

# **The Role of Knowledge Sharing, Job Stress, Mutations and Motivation in Improving Employee Performance**

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## **ABSTRACT**

Organizations need to measure employee performance to determine the level of individual and organizational achievement, as well as a basis for career development, performance improvement, giving rewards and sanctions, and salary payments. Motivation is an important factor in encouraging employees to achieve organizational goals. However, motivating employees can be a challenge because each individual's preferences and motivational factors are different. Good mental health, where individuals are able to deal with stress and work productively, also play a role in performance. Employee transfers, which are based on leadership commitment and statutory regulations, can influence performance by placing employees in positions that are in accordance with their competencies. Knowledge sharing among employees, influenced by organizational culture and leadership support, can improve performance by facilitating access to information and experience. This article examines the influence of knowledge sharing, work stress, transfers, and motivation on employee performance.

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**Keywords:** Knowledge Sharing, Work Stress, Motivation, Employee Performance

## **ABSTRAK**

Organisasi perlu mengukur kinerja pegawai untuk mengetahui tingkat pencapaian individu dan organisasi, serta sebagai dasar pengembangan karir, peningkatan kinerja, pemberian penghargaan dan sanksi, serta pembayaran gaji. Motivasi merupakan faktor penting dalam mendorong pegawai mencapai tujuan organisasi. Memotivasi karyawan bisa menjadi suatu tantangan karena preferensi dan faktor motivasi setiap individu berbeda-beda. Kesehatan mental yang baik, dimana individu mampu menghadapi stres dan bekerja secara produktif, juga berperan dalam kinerja. Mutasi pegawai yang dilandasi oleh komitmen pimpinan dan peraturan perundang-undangan dapat mempengaruhi kinerja dengan menempatkan pegawai pada posisi yang sesuai dengan kompetensinya. Berbagi pengetahuan di antara karyawan, yang dipengaruhi oleh budaya organisasi dan dukungan kepemimpinan, dapat meningkatkan kinerja dengan memfasilitasi akses terhadap informasi dan pengalaman. Artikel ini mengkaji pengaruh berbagi pengetahuan, stres kerja, transfer, dan motivasi terhadap kinerja karyawan.

**Kata kunci:** Berbagai Pengetahuan, Stres Kerja, Motivasi, Kinerja Karyawan

## **INTRODUCTION**

Employee performance is a key factor in achieving organizational goals. State Civil Service (*Pegawai Aparatur Sipil Negara/ASN*) employees, which include Civil Servants (*Pegawai Negeri Sipil /PNS*) and Government Employees with Employment Agreements (*Pegawai Pemerintah dengan Perjanjian Kerja/PPPK*), are required to demonstrate professionalism, integrity and independence from political interference. To achieve this, an effective and comprehensive ASN performance management system is needed. Measuring employee performance is a crucial element in organizations. Through this measurement, organizations can assess individual and organizational achievements,

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making it the basis for career development, performance improvement, and providing rewards and sanctions. Performance data also plays an important role in determining salary and allowance payments. In short, effective performance measurement drives organizations toward achieving goals, increasing capabilities, and creating a productive and equitable work environment. High-performing employees are able to complete tasks effectively and efficiently, innovate, and contribute to organizational growth. As expressed by Sari et al. (2024), Performance in carrying out its functions does not stand alone but is always related to employee job satisfaction and the level of rewards given, and is influenced by the skills, abilities, and characteristics of the individual. Various factors influence employee performance, including knowledge sharing, work stress, transfers, and motivation.

Sharing knowledge is becoming increasingly important in today's information age. Organizations that are able to facilitate and encourage knowledge sharing among their employees have a competitive advantage. Widespread knowledge enables better decision-making, faster innovation, and increased efficiency. As explained by Mehralian et al. (2017), Knowledge and knowledge management (KM) determine the substance of new forms of competitive advantage. This competitive advantage may be based on knowledge assets, which represent an organization's source of competencies and capabilities that are considered essential for its growth, competitive advantage, and the development of people who deliver services and performance typically. Research by Argote (2012) asserts that knowledge sharing is an important process for organizations to learn and adapt to environmental changes. However, knowledge sharing does not happen automatically. It requires a supportive organizational culture, a facilitating system, and individuals who are motivated to share.

Work stress is a factor that can hinder employee performance. Excessive stress can reduce concentration, productivity, and creativity. Factors that cause work stress vary, ranging from excessive workload, and interpersonal conflict, to an unsupportive work environment. Previous research states that length of service, individual role, and career development are risk factors that influence stress in ASN (Shoveet al., 2018). Other research states that there is a relationship between interpersonal conflict, workload, and work support on work stress in ASN (Iryani & Hartijasti, 2018). Stress also reduces organizational effectiveness, reflected in high levels of absenteeism, poorer task performance, and decreased organizational citizenship behavior (Bashir et al., 2019; Ugwu & Nnamah, 2022; Nauman et al., 2023). Research by Lee et al. (2018) found that high job stress can lead to emotional exhaustion, depersonalization, and decreased performance. Organizations need to identify sources of work stress and implement strategies to manage stress, such as mental health programs, stress management training, and workload adjustments. Employee transfers, both horizontally and vertically, can have both positive and negative impacts on performance. The right transfer can broaden employee experience, improve skills, and provide opportunities for career development. However, poorly planned mutations can cause dissatisfaction, decreased motivation, and impaired performance. Hasibuan (2016) states that mutation is a change in position/position/place/work carried out both horizontally and vertically (promotion/demotion) within an organization emphasizes that effective transfers must be based on organizational needs and take into account employee qualifications and preferences. Organizations need to implement a transfer system that is transparent, fair, and considers individual and organizational needs (Definition& Smith, 2014).

Motivation is the main driver of employee performance. Motivated employees have a strong desire to achieve goals, work hard, and contribute optimally. Hasibuan (2016) discusses one of the relevant motivation theories, Herzberg's Two Factor Theory, which states that motivation is influenced by intrinsic and extrinsic factors. Intrinsic factors include a sense of achievement, recognition, responsibility, and personal development, while extrinsic factors include organizational policies, working conditions, salary, and interpersonal relationships. Research by Cerasoli et al. (2014) shows that intrinsic motivation, namely motivation that comes from within the individual, has a stronger

influence on performance compared to extrinsic motivation. Hasibuan (2016) states that Motivation is an encouragement that can influence employees to work together effectively to achieve goals. Research by Martin & Goldwasser (2022) found that providing autonomy, opportunities to master new skills, and meaningful goals can increase employee motivation and performance. Various motivation theories explain the factors that influence motivation, such as basic human needs, rewards, recognition, and opportunities for growth. Organizations need to understand motivation factors and implement appropriate strategies to increase employee motivation, such as fair reward systems, career development programs, and a positive work environment.

Previous research has studied the influence of knowledge sharing, work stress, transfers, and motivation on employee performance. However, there are still gaps in the literature, especially regarding the interactions between these factors. Several studies show that sharing knowledge can reduce work stress and increase motivation, which ultimately has a positive impact on performance. Research conducted by Lianget al. (2021) suggests that leadership support and a positive organizational culture can increase knowledge sharing, reduce job stress, and increase employee motivation. However, other research shows that inappropriate mutations can hinder knowledge sharing and reduce motivation, thereby negatively impacting performance. This research aims to comprehensively examine the influence of knowledge sharing, job stress, transfers and motivation on employee performance. The focus of this research is to understand how the interaction between these factors affects performance. It is hoped that this research can contribute to the development of organizational strategies to improve the performance of ASN employees through optimizing knowledge sharing, work stress management, effective transfer systems, and appropriate motivation programs.

## **METHOD**

This research uses a literature review approach to explore and analyze previous research that is relevant to the variables observed, namely knowledge sharing, work stress, transfer, and employee performance motivation. Literature searches were carried out through search engines such as Google Scholar, Emerald, JSTOR, and Proceedings of MBIC Untan. The process of preparing a literature review follows the four steps outlined by Trihastuti & Muhammad (2020). Namely, problem formulation determining a specific and relevant research topic, namely the influence of knowledge sharing, work stress, transfer, and motivation on employee performance. Literature Search Comprehensive literature search using keywords relevant to the research topic and year of publication, focused on leading scientific journals and data evaluation Assessment of the quality and relevance of the literature obtained based on predetermined criteria, such as source credibility, research methods, and suitability with the topic. Analysis and Interpretation Critical review of previous research results, identifying similarities, differences and emerging trends, and integrating information to build a comprehensive understanding of the research topic. In analyzing the literature, the author uses a comparative approach to compare the results of previous research, identify similarities and differences, and draw conclusions based on the empirical evidence collected. Emphasis is placed on qualitative analysis of research findings, identifying patterns, trends, and relationships between variables, and interpreting those findings in a broader context. This research examines five scientific journals selected based on topic relevance and research quality.

**Table 1.** Literature - Literature studied

Journal Title	Journal Source	Writer's name	Publication Year
<i>Cultural Reconstruction and Organization Environment for Employee Performance</i>	JSTOR	Tehubijuluw Zacharias, Mohamad Arsad Rahawarin and Yusriadi	2021
Detection of Job Stress in Employees and Stress Management Linked to Individual Coping Strategies and Organizational Roles	MBIC Untan	Edi Sutrisno, Nurul Komari, Sulistiyowati	2023
The influence of organizational culture and leadership support in increasing the desire to share knowledge	MBIC Untan	MassiusTriadi& Rizky Fauzan	2023
The Influence of Organizational Commitment and Job Stress on Organizational Citizenship Behavior in Employees of Agribusiness Company "X" in Pontianak	MBIC Untan	Novia Ananda Putri, Muhammad Irfani Hendri	2023
The Influence of Job Stress, Organizational Commitment, and Job Satisfaction on Turnover Intention (Hotel Gajah Mada Pontianak Research Study)	MBIC Untan	Suhaili Hamid, Rizky Fauzan	2023

## RESULT

Analysis of five selected scientific journals revealed several important findings regarding the influence of various factors on employee performance. Sharing knowledge has been proven to have a significant positive impact on employee performance. When employees actively share information and knowledge, this increases their work efficiency and effectiveness. Job stress was also found to have a negative influence on employee performance. High levels of stress can reduce concentration and productivity, ultimately having a negative impact on overall performance. Transfer and motivation factors also play an important role in determining employee performance. Transfer, in this case, refers to the employee's ability to apply the skills and knowledge they have acquired to their work. Effective transfers can improve employee performance significantly. Motivation, both intrinsic and extrinsic, was also found to have a major influence on performance. Motivated employees tend to be more enthusiastic, committed and productive in their work. Overall, these findings show that good management of knowledge sharing, stress management, transfer programs, and motivation are very important to improve employee performance.

**Table 2.** Literature - Literature studied

Article Title	Year	Method	Main Variables	Key Findings
Cultural Reconstruction and Organization Environment for Employee Performance	2021	Quantitative (Survey)	Organizational Culture, Organizational Environment, Organizational Engagement, Motivation, Employee Performance	Organizational culture has a positive effect on organizational engagement and employee performance. The organizational environment has a positive effect on employee motivation and performance.
Detection of Job Stress in Employees and Stress Management Linked to Individual Coping Strategies and Organizational Roles	2023	Literature Review	Job Stress, Stress Management, Coping Strategies, Organizational Role	Work stress is a global problem that can have a negative impact on employee performance and health. Coping strategies and the role of organizations are important in stress management.
The Influence of Organizational Culture and Leadership Support in Increasing the Desire to Share Knowledge (Study on Employees of KSP CU Khatulistiwa Bakti Pontianak)	2023	Quantitative (Survey)	Organizational Culture, Leadership Support, Desire to Share Knowledge	Leadership support has a significant effect on the desire to share knowledge, while organizational culture has no significant effect.
The Influence of Organizational Commitment and Job Stress on Organizational Citizenship Behavior in Employees of Agribusiness Company "X" in Pontianak	2023	Quantitative (Survey)	Organizational Commitment, Job Stress, Organizational Citizenship Behavior (OCB)	Organizational Commitment and work stress have a simultaneous and significant effect on OCB. Job stress has a significant effect on OCB.
The Influence of Job Stress, Organizational Commitment, and Job Satisfaction on Turnover Intention (Hotel Gajah Mada Pontianak Research Study)	2023	Quantitative (Survey)	Job Stress, Organizational Commitment, Job Satisfaction, Turnover Intention	Job stress, organizational commitment, and job satisfaction have a negative effect on turnover intention.

Based on these findings, an analysis of each was carried out. Three of the five articles reviewed discussed knowledge sharing and its impact on performance, either directly or indirectly. Triadi & Fauzan (2023) found that leadership support had a significant effect on employees' desire to share knowledge. Leadership support is reflected in behaviors such as providing resources and recognition for knowledge-sharing and motivating employees to actively engage in knowledge-sharing activities. This is in line with the findings of Zacharias et al. (2021) which shows that an organizational culture that can encourage knowledge sharing has a positive and significant effect on employee performance. A strong organizational culture will have a positive impact on employee behavior, as stated by Prajogo & McDermott (2011) Company culture starts from current

habits, traditions, and general ways of doing work that have been done previously and the success of these efforts.

**Table 3.** Influence of Supporting Factors Sharing Knowledge on Performance

Supporting factors	Impact on Performance	Research Example
Leadership Support	Increased employee motivation and confidence	Triadi & Fauzan (2023)
Positive Organizational Culture	Better decision-making, Faster innovation, Increased efficiency	Zacharias et al., (2021)

Knowledge sharing allows employees to access the information and skills needed to complete tasks effectively. When employees share knowledge with each other, they can learn from each other's experiences, develop more innovative solutions, and avoid making the same mistakes. This will ultimately increase work efficiency and effectiveness, which will have a positive impact on performance.

Four of the five articles reviewed discussed job stress and its impact on performance. Daughter& Hendri (2023) found that work stress has a significant effect on Organizational Citizenship Behavior (OCB), which is voluntary behavior that contributes to organizational effectiveness. This is in line with the statement Susitaet al. (2020) OCB as an employee behavior that goes beyond formal job duties but has a positive impact because it supports the effectiveness of organizational goals. Hamid& Fauzan, (2023) found that work stress has a negative influence on employee turnover intention. This research is in line with Elganas & Sheppard (2019) which states that work stress has a negative impact on turnover intention. Sutrisno & Komari, (2023) emphasizes the importance of early detection and management of work stress to prevent negative impacts on performance. This is also supported by research conducted by Womb & Cosby (2016) Smithet al. (2018) which states that Stress also reduces organizational effectiveness, reflected in high levels of absenteeism, poorer task performance, and decreased organizational citizenship behavior.

There are no articles that specifically discuss the effect of transfers on employee performance. However, Hasibuan (2016), in the context of human resource management, states that mutations can have a positive or negative impact on performance, depending on how they are planned and implemented. The right transfer can provide opportunities for employees to develop new skills, expand experience, and increase motivation, which in the end can have a positive impact on performance. However, inappropriate mutations can cause dissatisfaction, decreased motivation, and impaired performance.

Two of the five articles reviewed discussed motivation and its influence on performance. Zachariaset al. (2021) found that motivation has a positive and significant effect on employee performance. This is in line with opinion Silverthorne (2004) that work motivation has a significant effect on employee performance (Daughter& Hendri, 2023). Shows that organizational commitment, which can increase motivation, has no significant effect on OCB. This research is in line with research conducted by Chandra (2017) where the Organizational Commitment variable is considered to have a significant effect on Employee Performance.

**Table 4.** Factors that Influence Motivation and Performance

Motivational Factors	Impact on Performance	Research Example
Supportive Organizational Environment	Increased work motivation	Zacharias et al., (2021)
Organizational Commitment	-	Daughter& Hendri (2023)

Research shows that a supportive organizational environment, such as one that provides opportunities for personal development and rewards performance, can increase work motivation (Zachariaset al., 2021). However, other research shows that organizational commitment, although it can increase motivation, does not always have a significant impact on performance (Daughter& Hendri, 2023). The literature review

shows that the factors that influence employee performance interact with each other. For example, leadership support that encourages knowledge sharing can reduce work stress and increase motivation, which ultimately has a positive impact on performance (Triadi & Fauzan, 2023; Zachariaset al., 2021). On the other hand, high work stress can inhibit knowledge sharing and reduce motivation, thus hurting performance (Hamid & Fauzan, 2023; Daughter & Hendri, 2023).

## CONCLUSION

Based on a literature review of five relevant scientific articles, it can be concluded that knowledge sharing, work stress and motivation have a significant influence on employee performance. Knowledge Sharing: Leadership support and a positive organizational culture are key factors in encouraging knowledge sharing, which ultimately has a positive impact on employee performance. Job Stress: Job stress has a negative influence on performance. Organizations need to identify sources of work stress and implement effective stress management strategies to prevent performance decline. Motivation: Motivation, especially intrinsic motivation, has a positive influence on performance. An organizational environment that supports and provides opportunities for self-development can increase work motivation. Although there are no articles that specifically address the impact of mutations on performance, the human resource management literature suggests that mutations can have a positive or negative impact on performance, depending on how they are planned and implemented. This research also shows that the factors that influence employee performance interact with each other. Leadership support that encourages knowledge sharing can reduce work stress and increase motivation, which ultimately has a positive impact on performance. On the other hand, high work stress can inhibit knowledge sharing and reduce motivation, thus having a negative impact on performance. Organizations need to create a conducive work environment to encourage knowledge exchange, manage work stress, and increase motivation in order to improve employee performance optimally.

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