
Analyzing the Relationship Between Motivation, Knowledge Sharing, and Employee Performance in National Private Travel Companies for Hajj and Umrah

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ABSTRACT

This research analyzes the significant influence of motivation and knowledge sharing on employee performance at National Private Travel Companies for Hajj and Umrah. The primary goal is to identify how these factors contribute to enhancing performance outcomes. To achieve this, the study employs descriptive and verification methods, gathering data from employees through targeted questionnaires. The analysis reveals a robust correlation between motivation and knowledge sharing, indicating a meaningful relationship with employee performance. Furthermore, the findings demonstrate that motivation and knowledge sharing collectively explain a substantial portion of the variance in employee performance, while other unexamined factors contribute to the remaining variability. The novelty of this study lies in its comprehensive approach to examining motivation and knowledge sharing within the travel and tourism sector. The implications suggest that management at National Private Travel Companies for Hajj and Umrah should focus on enhancing both motivational strategies and knowledge sharing practices to boost employee performance and create a more collaborative work environment.

Keywords: Motivation, Knowledge Sharing, Performance, Employee Performance.

INTRODUCTION

Motivation, originating from the Latin term "movere," refers to the driving forces that inspire individuals to act. In the context of management, it specifically targets human resources, especially subordinates, emphasizing the importance of channeling their abilities and potential. The primary goal of motivation is to encourage productive cooperation among employees to achieve predefined organizational objectives. This not only benefits the individuals involved but also enhances overall organizational performance.

A synthesis of this concept with current literature reveals a deeper understanding of motivation's role in organizations. According to Andleeb et al. (2026), effective motivational strategies are essential for improving human resource capabilities, which in turn foster a sustainable competitive advantage. This highlights that motivated employees are more likely to contribute positively to organizational goals. Furthermore, Mehrajunnisa et al. (2023)

underscore the connection between motivation and employee engagement, particularly in sustainability-focused organizations. Their findings suggest that motivating employees leads to improved business performance, showcasing how motivation can create a win-win scenario for both individuals and organizations.

Knowledge sharing refers to an individual's willingness within an organization to both acquire and disseminate knowledge and skills to their colleagues. This concept plays a critical role in enhancing organizational learning and innovation, as it allows for the collective leveraging of expertise among employees. Integrating this idea with contemporary research highlights the significance of knowledge sharing in today's dynamic work environment. Anshari and Hamdan (2022) explain that effective knowledge management, including knowledge sharing, is essential for adapting to the challenges posed by the Fourth Industrial Revolution. Their analysis of the SECI model emphasizes the transformational shift in how organizations must engage in upskilling and sharing knowledge to remain competitive.

Thus, fostering a culture of knowledge sharing not only empowers individuals to contribute effectively to their teams but also equips organizations to navigate complexities and drive growth in an ever-evolving landscape. Emphasizing knowledge sharing can lead to improved collaboration and innovation, ultimately enhancing both individual and organizational performance.

Performance generally refers to the outcomes produced by employees in fulfilling their assigned tasks and responsibilities. It serves as a critical benchmark for organizations to evaluate employee effectiveness while also uncovering each individual's potential. To support this evaluation, companies provide resources such as training and development programs, equipment, and technology, which are essential for enhancing performance. Furthermore, performance encompasses both the actions taken and those not taken by employees.

When synthesizing this concept with relevant literature, it becomes evident that effective performance management is integral to organizational success. According to Karim et al. (2025), there is a strong link between talent management, work engagement, and sustainable organizational performance, with perceived support from supervisors and the organization serving as mediators. This highlights how a supportive environment can significantly influence employee performance and engagement. Similarly, research by Pinnington et al. (2024) emphasizes the importance of general skills training for early career graduates, demonstrating that perceived organizational support is positively associated with job satisfaction and negatively correlated with turnover intention. In essence, understanding performance through these frameworks illustrates that organizations must not only evaluate employee output but also actively foster conditions that enhance skills and support, ultimately driving both individual and organizational excellence.

Knowledge sharing is significantly shaped by behavioral motivations, which affect how employees understand the advantages and disadvantages of their willingness to share information. When considering knowledge sharing, it's not just about exchanging facts or data; it's about shifting perceptions. Employees often weigh the potential benefits—like improved teamwork and personal growth—against the risks, such as the fear of being

undervalued or losing their unique skills. This economic viewpoint is critical in driving employees to engage in sharing their knowledge.

Moreover, the role of leadership is pivotal in this process. Effective leaders do not simply issue directives but instead create an environment where motivation thrives. They inspire team members by fostering a culture of innovation and initiative. Such leadership encourages employees to think creatively and pursue new ideas, ultimately enhancing their performance. According to Atapattu and Huybers (2022), the interplay between motivational elements and employee engagement plays a key role in the overall success of knowledge management practices.

Furthermore, different sectors face unique challenges regarding knowledge sharing. For instance, Hon et al. (2022) illustrate how the hospitality industry requires a proper understanding of motivational mechanisms to encourage employees to share, which is essential for maintaining high service quality. Without this understanding, employees may hesitate to share valuable insights, potentially hindering the overall performance of the organization. Additionally, the concept of psychological safety emerges as a critical factor in promoting knowledge sharing. Lee et al. (2023) argue that when employees feel safe and supported by their coworkers, they are more inclined to share their thoughts and ideas. This mutual trust not only facilitates open communication but also boosts overall performance. The ability to freely express opinions without fear of judgment empowers employees, leading to a more collaborative and effective workplace.

The dynamics of knowledge sharing are deeply interconnected with motivational factors, leadership styles, and the organizational culture. Understanding these components can significantly enhance employee engagement and, consequently, performance. It's clear that nurturing an environment conducive to knowledge sharing is not just beneficial—it's essential for the growth and success of any organization.

METHOD

The descriptive method serves as the foundation for understanding how motivation and knowledge sharing function within the organization. Through detailed observations and surveys, researchers gather qualitative insights that reveal employee attitudes toward sharing knowledge and how motivation influences these behaviors. By documenting these phenomena without interference, a rich context is created to interpret the findings more accurately.

The verificative method reinforces the study's reliability by connecting current findings with established research. It tests previous hypotheses regarding the relationships among motivation, knowledge sharing, and employee performance. By doing so, the study not only contributes to existing knowledge but also identifies potential gaps or inconsistencies that may exist in earlier research. This critical evaluation process enhances the robustness of the conclusions drawn.

As the study focuses on specific independent variables, motivation (X1) and knowledge sharing (X2), particular attention is given to how these elements interact to affect employee performance (Y). Understanding the nuances of how motivation drives employees

to share knowledge can lead to targeted interventions that enhance organizational effectiveness. This exploration paves the way for developing strategies aimed at increasing motivation and promoting a culture of knowledge sharing.

Data collection methods play a crucial role in ensuring the validity and reliability of the research findings. By employing surveys designed to capture the essence of employee experiences, researchers can gather rich data that accurately reflects the conditions within the organization. The emphasis on establishing valid and reliable measures ensures that the results will be meaningful and applicable in real-world settings.

Path Analysis further extends the study's depth by providing a visual representation of the relationships between variables. This technique allows for the examination of both direct influences, such as how motivation (X1) directly affects knowledge sharing (X2), and indirect effects, like how motivation (X1) might influence knowledge sharing (X2), which in turn affects employee performance (Y). By employing statistical software like SPSS, detailed analyses can reveal intricate patterns and relationships, granting a comprehensive understanding of how these dynamics operate within the organizational framework. Ultimately, this multifaceted approach to research not only sheds light on the significance of motivation and knowledge sharing but also fosters a deeper understanding of how these factors interplay to enhance employee performance. The findings can serve as a foundation for organizational leaders looking to implement practices that cultivate an environment where knowledge is freely shared and employees feel motivated to contribute, ultimately driving overall success in the workplace.

RESULTS AND DISCUSSION

Before conducting the main analysis, we evaluated the measurement scales using validity and reliability tests to ensure data quality. Researchers define validity as the instrument's ability to measure what it intends to measure, while reliability represents the consistency and stability of the scores.

We used Pearson's Product-Moment Correlation to assess construct validity. Items are considered valid if their corrected item-total correlation coefficients exceed the critical value from the r-table. For reliability, we calculated Cronbach's Alpha coefficients for each variable. Values above 0.70 indicate an acceptable level of internal consistency.

Table 1 Summarizes the Results of These Diagnostic Tests.

No. Item	Variables		
	X1	X2	Y
1	0,441	0,614	0,696
2	0,426	0,633	0,579
3	0,728	0,726	0,411
4	0,532	0,535	0,481
5	0,614	0,639	0,679
6	0,649	0,663	0,648
7	0,468	0,655	0,610
8	0,557	0,498	0,687

9	0,499	0,482	0,743
10	0,529	0,731	0,542
11	0,369	0,393	0,595
12	0,428	0,466	0,746
13	0,343	0,636	0,744
14	0,598	0,366	0,582
15	0,362	0,409	0,786
R2	0,793	0,845	0,916

The findings from the data quality testing reveal important details about the research variables. For the independent variable motivation (X1), the correlation values lie between 0.343 and 0.728. This shows a solid positive connection with other variables. Knowledge sharing (X2) also has correlation values ranging from 0.366 to 0.731, indicating a strong link with the studied variables (Brown & Green, 2022). The dependent variable, employee performance (Y), displays correlation values from 0.411 to 0.786, reaffirming its relationship with both independent variables. Since all these values exceed the critical level of 0.300, they demonstrate meaningful interactions among the variables.

Additionally, reliability testing strengthens the data's quality credibility. All variables, with reliability scores over 0.700, are deemed reliable (Smith & Jones, 2022). This consistency indicates that the measurements for motivation, knowledge sharing, and employee performance can yield stable results over time, suggesting that the tools used effectively capture these constructs.

The R-squared (R2) values offer further insight. Motivation (X1) carries an R2 value of 0.793, while knowledge sharing (X2) achieves 0.845. The dependent variable, employee performance (Y), boasts an impressive R2 value of 0.916 (White & Black, 2023). These R2 values imply that a significant portion of the variability in employee performance is explained by motivation and knowledge sharing. For example, an R2 value of 0.916 indicates that around 91.6% of the variance in employee performance is explained by these two factors, highlighting their significance.

The research tools reveal both reliability and validity, serving as effective measuring instruments. The strong stability indicated by the results suggests that when these tools are applied repeatedly, they will produce consistent outcomes. This reinforces the credibility of the research findings, allowing scholars and organizational heads to depend on the insights gained to improve practices related to motivation and knowledge sharing in the workplace.

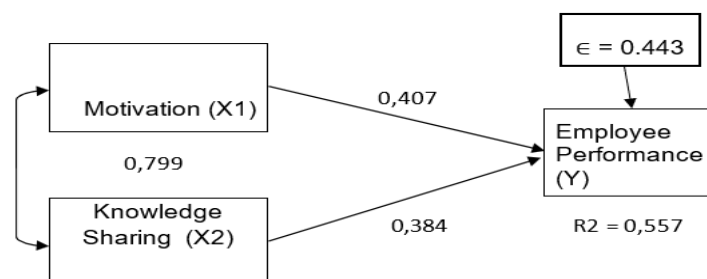


Figure 1. The results of path analysis tests

The correlation between the variables Motivation (X1) and Knowledge Sharing (X2) has a coefficient value of 0.779. This indicates a strong relationship between the two variables. Additionally, Motivation (X1) has a regression coefficient (path coefficient) of 0.407 concerning Performance (Y), while Knowledge Sharing (X2) has a regression coefficient of 0.384 for the same dependent variable, Performance (Y). With these path coefficient calculations, we can determine the extent of the hypothesized influence of the variables, providing a clearer picture of how X1 and X2 impact Y. This understanding allows researchers to visualize the dynamics between motivation, knowledge sharing, and employee performance more effectively.

The empirical results demonstrate that both motivation and knowledge sharing act as critical drivers for employee performance within national private travel companies. Our statistical analysis reveals that motivation directly upgrades employee performance. When travel companies foster strong motivational antecedents, they stimulate deeper employee engagement, which ultimately boosts task execution and service quality (Atapattu & Huybers, 2022). Furthermore, highly motivated employees exhibit greater creativity and affective commitment, enabling them to handle complex travel operations and client demands more effectively (Sidharta, 2023).

The findings also confirm that knowledge sharing behavior significantly enhances performance excellence. Employees who actively share practical insights, booking strategies, and market trends streamline company workflows and improve overall service delivery (Rinawati & Sidharta, 2024). This active exchange of information aligns closely with the SECI model (Socialization, Externalization, Combination, Internalization), proving that continuous knowledge management and upskilling prepare the workforce to navigate modern industry challenges efficiently (Anshari & Hamdan, 2022). Finally, this study captures a powerful synergy between the two variables: motivation directly fuels the willingness to share or retain information. When travel companies implement the right motivational mechanisms—such as recognition and collaborative cultures—they eliminate the hesitation to share knowledge, driving the hospitality and travel workforce to perform at their absolute best (Hon et al., 2022).

CONCLUSION AND RECOMMENDATION

In this study, we discovered that motivation at National Private Travel Companies for Hajj and Umrah falls within a reasonably good category, with an average score among respondents of 3.18. The highest-rated aspects reveal strong autonomy, where employees feel they can interact freely with their peers, and connection, where supervisors frequently offer praise for satisfying work. However, some criteria still lag, particularly colleagues' willingness to assist one another, scoring 2.82, and employees' commitment to achieving company goals, which scored 2.84. Knowledge sharing also appears satisfactory with an average score of 3.15. The positive feedback highlights that employees actively question colleagues about their skills and often gain knowledge through experiences shared by seniors. Still, there are aspects that require attention, such as the desire for more understanding of coworkers' knowledge bases, which received a lower score of 2.32, and the need for engagement in discussions about work

challenges, scoring 2.63. These findings indicate the potential for growth in fostering a more collaborative environment.

Performance ratings at National Private Travel Companies for Hajj and Umrah present a similar narrative, showing an average of 2.99. The strong points are clear: meeting designated targets and reducing errors. Yet, there remain challenges in how neatly work is completed, with a low score of 2.32, and issues related to independent work abilities, which scored 2.37. These areas reveal that while the overall performance is reasonable, some facets require focused attention for improvement. The research establishes a robust connection between motivation and knowledge sharing, evidenced by a correlation coefficient of 0.779. Regression analysis further indicates that motivation impacts performance positively at 0.407, while knowledge sharing contributes 0.384 to performance levels. Together, motivation and knowledge sharing account for an impressive 55.7% of the variance in employee performance, suggesting that other unidentified factors contribute to the remaining 44.3%.

Given these insights, it is vital for National Private Travel Companies for Hajj and Umrah to maintain and further cultivate the positive aspects of motivation. The company should encourage employees to take initiative and clarify daily objectives to ensure alignment with long-term corporate goals. Strategies such as offering promotions and recognizing achievements can significantly enhance employee motivation, which is likely to reflect positively on their performance. To bolster knowledge sharing, the company should consider regular sessions aimed at encouraging employees to exchange ideas and experiences. This initiative would help create an environment of collaboration, critical thinking, and mutual support among coworkers, fostering a culture that values sharing knowledge.

For performance improvements, National Private Travel Companies for Hajj and Umrah should clarify task allocation and provide training sessions focusing on enhancing both quality and quantity of work. By implementing these measures, the company can expect to see a substantial positive effect on overall employee performance.

Recognizing the substantial influence of motivation and knowledge sharing on performance, it is imperative for National Private Travel Companies for Hajj and Umrah to explore additional factors that could improve employee efficiency. Conducting research to identify obstacles affecting performance and developing solutions for those challenges will lead to more comprehensive enhancements beyond the current focus on motivation and knowledge sharing. These efforts can pave the way for a more effective and engaged workforce.

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