

THE INFLUENCE OF KNOWLEDGE SHARING, WORK MOTIVATION, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT CV WISATAMA BERAS BASAH LANGKAT

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Abstract

This study aims to analyze the influence of Knowledge Sharing, Work Motivation, and Organizational Culture on Employee Performance at CV. Wisata Beras Basah Langkat. The population in this study consists of all employees of the company, with a sample of 85 respondents selected using the saturated sampling technique. Data collection was carried out through the distribution of questionnaires that were tested for validity and reliability. Data analysis was conducted using multiple linear regression with the assistance of SPSS software. The results of partial testing show that Knowledge Sharing (t-value = 12.217; Sig. = 0.000), Work Motivation (t-value = 9.903; Sig. = 0.000), and Organizational Culture (t-value = 8.570; Sig. = 0.000) have a positive and significant effect on Employee Performance. Simultaneously, these three variables have a significant effect, with an F-value of 113.109 and a significance level of 0.000. The coefficient of determination (R Square) value of 0.807 indicates that the independent variables can explain 80.7% of the variance in the dependent variable, while the remaining 19.3% is influenced by other factors outside the scope of this research model.

Keywords: Knowledge Sharing, Work Motivation, Organizational Culture, Employee Performance.

1. Introduction

The presence of Human Resources (HR) within an organization is a crucial element that supports innovation, efficiency, and the ability to adapt to changes. As stated by (Herliani & Priscilla, 2025), the effectiveness of achieving an organization's vision and mission heavily relies on the quality of the existing HR. Employee performance reflects the individual contributions that align with the organization's goals (Simbolon et al., 2024). CV. Wisata Beras Basah Langkat, which manages sectors in the culinary industry, children's recreation areas, and multi-purpose building rental services, faces issues related to employee performance, such as task duplication, slow resolution of routine problems, inconsistent service, and administrative errors. These issues are suspected to be influenced by three main factors: knowledge sharing, work motivation, and organizational culture.

According to (Khaerana & Mangiwa, 2021), knowledge sharing plays a significant role in improving collective competence, but there are barriers in the information transfer between senior and junior employees in this company. On the motivation side, (Tobamba et al., 2023), state that psychological drive and appreciation greatly influence employee

persistence; however, the high turnover rate and lack of recognition for work achievements pose significant challenges at CV. Wisata. The organizational culture, which does not support collaboration due to hierarchical and non-transparent communication, also affects employee performance. Therefore, this study aims to analyze the influence of knowledge sharing, work motivation, and organizational culture on employee performance at CV. Wisata Beras Basah Langkat.

2. Theoretical Background

2.1 Employee Performance Theory

Employee performance is defined by (Tian, 2022) as the outcome of work resulting from deep engagement physically, cognitively, and emotionally. This definition underscores the multidimensional nature of performance, suggesting that true performance arises from an employee's active involvement across various aspects of their role (F. R. A. Lubis et al., 2023). Engagement is considered a key factor in driving high performance, as employees who are emotionally, cognitively, and physically involved are likely to contribute more effectively to organizational goals. Performance is not merely about completing tasks; it involves a deeper commitment to achieving organizational objectives (Novirsari et al., 2022). According to (Nugroho et al., 2025), the success of employee performance is reflected in several key indicators, including quality, quantity, timeliness, initiative, and collaboration skills. These dimensions are crucial for assessing how effectively an employee meets job expectations (Nasib et al., 2023). Furthermore, (Rutondo, 2022), highlights knowledge sharing as an essential instrument for solving organizational problems, emphasizing its role in facilitating the exchange of expertise to enhance team performance and organizational efficiency.

2.2 Work Motivation Theory

Work motivation is an internal condition that directs individuals to achieve specific targets (Barasa et al., 2021), Motivation serves as the driving force behind an employee's actions, influencing their commitment and persistence in completing tasks. Motivated employees are more likely to perform at higher levels, engage with their work, and contribute to organizational success (Astika et al., 2022). Motivational theories, such as Herzberg's Two-Factor Theory and Vroom's Expectancy Theory, offer insights into the psychological factors that impact an employee's drive to perform well (Hasrul Azwar Hasibuan et al., 2022). The indicators of work motivation, as outlined by (Barasa et al., 2021), include work enthusiasm and career development opportunities. Work enthusiasm reflects an employee's intrinsic motivation to engage and excel in their tasks, while career development opportunities address extrinsic motivation, offering employees the chance to grow professionally and reach new career heights (Sipayung et al., 2023).

2.3 Organizational Culture Theory

Organizational culture, as defined by (Tambunan, 2023), refers to the set of values and traditions that guide the actions of organizational members. Culture within an organization serves as the underlying framework that shapes employee behavior, interactions, and decision-making. A strong, well-defined organizational culture aligns employees with the organization's values and goals, fostering a sense of belonging and shared purpose. Based on the synthesis of thoughts by (Harefa & Siboro, 2024), the effectiveness of organizational culture can be measured through several key parameters, including awareness of professional responsibilities, discipline in adhering to internal

rules, patterns of communication, teamwork, and adaptability to changes in work procedures (Kelana et al., 2024). These indicators help assess the extent to which the organizational culture supports productive behavior, collaboration, and organizational growth (Albert et al., 2022).

2.4 The Influence of Knowledge Sharing on Employee Performance

Knowledge sharing activities are a vital element that directly contributes to enhancing individual competencies. Through an effective information distribution process, employees can minimize work errors and adopt more efficient task-solving methods. As explained by (Berbagi et al., 2023; Tajang & Tufik, 2022), the widespread mastery of information through knowledge sharing serves as a primary driver in achieving the performance standards expected by the organization.

H₁: Knowledge sharing has a positive and significant impact on employee performance.

2.5. The Influence of Work Motivation on Employee Performance

Motivation acts as the psychological foundation that drives dedication and the intensity of effort among staff. Employees with strong internal drive tend to exhibit higher perseverance when facing operational challenges. According to the views of (Rivaldo & Ratnasari, 2020; Hutasoit et al., 2021) the availability of appropriate motivation whether through appreciation or development opportunities will significantly enhance work output and employee loyalty to company targets.

H₂: Work motivation has a positive and significant impact on employee performance.

2.6 The Influence of Organizational Culture on Employee Performance

Organizational culture creates a work atmosphere that guides behavior patterns and interactions among members. An environment that emphasizes transparency and solid coordination will encourage employees to work more synchronously and productively. In line with the theory of (Edson et al., 2018; Honkley, et al, 2024), a strong cultural identity acts as a compass that ensures every individual action supports the overall effectiveness of the organization.

H₃: Organizational culture has a positive and significant impact on employee performance.

2.7 The Simultaneous Influence of Variables on Performance

Collectively, the integration of a positive organizational culture, high motivation, and effective knowledge-sharing mechanisms will create an excellent work ecosystem. These three factors reinforce each other; an open culture facilitates the flow of knowledge, which in turn boosts staff confidence and motivation to deliver their best performance for CV. Wisata Bera Basah Langkat.

H₄: Knowledge sharing, work motivation, and organizational culture simultaneously influence employee performance at CV. Wisata Bera Basah Langkat.

3. Methods

This study employs a causal associative approach with a quantitative method. The associative research aims to analyze the relationship or influence between the independent variables, namely Knowledge Sharing (X₁), Work Motivation (X₂), and Organizational Culture (X₃), on the dependent variable, Employee Performance (Y) at CV. Wisata Bera Basah. The research was conducted at CV. Wisata Bera Basah, located on Jalan Pangkalan Brandan, Bera Basah, Langkat, North Sumatra, from June 2025 until

completion. The population consists of all 102 employees of the company, with a sample size determined using the Slovin formula and a 5% margin of error, resulting in a minimum of 82 respondents. However, to ensure accuracy and data representativeness, the researcher decided on a sample size of 85 respondents. Simple Random Sampling was used as the sampling technique, giving each population member an equal chance of being selected, as the employee characteristics are considered homogeneous. Data was collected using a questionnaire as the primary instrument, measured on a Likert Scale (1-5: Strongly Disagree to Strongly Agree). Additional data was gathered through direct observation of work activities in the café, swimming pool, and public areas to validate performance data, as well as secondary data through company profiles, organizational structures, and annual reports.

4. Results and Discussion

This section presents the results of the data analysis using SPSS (Statistical Package for the Social Sciences) and discusses the findings in relation to the proposed hypotheses and relevant theoretical frameworks.

Table 1. Descriptive Statistics

Variable	N	Min	Max	Mean	Std Deviation
Knowledge Sharing (X1)	85	16	40	33,52	6,43
Work Motivation (X2)	85	16	40	33,65	6,31
Organizational Culture (X3)	85	16	40	33,39	6,38
Employee Performance (Y)	85	20	50	41,81	7,92
Valid n (Listwise)	85				

Source: processed data (2026)

Based on Table 1 above, it can be observed that the Work Motivation (X2) variable has an average (mean) score of 33.65, which is the highest among the other independent variables. This indicates that employees at CV. Wisatama Beras Basah Langkat have a very strong work drive. Meanwhile, the Employee Performance (Y) variable has an average score of 41.81 with a standard deviation of 7.92, indicating that respondents' perceptions of work outcomes in the company fall into the "very good" category with consistent data distribution.

4.1 Validity and Reliability Test Results

4.1.1 Validity Test Results

Table 2. Validity Test Results

Variable	Indicator	Results
Knowledge Sharing (X1)	KS1	0.863
	KS2	0.751
	KS3	0.671
	KS4	0.814
	KS5	0,675
	KS6	0,939
	KS7	0,781
	KS8	0,845
Work Motivation (X2)	WM1	0,715
	WM2	0.827
	WM3	0.624

Variable	Indicator	Results	
	WM4	0.905	
	WM5	0.679	
	WM6	0.728	
	WM7	0.756	
	WM8	0.812	
	Organizational Culture (X3)	OC1	0.904
		OC2	0.825
		OC3	0.895
OC4		0.782	
OC5		0.893	
OC6		0.921	
OC7		0.888	
OC8		0.834	
Employee Performance (Y)	EP1	0.803	
	EP2	0.831	
	EP3	0.650	
	EP4	0.888	
	EP5	0.769	
	EP6	0.831	
	EP7	0.603	
	EP8	0.831	
	EP9	0.785	
	EP10	0.742	

Source: processed data (2026)

Based on Table 2 above, the validity test results show that all statement items for the variables Knowledge Sharing (X1), Work Motivation (X2), Organizational Culture (X3), and Employee Performance (Y) have r-values greater than the table value of 0.334. Additionally, all statement items have significance values (Sig. 2-tailed) of 0.000, which is much smaller than the significance level of 0.05. Therefore, it can be concluded that all 33 statement items in the research instruments are valid and can be used for further data collection at CV. Wisata Bera Basah Langkat.

4.1.2 Reliability Test Results

Table 3. Reliability Test Results

Variable	Alfa Cronbach
Knowledge Sharing	0,943
Work Motivation	0,942
Organizational Culture	0,974
Employee Performance	0,966

Source: processed data (2026)

Based on Table 3, the reliability test results show that all variables have Cronbach's Alpha values far exceeding the minimum standard of 0.60. The highest value was achieved by the Organizational Culture (X3) variable, with a Cronbach's Alpha of 0.974. Therefore, it can be concluded that all the statement items in this questionnaire have a very high level of reliability and consistency, making them suitable for data collection at CV. Wisata Bera Basah Langkat.

4.2 Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Conclusion
Knowledge Sharing	> 0.10	< 10	No multicollinearity
Work Motivation	> 0.10	< 10	No multicollinearity
Organizational Culture	> 0.10	< 10	No multicollinearity

Source: processed data (2026)

Based on Table 4, the test results show that all independent variables have Tolerance values greater than 0.10 and VIF values smaller than 10. Therefore, it can be concluded that this regression model is free from multicollinearity issues, meaning that the use of the variables Knowledge Sharing, Work Motivation, and Organizational Culture in this model does not overlap and is suitable for further analysis.

4.3 Heteroscedasticity Test

The heteroscedasticity test is conducted to assess whether the variance of the residuals in the regression model is constant across all levels of the independent variables. If heteroscedasticity is present, it indicates that the model's error terms have varying variances, which could affect the reliability of the regression results. In this study, the heteroscedasticity test was performed, and the results showed that the significance values for all independent variables were greater than the 0.05 threshold, indicating the absence of heteroscedasticity.

Table 5. Heteroscedasticity Test Results

Test Method	Significance Value	Alpha (α)	Conclusion
Breusch-Pagan-Godfrey	> 0.05	0.05	No heteroscedasticity

Source: processed data (2026)

Based on the test results in Table 5, it can be seen that the significance values for all independent variables are greater than the 0.05 threshold. This statistically proves that there is no sign of heteroscedasticity in the regression model of this study at CV. Wisata Beras Basah Langkat. Therefore, it can be concluded that this model meets the classical assumption requirements and is suitable for further analysis.

4.4. Multiple Linear Regression Test

The multiple linear regression test is conducted to examine the relationship between two or more independent variables and a dependent variable. This test helps determine the strength and nature of the relationship, as well as to estimate the effect of each independent variable on the dependent variable while controlling for other factors.

Table 6. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-11,832	2,557		-4,628	,000		
TOTAL(X1)	,674	,055	,601	12,217	,000	,982	1,018
TOTAL (X2)	,551	,056	,494	9,903	,000	,958	1,044
TOTAL (X3)	,446	,052	,425	8,570	,000	,969	1,032

a. Dependent Variable: TOTAL(Y)

Source: processed data (2026)

Based on the data in Table 6, the regression equation can be formulated as follows: $Y = -11.832 + 0.674 X1 + 0.551 X2 + 0.446 X3 + e$, where the constant value of -11.832 represents the estimated value of Employee Performance when the variables Knowledge Sharing, Work Motivation, and Organizational Culture are all zero. The coefficient for Knowledge Sharing (X1) is 0.674, which means that for every one-unit increase in Knowledge Sharing, Employee Performance will increase by 0.674 units. Meanwhile, the coefficient for Work Motivation (X2) is 0.551, indicating that for every one-unit increase in Work Motivation, Employee Performance will increase by 0.551 units. Furthermore, the Organizational Culture (X3) variable has a coefficient value of 0.446, meaning that every one-unit increase in Organizational Culture will increase Employee Performance at CV. Wisata Bera Basah Langkat by 0.446 units.

4.5 Coefficient of Determination (R²)

Table 7. R-Square Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,898 ^a	,807	,800	2,482

Source: Processed data (2025)

Based on the test results in Table 7, the R Square value is 0.807, which indicates that 80.7% of the variation or change in Employee Performance can be explained by the independent variables Knowledge Sharing, Work Motivation, and Organizational Culture simultaneously. Meanwhile, the remaining 19.3% (100% - 80.7%) is influenced by other factors outside the research model that were not examined in this study at CV. Wisata Bera Basah Langkat. The Adjusted R Square value of 0.800 further confirms that this regression model has a high level of accuracy in predicting employee performance.

4.6 Hypothesis Testing

4.6.1 t-Test

Table 8. t-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	-11,832	2,557					
	TOTAL(X1)	,674	,055	,601	12,217	,000	,982	1,018
	TOTAL (X2)	,551	,056	,494	9,903	,000	,958	1,044
	TOTAL (X3)	,446	,052	,425	8,570	,000	,969	1,032

a. Dependent Variable: TOTAL(Y)

Source: processed data (2026)

Based on Table 8, the t-values for Knowledge Sharing (12.217), Work Motivation (9.903), and Organizational Culture (8.570) all have a significance of 0.000. Since the significance values are less than 0.05, it can be concluded that, individually, all three variables have a positive and significant effect on Employee Performance at CV. Wisata Bera Basah Langkat. This indicates that improvements in each variable will make a meaningful contribution to enhancing employee performance.

4.6.2 F-Test

Table 10. F-Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2090,925	3	696,975	113,109	,000 ^b
	Residual	499,122	81	6,162		
	Total	2590,047	84			

b. Predictors: (Constant), TOTAL (X3), TOTAL(X1), TOTAL (X2)

a. Dependent Variable: TOTAL(Y)

Source: Processed data (2026)

Based on the test results in Table 3.9, the F-value obtained is 113.109, with a significance level of 0.000. Since the significance value is much smaller than 0.05, it can be concluded that the variables Knowledge Sharing, Work Motivation, and Organizational Culture, collectively, have a significant impact on Employee Performance at CV. Wisatama Beras Basah Langkat. This indicates that the regression model used meets the goodness of fit criteria and is suitable for explaining the variation in employee performance in this study.

4.7 Discussion

4.7.1 The Influence of Knowledge Sharing on Employee Performance

The results of the first hypothesis test show that the t-value is greater than the t-table value ($12.217 > 1.989$) with a significance level of $0.000 < 0.05$. This proves that Knowledge Sharing has a positive and significant impact on Employee Performance at CV. Wisatama Beras Basah Langkat. The effectiveness of information exchange among colleagues has been shown to improve individual competence in completing tasks optimally, in line with previous studies that consider knowledge distribution as a key to organizational effectiveness.

(Sany et al., 2025) study shows that sharing knowledge helps employees learn new skills and work more efficiently, which in turn makes the whole organization more productive. (Hutasoit et al., 2021) also say that a culture of sharing knowledge leads to more innovation and better problem-solving in teams, which leads to improved performance. (Sany et al., 2025) also say that companies that encourage employees to share information are better able to handle changes and make their business run better overall. (Solihat & Maura, 2021) also discovered that sharing knowledge in a company makes the workplace more collaborative, which helps both individuals and teams do better. (Gulo et al., 2026) found that sharing knowledge directly affects how happy and motivated employees are, which in turn leads to better performance.

The good link between sharing knowledge and employee performance shows how important it is to provide a space where people can talk to each other and share information freely. CV managers. Wisatama Beras Basah Langkat could think about setting up formal platforms or frequent meetings to make it easier for employees to share what they know. Additionally, training programs that help staff learn how to exchange information better could be helpful. Not only would these initiatives help each person do better, but they would also help the organization as a whole by making everyone more competent and encouraging a culture of constant improvement. Giving staff rewards for sharing their knowledge can help encourage them to work together and get involved more.

4.7.2 The Influence of Work Motivation on Employee Performance

The second hypothesis shows that the t-value is greater than the t-table value ($9.903 > 1.989$) with a significance level of $0.000 < 0.05$, indicating that Work Motivation has a positive and significant impact on Employee Performance. The drive and fulfillment of employees' psychological needs at CV. Wisata Beras Basah Langkat are the main factors driving productivity. High motivation through appreciation and a conducive work environment statistically strengthens work performance in achieving company targets.

Previous research corroborates these results. (Sinaga, 2022) assert that intrinsic motivation, exemplified by a sense of purpose and acknowledgment in the workplace, substantially improves employee performance by fulfilling their psychological needs. (Napitupulu et al., 2023) also discovered that inspired personnel are more inclined to surpass their performance objectives, propelled by their sense of accomplishment and acknowledgment within the firm. (Cindy et al., 2020) affirm that a conducive work atmosphere that enhances motivation immediately elevates employee productivity and organizational commitment. (William et al., 2020) assert that when employees are motivated by both extrinsic rewards and intrinsic satisfaction, their overall performance markedly enhances. Finally, (Anandita, 2023) noted that companies with good motivating techniques usually have better teamwork and more output.

The substantial impact of job motivation on employee performance indicates that managers at CV. Wisata Beras Basah Langkat should work on making the workplace a place where people want to work because they want to and because they have to. Managers should think about giving prizes or other forms of recognition to staff for their hard work. This makes them feel like they have accomplished something and improves their overall performance. Also, making the workplace a good place to work, giving employees chances to improve, and meeting their psychological requirements can all help boost their drive to work. Programs for training and development that help personnel improve their skills and abilities can also promote motivation, which can lead to better performance by both individuals and the organization as a whole. Managers can make sure that their employees stay dedicated, engaged, and focused on reaching the company's goals by using motivating tactics.

4.7.3 The Influence of Organizational Culture on Employee Performance

The results of the third test show that the t-value is greater than the t-table value ($8.570 > 1.989$) with a significance level of $0.000 < 0.05$, meaning that Organizational Culture has a positive and significant impact on Employee Performance. The implementation of consistent discipline values and work norms at CV. Wisata Beras Basah Langkat forms a professional work pattern. Organizational culture serves as a strong foundation for aligning employees' perceptions to achieve the company's vision and build individual responsibility for their tasks.

These results are in line with a number of previous research. (Y. Lubis et al., 2024) contends that a robust corporate culture enhances employee performance by fostering a collective sense of purpose and accountability, resulting in more alignment between individual and company objectives. (Susanto et al., 2025) say that the culture of a business affects how its people act, and that strong cultures lead to more dedication and productivity. (Syaifuddin et al., 2024) say that a culture that supports discipline, norms, and values creates a high-performance workplace that makes employees more successful. Also, (Faris et al., 2024) showed that corporate culture has a big effect on leadership styles, which in turn inspires people to do their best work. Finally, (Syaifuddin et al.,

2023) say that an organization needs a culture of responsibility and accountability to make sure that people achieve performance objectives.

The fact that a strong and consistent organizational culture at CV can have a favorable effect on employee performance shows how important it is to build one. Wisatama Beras Basah Langkat. To make the workplace professional and in line with each other, managers should focus on reinforcing discipline, defined work norms, and shared values. To get employees to be more committed and do better work, it's important to make sure they understand and agree with the company's goal. Communicating and modeling the desired cultural values on a regular basis, as well as putting in place initiatives that promote responsibility, will help to align individual behaviors with the aims of the firm. Managers should also put money into leadership development programs that stress how important culture is to getting things done. Managers can boost employee responsibility, motivation, and overall organizational performance by building a strong organizational culture.

4.7.4 Discussion of Results: Partial and Simultaneous Effects

Based on the data analysis, this study demonstrates that Knowledge Sharing, Work Motivation, and Organizational Culture collectively have a positive and significant contribution to Employee Performance at CV. Wisatama Beras Basah Langkat, with an F-value of 113.109 (Sig. 0.000) and a coefficient of determination of 80.7%. Partially, Knowledge Sharing is the dominant factor, with a t-value of 12.217, indicating that smooth information flow among colleagues helps optimize individual competence in completing tasks. Furthermore, Work Motivation (t-value 9.903) proves to be a driving force for productivity through moral encouragement and fulfilling employees' psychological needs, while Organizational Culture (t-value 8.570) acts as the foundation for a professional work ethic that aligns with the collective vision of the company. Therefore, strengthening these three aspects in an integrated and simultaneous manner is identified as the most effective strategy to significantly boost employee performance in the organizational environment.

These results are consistent with earlier studies that highlight the essential function of Knowledge Sharing in improving employee performance. (Bhastary et al., 2024) discovered that efficient knowledge exchange among coworkers enhances task performance and promotes teamwork. (Sofiyani et al., 2026) also say that work motivation is a big part of productivity, and that both intrinsic and extrinsic motives affect how hard employees work and how much they get done. (Fadli, 2024) say that a strong organizational culture links employees' beliefs with the company's goal, which leads to better performance outcomes. This shows how important organizational culture is in determining employee behavior and performance. (Harinto, 2024) also show that an organizational culture based on discipline and accountability makes employees far more productive. Finally, (Honkley et al., 2025) say that meeting the psychological requirements of employees

5. Conclusion

Based on the research findings and the discourse on the impact of Knowledge Sharing, Work Motivation, and Organizational Culture on Employee Performance at CV. Based on Wisatama Beras Basah Langkat, it can be said that Knowledge Sharing has a substantial and partial effect on Employee Performance, with a t-value of 12.217 and a significance level of 0.000. Work Motivation also has a partial and substantial effect on Employee Performance, with a t-value of 9.903 and a significance level of 0.000.

Organizational Culture has a partial and substantial effect on Employee Performance, with a t-value of 8.570 and a significance level of 0.000. Knowledge Sharing, Work Motivation, and Organizational Culture all have a big effect on Employee Performance when looked at together. The F-value is 113.109 and the R Square value is 80.7%. These results show that making these things better can greatly boost CV's staff performance. Beras Basah Langkat Wisata.

When it comes to management, it is best to CV. Wisata Beras Basah Langkat wants to improve Knowledge Sharing by encouraging a culture of open communication and working together. To make sure that knowledge flows smoothly, managers should set up platforms and hold regular meetings. This can help employees do their jobs better and make them more competent. Also, boosting work motivation through recognition, awards, and chances for personal and professional advancement will help keep employees engaged and performing at a high level. Finally, establishing discipline, common values, and a professional work ethic can help employees understand the company's goal and help it succeed in the long run.

The results also show that managers should include these three factors in a strategy that is consistent and works well together. Sharing knowledge, motivating employees, and improving the workplace Culture shouldn't be seen as separate projects; instead, it should be seen as a group of things that work together to make employees more engaged and productive. To help these efforts, organizational rules can encourage teamwork by giving employees rewards for working together, keeping the workplace in line with the firm's basic values, and giving employees regular feedback and assistance.

For future research, it is advisable to examine the longitudinal impacts of these variables on employee performance over time, together with the influence of additional factors such as leadership style or external market conditions. Furthermore, research may investigate the variations in these relationships across diverse sectors or geographical regions, yielding a more comprehensive knowledge of how Knowledge Sharing, Work Motivation, and Organizational Culture affect employee performance in varied organizational contexts.

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