variable	R-Square
Organizational Commitment (OC)	0.561
Work Productivity (WP)	0.743

Source: processed output PLS, 2024

GoF can be determined through  $Q^2$  analysis, which measures whether or not the model can predict.

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0,561)(1 - 0,743)$$

$$Q^2 = 1 - (0,439)(0,257)$$

$$Q^2 = 1 - (0,1128)$$

$$Q^2 = 0,8872$$

$$Q^2 = 88,72\%$$

The calculation above shows that the Q-Square value is 88.72%. This value indicates that the model is feasible because it can explain 88.72% of the variation. Meanwhile, the remaining 11.28% is explained by other variables that have not been explained in the research model.

**Table 7.** Direct Effect Hypothesis

Hypothesis	Original sample	T Statistics	P Values	Information
M→WP	0,300	4,800	0,000	Significant
M→OC	0,315	4,100	0,000	Significant
KS→WP	0,255	3,994	0,000	Significant
KS→OC	0,576	6,780	0,000	Significant
OC→WP	0,470	6,352	0,000	Significant

Source: processed output PLS, 2024

Based on the direct effect, the hypothesis test shows positive and significant results, meaning all direct hypothesis testing is declared accepted. Motivation (M) had a positive (original sample 0.300) and significant (t-statistic 4,800  $> 1.96$  and p-values 0.000  $< 0.05$ ) on work productivity (WP), so H1 was accepted. Motivation (M) had a positive effect (original sample 0.315) and significance (t-statistics 4.100  $> 1.96$  and p-values 0.000  $< 0.05$ ) on organizational commitment (OC), so H2 was accepted. Knowledge sharing (KS) had a positive effect (original sample 0.255) and significantly (t-statistics 3.994  $> 1.96$  and p-values 0.000  $< 0.05$ ) on work productivity (WP), so H3 was accepted.

Furthermore, Knowledge sharing (KS) had a positive (original sample 0.576) and significant (t-statistics of 6.780  $> 1.96$  and p-values of 0.000  $< 0.05$ ) on organizational commitment (OC), so that H4 was accepted. Organizational commitment (OC) had a positive (original sample 0.470) and significant (t-statistics of 6.352  $> 1.96$  and p-values of 0.000  $< 0.05$ ) on work productivity (WP) so H5 was accepted.



**Table 8.** Indirect Effect Hypothesis

Hypothesis	Original sample	T Statistics	P Values	Information
M → OC → WP	0,148	3,234	0,001	Significant
KS → OC → WP	0,271	4,819	0,000	Significant

Source: processed output PLS, 2024

The indirect testing results show that the influence of motivation variables on work productivity through organizational commitment produces an original sample of 0.148, t-statistics  $3.234 > 1.96$ , and p-values  $0.001 < 0.5$ . This means that motivation positively and significantly affects work productivity through organizational commitment. Meanwhile, the influence of knowledge sharing on work productivity through organizational commitment produces an original sample of 0.271, t-statistics of 4.819, and p-values of  $0.000 < 0.5$ . This means knowledge sharing positively and significantly affects work productivity through organizational commitment.

The test results show that motivation positively and significantly affects work productivity. This proves that the higher employee motivation, the more work productivity will increase. Motivation is consistently proven to positively and significantly influence employee work productivity. These findings support the results of research conducted by Asmayanti *et al* (2023), Rachmawati (2018) and (Sukardi, 2021). Motivation is assessed as driving employees to achieve success (Nuryatimah & Dahmiri, 2021). Another finding is that motivation has a positive and significant effect on work productivity at SMEs (Laras *et al.*, 2023). Increased motivation is essential to increase productivity levels in the workplace (Paais, 2022) These findings underscore the importance of motivation as a driver of productivity, growth, and employee retention in SMEs in various contexts.

Motivation has a positive and significant effect on organizational commitment. This proves that the higher the motivation, the greater the organizational commitment. Motivation describes a person's drive to do their work. The presence of high motivation has an impact on employees' feelings of ownership of their work, so commitment will increase. This can reduce the possibility of employees leaving the company and looking for another job. These findings support the results of research conducted by Liana & Neva Denjayanti (2022), Umar & Norawati (Umar & Norawati, 2022) and (Khotimah *et al.*, 2023). Work motivation is a major factor that affects how committed employees feel to their organization (BYTYQI, 2020). These findings demonstrate the importance of maintaining a high level of motivation among employees to foster stronger organizational commitment.

Knowledge sharing has a positive and significant effect on work productivity. This proves that the better knowledge sharing, the more work productivity will increase. Knowledge sharing is related to knowledge absorption, access to knowledge, and personal interaction. Where these three things form knowledge sharing. These findings support the results of research conducted by (Fadila *et al.*, 2022). By sharing knowledge, work can be completed faster, and results can be obtained more than they should (Dalkir, 2020) Understanding tasks from the information obtained can help employees identify tasks to achieve targets effectively and efficiently.

Knowledge sharing has a positive and significant effect on organizational commitment. This proves that the better the knowledge sharing, the higher the organizational commitment. Employee awareness in sharing knowledge can increase organizational commitment, strengthen relationships between employees, and build comfort through sharing experiences without fear of criticism so that fellow employees feel at home in the company. These findings support the research results (Badar & Seniati, 2017). Another finding by (Rajakumar et al., 2024) Knowledge sharing significantly improves organizational commitment. Fostering a knowledge-sharing culture is important for building a committed workforce.

The test results show that organizational commitment positively and significantly affects work productivity. This proves that the higher the organizational commitment, the more work productivity will increase. High organizational commitment is supported by affective, normative, and continuance commitment. These three things can affect work productivity. These findings support the results of research conducted by Sukmawati & Mahfudiyanto (2022) and (R. Wulandari, Suwito, et al., 2021). Increased organizational commitment can lead to increased productivity (Ghardashi et al., 2022). Organizational commitment has a significant impact on employee productivity, which contributes to improving organizational performance and effectiveness (Sutarman et al., 2024). These findings show that organizations should strengthen organizational commitment to increase employee productivity.

The research results state that organizational commitment can mediate the influence of motivation on work k productivity. These results indicate that highNurrahmi et al. (2020) and (Muhammad Whisnu Agitia & Nadia Dwi Irmadiani, 2022). The final hypothesis test states that organizational commitment can mediate knowledge sharing on work productivity. These results prove that better knowledge sharing will impact organizational commitment and ultimately increase employee work productivity. This research aligns with research I. Y. Agustin & Pradana (2022) and (Suryaman & Nindia, 2021).

## CONCLUSION

This study shows that motivation and knowledge sharing significantly influence work productivity and organizational commitment. High motivation directly increases work productivity and strengthens employees' commitment to the organization. Similarly, effective knowledge-sharing practices can increase productivity and strengthen organizational commitment. The findings also reveal that organizational commitment is important in increasing work productivity, mediating the relationship between motivation and work productivity, knowledge sharing, and productivity. This shows that to maximize productivity, organizations need to increase employee motivation, knowledge-sharing practices, and commitment simultaneously.

In practical terms, the results of this study underscore the importance of human resource development strategies that focus on increasing motivation, facilitating knowledge sharing, and strengthening organizational commitment to encourage higher productivity. Theoretically, this study strengthens the understanding of the mediating role of organizational commitment in the relationship between motivation knowledge sharing and work productivity, which enriches the literature on organizational behavior. The limitations of this study include data collected from

only one type of MSME industry and are limited to 84 respondents. Further research is suggested to use a longitudinal design, involve different industry sectors for broader generalizations, and explore moderation variables such as organizational culture or leadership.

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