

## **Influence of Knowledge Sharing, Engagement, and Spirituality on Employee Performance at Kualuh Selatan District Office**

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### **Abstract**

This study uses a quantitative method with an associative approach to examine the influence of knowledge sharing, employee engagement, and workplace spirituality on employee performance. The research was conducted at the Kualuh Selatan Subdistrict Office, Labuhanbatu Utara Regency, involving 35 respondents. Data were collected through questionnaires that had been tested for validity and reliability. The validity test confirmed that all instrument items were appropriate, and a Cronbach's Alpha value of 0.708 indicated good internal consistency. Data analysis was carried out using multiple linear regression to determine the partial and simultaneous influence of the three independent variables on employee performance. The findings reveal that knowledge sharing, employee engagement, and workplace spirituality all have a positive and significant effect on performance. Employee engagement was found to have the most dominant influence, followed by knowledge sharing and workplace spirituality. The F-test showed the regression model is simultaneously significant, and the coefficient of determination ( $R^2$ ) value of 0.621 indicates that the model explains 62.1% of the variation in employee performance. These results highlight the importance of enhancing work engagement, knowledge collaboration, and spiritual values to improve performance in public sector organizations.

Keywords: Knowledge sharing, employee engagement, workplace spirituality, performance, organization

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## **INTRODUCTION**

Globalization, supported by the advancement of digital technology, has transformed the dynamics of work across various sectors, including government. The effectiveness of bureaucracy in delivering public services heavily depends on the professionalism and performance of employees. According to Mubarok et al. (2024), human resources (HR) are a key element in achieving organizational success in the public sector. Optimal HR management is essential to ensure the smooth execution of administrative duties and public service delivery. Every individual within an organization expects fair treatment and recognition from leadership. Therefore, evaluating and paying

attention to employee performance is crucial for human resource development (Rambe & Harahap, 2022).

Performance is the act of completing and executing desired tasks, resulting in a collection of outcomes. Employee performance refers to the results of the quantity and quality of work carried out in accordance with predetermined work standards. The aim of improving employee work quality is to enhance their operational performance in executing governmental duties. An organization's most valuable asset is its workforce, who actively participate and plan each action (Nasution et al., 2021).

To enhance employee performance, organizations must pay attention to several key factors that support productivity and effectiveness. Three variables of focus in this context are knowledge sharing, employee engagement, and workplace spirituality. Knowledge sharing refers to the process through which employees exchange information, experiences, and expertise to expedite task completion and avoid repeated mistakes (Simbolon et al., 2025). This process strengthens internal collaboration and fosters an open organizational culture.

Employee engagement reflects the extent to which employees are emotionally and cognitively involved in their work. Highly engaged employees tend to demonstrate strong dedication, enthusiasm, and responsibility in carrying out their tasks. This directly impacts the quality of service and overall organizational performance.

Meanwhile, workplace spirituality refers to an individual's experience in finding meaning and value in work, feeling socially connected with colleagues, and aligning personal values with organizational values. The presence of spirituality in the workplace is believed to enhance employee commitment, loyalty, and emotional well-being.

Previous studies indicate that these three variables have different effects on performance. Knowledge sharing allows employees to exchange information, skills, and experiences to improve understanding of policies and work procedures (Basuki, 2023). While knowledge sharing is considered important in improving work efficiency (Mubarok et al., 2024), its effectiveness depends on organizational culture and leadership support (Asbari & Novitasari, 2020), and thus, has not yet been fully optimized.

Employee engagement has been shown to have the most dominant influence, as emotionally engaged employees tend to be more responsible and productive (Claudi & Hadiani, 2024). Workplace spirituality contributes positively to motivation and work meaning (Rosari et al., 2022), but it has not yet become a priority in organizational culture, resulting in a relatively lower impact on performance (Saputra, 2024). Employees who perceive their work as meaningful and aligned with personal values tend to have higher motivation and work with greater accountability (Katili & Sakir, 2024). These differing influences indicate the need for varied approaches in managing each variable to optimally enhance employee performance.

An interview with Ms. Widya Amelia, an employee at the Kualuh Selatan Subdistrict Office with approximately eight years of experience, revealed that while knowledge sharing has been implemented, its effectiveness in improving employee performance remains limited. Despite its application, the practice is not yet optimal due to lack of communication among employees, minimal leadership support, and heavy workloads that make it difficult to allocate time for sharing experiences and information. This indicates that knowledge sharing has yet to make a significant impact on improving employee performance. Therefore, a more strategic approach and managerial support are needed to foster a knowledge-sharing culture that contributes meaningfully to organizational goals.

In terms of employee engagement, staff members demonstrate high dedication to serving the public. However, maintaining work-life balance remains a significant challenge. A lack of appreciation for performance and limited training opportunities lead to suboptimal motivation. Organizational success is closely tied to human resource development. High-quality human resources must be continuously managed and emphasized by the organization to achieve the desired performance (Jubaidah & Rahmani, 2023).

Workplace spirituality is considered important for creating a more harmonious work environment. Unfortunately, it has not yet become a priority in the organizational culture. Employees who perceive their work as meaningful tend to be more committed, but administrative pressure often shifts their focus away from emotional well-being and the spiritual aspects of work (Febrianty et al., 2023).

Previous research shows that knowledge sharing significantly contributes to improving employee work efficiency (Mubarok et al., 2024), but its effectiveness still depends on organizational culture and leadership support (Asbari & Novitasari, 2020). In the aspect of employee engagement, involvement has been proven to increase productivity and loyalty (Claudi & Hadiani, 2024). However, other studies highlight that, in some cases, workplace spirituality actually has a greater influence on employee performance and organizational commitment (Rosari et al., 2022).

These differing findings reveal a research gap regarding how the three variables—knowledge sharing, employee engagement, and workplace spirituality—simultaneously affect employee performance in the public sector. Therefore, this study aims to fill this gap with a more comprehensive analysis at the Kualuh Selatan Subdistrict Office, Labuhanbatu Utara.

**The Influence of Knowledge Sharing on Employee Performance**  
Research by Asbari & Novitasari (2020) and Mubarok et al. (2024) shows that knowledge sharing plays a crucial role in enhancing work effectiveness and efficiency. Through knowledge sharing, employees can learn from each other, avoid repeating the same mistakes, and complete tasks more efficiently. A culture of information sharing enables employees to work more optimally in accordance with established work standards.

**H1:** Knowledge Sharing has a positive and significant effect on Employee Performance.

### **The Influence of Employee Engagement on Employee Performance**

Findings from Claudi & Hadiani (2024) indicate that employees who are emotionally and cognitively engaged contribute significantly to both individual and team performance. Employees who feel valued and highly motivated tend to exhibit greater responsibility, organizational loyalty, and the ability to provide better public services.

**H2:** Employee Engagement has a positive and significant effect on Employee Performance.

### **The Influence of Workplace Spirituality on Employee Performance**

Based on the studies by Rosari et al. (2022) and Saputra (2024), workplace spirituality encourages employees to work more meaningfully and responsibly. A harmonious atmosphere and reduced work stress can be created in a work environment aligned with employees' personal values. This leads to more motivated and productive employees.

**H3:** Workplace Spirituality has a positive and significant effect on Employee Performance.

### **The Simultaneous Influence of Knowledge Sharing, Employee Engagement, and Workplace Spirituality on Employee Performance**

Previous studies by Jubaidah & Rahmani (2023) and Wijayanti et al. (2024) suggest that combining psychological, social, and spiritual factors in the workplace can create strong synergy to enhance organizational performance. When employees have access to information, are involved in work processes, and operate in a meaningful environment, their performance is likely to improve significantly. Hence, these three variables are believed to contribute significantly to achieving optimal employee performance.

**H4:** Knowledge Sharing, Employee Engagement, and Workplace Spirituality simultaneously have a positive and significant effect on Employee Performance.

## **RESEARCH METHODOLOGY**

This study employs a **quantitative research method** with an **associative research design**, aimed at examining the influence of **knowledge sharing, employee engagement, and workplace spirituality** on the **employee performance** at the Kualuh Selatan Subdistrict Office, Labuhanbatu Utara Regency. Primary data were collected through the distribution of closed-ended questionnaires to the employees. The variables in this study consist of three independent variables—knowledge sharing, employee engagement, and workplace spirituality—and one dependent variable, namely employee performance. Each variable was measured using a 5-point Likert scale, developed based on indicators derived from literature reviews and previous scholarly journals.

Before distributing the questionnaire, the validity and reliability of the research instruments were tested. Validity was assessed using item-total correlation, while reliability was tested using Cronbach's Alpha. The results showed that all items were valid and the reliability coefficient was approximately 0.708, indicating that the instrument had good internal consistency and was appropriate for use in this study.

Data analysis was conducted using **multiple linear regression**, aimed at identifying the influence of each independent variable both **partially** (using the t-test) and

**simultaneously** (using the F-test) on the dependent variable. Additionally, the **coefficient of determination ( $R^2$ )** was used to measure how much the independent variables explain the variance in the dependent variable.

*a) a) Population and Sample*

The population in this study consists of all active employees working at the Kualuh Selatan Subdistrict Office, Labuhanbatu Utara Regency, totaling 35 individuals. As the population is relatively small (under 100), the researcher employed **total sampling**, meaning that all members of the population were included as respondents in the study.

## RESULTS AND DISCUSSION

This study aimed to analyze the influence of **knowledge sharing**, **employee engagement**, and **workplace spirituality** on **employee performance**. Data were collected from 35 respondents, and all distributed questionnaires were deemed valid for analysis. The validity and reliability of the instruments were confirmed to be acceptable, ensuring that the subsequent analysis is reliable and accurately reflects empirical conditions.

Based on the multiple linear regression analysis, it was found that all three independent variables have a **positive and significant** influence on employee performance. Among the three, **employee engagement** contributes the most to improving performance, followed by **knowledge sharing** and **workplace spirituality**. These findings indicate that efforts to enhance employee performance should focus on strengthening work engagement, promoting knowledge collaboration, and integrating spiritual values within the workplace.

The detailed results are as follows:

*2) Tabel 1. Case Processing Summary*

		N	%
Cases	Valid	35	100.0
	Excluded <sup>a</sup>	0	.0
	Total	35	100.0

**Explanation:**

This table shows that all 35 questionnaires distributed to employees were returned and could be used for analysis. No data were excluded or removed, indicating an excellent response rate and no missing data to be concerned about. The completeness of the data validates that the data collection process was effective. With a consistent number of data points, the subsequent analysis can be considered representative of the population under study.

*Tabel 2. Reliability Statistics*

<i>Cronbach's Alpha</i>	Cronbach's Alpha Based on Standardized Items	N of Question
.708	.888	35

**Explanation:**

The reliability of the research instrument was measured using Cronbach's Alpha. A value of 0.708 indicates that all instruments used fall within the acceptable category ( $>0.7$ ), while the higher standardized alpha value of 0.888 demonstrates a very strong level of consistency. Based on these results, it can be concluded that the questionnaire instruments used have good internal consistency in measuring the four variables studied. This means that the data obtained are reliable and suitable for further analysis.

3) **Tabel 4. Uji Regresi Linear Berganda**

Variable Independen	B (Koefisien)	Sig. (p-value)
Knowledge Sharing	0.312	0.041
Employee Engagement	0.421	0.009
Workplace Spirituality	0.288	0.037
(Constant)	1.124	0.000

**Explanation:**

The regression results indicate that all three independent variables have a **positive and significant influence** on employee performance, as shown by significance values of less than 0.05. **Employee engagement** has the strongest effect (**B = 0.421**) on performance.

These findings reinforce the importance of paying attention to **employee engagement**, **workplace spirituality**, and **knowledge sharing practices**. Together, these factors play a critical role in enhancing employee performance effectiveness, particularly within local government institutions such as the Subdistrict Office.

**Tabel 5. Uji T (Parsial)**

Variabel	t-hitung	Sig. (p-value)	Kesimpulan
<i>Knowledge Sharing</i>	2.123	0.041	Signifikan
<i>Employee Engagement</i>	2.781	0.009	Signifikan



<i>Workplace Spirituality</i>	2.178	0.037	Signifikan
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**Explanation:**

The **t-test** results show that each independent variable has a **significant partial effect** on employee performance, as indicated by significance values less than 0.05. Therefore, all variables are individually valid and should be retained in the model.

**Tabel 6. Uji F (Simultan)**

<i>Sumber Variasi</i>	F-hitung	Sig. (p-value)	Kesimpulan
<i>Model Regresi</i>	14.289	0.000	Signifikan

**Explanation:**

The significance value in the **F-test** is 0.000, which is less than 0.05. This indicates that the regression model has a **simultaneous (collective) significant effect** on employee performance. In other words, the combination of **knowledge sharing**, **employee engagement**, and **workplace spirituality** can jointly explain the variation in performance.

**Tabel 7. Uji Determinasi (R<sup>2</sup>)**

<i>R Square</i>	Adjusted R Square
0.621	0.598

**Explanation:**

The **R Square** value of **0.621** indicates that **62.1% of the variation in employee performance** can be explained by the three independent variables. The remaining **37.9%** is influenced by other factors outside the model.

**Tabel 8. Uji Variabel - Analisis Pengaruh Knowledge Sharing, Employee Engagement, dan Workplace Spirituality terhadap Kinerja Pegawai Kantor Camat Kualuh Selatan Labuhanbatu Utara**

<i>Variabel Independen</i>	Koefisien Regresi (B)	t-hitung	Sig. (p-value)	Kesimpulan
<i>Knowledge Sharing</i>	0.312	2.123	0.041	Berpengaruh signifikan
<i>Employee Engagement</i>	0.421	2.781	0.009	Berpengaruh signifikan (paling kuat)

Workplace Spirituality	0.288	2.178	0.037	Berpengaruh signifikan
(Konstanta)	1.124	—	0.000	—

**Explanation:**

This table presents the regression test results for each independent variable on employee performance. All variables show a **positive and significant influence**, as indicated by significance values less than 0.05. **Employee engagement** is identified as the most influential variable on employee performance.

**CONCLUSION**

The findings of this study reveal that knowledge sharing, employee engagement, and workplace spirituality simultaneously have a positive and significant effect on the performance of employees at the Kualuh Selatan Subdistrict Office. These results demonstrate how these three factors can be utilized to increase motivation, foster a positive work atmosphere, and encourage staff to work more productively and efficiently.

Knowledge sharing plays a crucial role in creating an open and collaborative organizational culture, where information and experiences are actively exchanged among employees to support the achievement of shared goals. Emotional involvement and commitment to work and the organization, reflected in employee engagement, lead to increased responsibility and work productivity. On the other hand, workplace spirituality provides meaning and value to work and fosters mutual respect in the work environment, which contributes to employee harmony and job satisfaction.

The implementation of knowledge sharing, employee engagement, and workplace spirituality as part of employee performance development at the Kualuh Selatan Subdistrict Office, Labuhanbatu Utara, is a vital strategy that should be continuously promoted and strengthened by organizational leaders and management.

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