JENIUS
Scientific Journal, Human Resource Management
p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59792

The Effect of Knowledge Sharing, Wages, Occupational Safety and Health (K3) on The Performance of Project Workers On CV. Airlangga Hutama Consultant Madiun

Wahyu Dwi Kuncoro[1*], Titi Rapini [2], Sujiono[3]
Faculty of Economics, University of Muhammadiyah Ponorogo
dwikwahyu3@gmail.com[1]*, titi.rapini@gmail.com[2], sujiono@gmail.com[3]

Received 29 April 2026 | Accepted 04 May 2026 | Published 05 May 2026
* Correspondence Author

Abstract

This study aims to analyze the Influence of Knowledge Sharing, Wages, Occupational Safety and Health (K3) on the Performance of Project Workers on Cv. Airlangga Hutama Consultant Madiun. This study applied a quantitative approach using a sample of primary data from 55 respondents, namely all project workers Cv. Airlangga Hutama Madiun. The results of the study showed that partially sharing knowledge, wages, and K3 had a positive and significant effect on worker performance. Wages were the most dominant variable with the highest regression coefficient, followed by knowledge sharing and K3. Simultaneously, these three variables also had a significant effect on the performance of workers with a determination coefficient value of 80.1%, which shows that the research model has strong explanatory abilities.

Keywords: *Knowledge Sharing; Wages; Occupational Safety and Health (OSH); Worker Performance.*

INTRODUCTION

Technological disruption and fierce global competition make human resources a strategic factor that determines organizational success. This is especially felt in the consulting services industry, where the quality of worker performance is the backbone of services (Darmawan, 2021; Rahman et al., 2024). Worker performance not only reflects the effectiveness of internal operations, but also directly affects service quality and client satisfaction. Therefore, organizations need to optimize internal factors such as motivation, compensation, and the work environment in order to create sustainable performance (Bassi, 2022; Refaies et al., 2025).

As a project-based consulting company, CV. Airlangga Hutama Consultant Madiun faces challenges in managing heterogeneous human resources. The cross-divisional work system demands effective knowledge sharing, a fair wage system, and the implementation of optimal occupational safety and health (K3). However, internal data shows a decline in worker performance from an average score of 85 to 68 in the January-June 2025 period. This decline is accompanied by declining productivity, increasing work errors, and low compliance with operational standards (Company Data, 2025). This condition indicates a problem with the organization's internal system.

Theoretically, worker performance is influenced by various factors, including knowledge sharing, wages, and K3. Knowledge sharing plays a role in improving individual abilities and team collaboration (Firmansyah, 2024), while wages are the main motivational factors that drive work productivity (Efendi et al., 2023; Fahrezi & Sudibyo, 2023). In addition, a good implementation of K3 is able to create a safe work environment and improve worker performance (Irwansyah et al., 2025; Ningsih et al., 2025). However, the results of previous research still show inconsistencies, such as findings that knowledge sharing does not always have a significant effect on performance in certain contexts (Sanjaya & Tania, 2023).

Most previous research has been conducted on manufacturing sectors or organizations with homogeneous labor structures, so they have not fully described the conditions of project-based organizations with diverse labor characteristics (permanent, contract, and wholesale). This creates a research gap, especially in understanding the simultaneous influence of knowledge sharing, wages, and K3 on worker performance in the context of project-based consulting service companies. Based on this phenomenon, this research is important to analyze the influence of knowledge sharing, wages, and

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59792

occupational safety and health on the performance of project workers comprehensively, so that it can make a theoretical and practical contribution to the development of human resource management.

METHODS

A quantitative approach was chosen in this study, with primary data collected through questionnaires. All CV workers. Airlangga Hutama Madiun Consultants, which totaled 55 people, were determined as a population as well as a sample, using saturated sampling techniques. Variables are measured on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). The data was then analyzed using multiple linear regression with the help of SPSS, after first testing its validity, reliability, and normality, T tes (Partial) and F test (Simultaneous).

RESULTS and DISCUSSION

Results

The primary data obtained by the researcher in this study was obtained by distributing questionnaires to respondents. With the following characteristics.

Table 1. Description of Research Respondents

Characteristics	Sub-characteristics	Quantity	Percentage
Gender	Men – men	55	100%
Final Education	Smk	46	83,6%
	D3	6	10,9%
	S1	3	5,5%
Long working time	<1 Year	12	21,8%
	>1 Year	14	25,5%
	> 2 Years	29	52,7%
Employment Status	Fixed	38	69,1%
	Wholesale	17	30,9%

Source: Primary data processed by the author (2026)

Table 1 shows that the number of respondents in this study reached 55 workers, with the dominance in the productive age group. The largest distribution was in the 26-30 years range (47.3 percent), followed by the age of 20-25 years (23.6 percent) and 31-40 years (21.8 percent). All respondents were male (100 percent). Judging from the employment status, the majority are permanent employees (69.1 percent), while the rest are wholesale workers (30.9 percent). In terms of working period, most have worked for more than two years (52.7 percent), which indicates a fairly adequate level of work experience. The education level of respondents was dominated by high school/vocational school graduates (83.6 percent), with a small percentage having a Diploma (10.9 percent) and Bachelor's (5.5 percent) education. Overall, this characteristic reflects a workforce that is at a productive age, experienced, and has a secondary education background.

Furthermore, the questionnaire that will be distributed to the respondents contains various statements that are compiled based on the variables studied, using a number of indicators. The details of these indicators are presented as follows.

Table 2. Variable Description

Variable	Code	Statement	Total Answer Score	Average Answer	Categories
Knowledge Sharing	X1	The technology that the company uses makes it easier for me to share information with colleagues.	191	3,47	Height
	X2	I'm willing to share my work experience with teammates when needed.	190	3,45	Height
	X3	Companies provide opportunities (e.g. morning briefings) for workers to share their experiences and field constraints.	193	3,51	Height
	X4	My boss actively encourages cooperation between team members in solving problems through information sharing.	190	3,45	Height
Wages	X2.1	I clearly understand the rules and mechanisms of wages in the company.	205	3,73	Height
	X2.2	The wages I receive correspond to the amount of work or results I complete..	205	3,73	Height

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59792

Variable	Code	Statement	Total Answer Score	Average Answer	Categories
	X2.3	Employees with longer working hours get a higher wage according to seniority.	190	3,45	Height
	X2.4	The wages I received were able to meet My Life and My Family	202	3,67	Height
Occupational Safety and Health	X3.1	I feel comfortable working because the project conditions are maintained	201	3,65	Height
	X3.2	I work according to procedures to avoid accidents.	201	3,65	Height
	X3.3	I always wear PPE when working on projects.	199	3,62	Height
	X3.4	I know how to work safely from K3 socialization	214	3,89	Height
Worker Performance	Y1	The results of my work are neat and in accordance with project standards	202	3,67	Height
	Y2	I was able to complete a lot of work in the allotted work time	201	3,65	Height
	Y3	I don't procrastinate while on a project	192	3,49	Height
	Y4	I helped maintain good relations with all the workers on the project	202	3,67	Height

Source: Primary data processed by the author (2026)

Table 2 shows that the four variables of the study of knowledge sharing, wages, occupational safety and health (K3), and worker performance were all in the high category, with an average score range between 3.45 and 3.89. The wage and K3 variables recorded a relatively higher average value than the other two variables. This indicates that workers have a good perception of the wage system and the implementation of K3 in the company environment. On the other hand, the variables of knowledge sharing and worker performance also showed positive results, meaning that teamwork went well and the ability of workers to complete tasks according to standards was adequate. Overall, these findings reflect that the company's internal condition of the aspects studied is already at a good level

Validity and Reliability Test

Validity and reliability tests are carried out to ensure that the research instruments used are able to measure research variables accurately and consistently. The validity test is performed by looking at the Pearson correlation value between each statement item and the total score of the variable, while the reliability test is performed using Cronbach's Alpha value.

Table 3 Results of Knowledge Sharing Validity and Reliability Test (X1)

Statement Items	r count	Sig. (2-Tailed)	Remarks
X1.1	0.793	0.000	Valid
X1.2	0.836	0.000	Valid
X1.3	0.836	0.000	Valid
X1.4	0.880	0.000	Valid
Cronbach's Alpha	0.857		Reliable

Source : spss data processed by the author (2026)

Based on Table 3, all statement items in the Knowledge variable have a significance value of less than 0.05 and a positive correlation value. In addition, Cronbach's Alpha value of 0.857 is greater than 0.60. Thus, all items of the Knowledge variable statement are declared valid and reliable.

Table 4 Wage Validity and Reliability Test Results (X2)

Statement Items	r count	Sig. (2-Tailed)	Remarks
X2.1	0.764	0.000	Valid
X2.2	0.862	0.000	Valid
X2.3	0.768	0.000	Valid
X2.4	0.827	0.000	Valid
Cronbach's Alpha	0.820		Reliable

Source : spss data processed by the author (2026)

Table 4 presents the results of the validity test which shows that all statement items in the Wage variable have a significance value below 0.05. Meanwhile, Cronbach's Alpha value of 0.820 indicates that the Wage variable instrument has a good level of internal consistency. Thus, this instrument is declared valid and reliable.

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59792

Table 5 Results of Occupational Safety and Health Validity and Reliability Test (X3)

Statement Items	r count	Sig. (2-Tailed)	Remarks
X3.1	0.814	0.000	Valid
X3.2	0.822	0.000	Valid
X3.3	0.859	0.000	Valid
X3.4	0.810	0.000	Valid
Cronbach's Alpha	0.845		Reliable

Source : spss data processed by the author (2026)

Table 5 shows that all statement items in the Occupational Safety and Health variable have a significance value below 0.05, thus meeting the validity criteria. On the other hand, Cronbach's Alpha value of 0.845 indicates that the research instrument for this variable is relatively reliable.

Table 6 Results of Worker Performance Validity and Reliability Test

Statement Items	r count	Sig. (2-Tailed)	Remarks
Y.1	0.834	0.000	Valid
Y.2	0.754	0.000	Valid
Y.3	0.717	0.000	Valid
Y.4	0.812	0.000	Valid
Cronbach's Alpha	0.786		Reliable

Source : spss data processed by the author (2026)

The results of the validity test in Table 14 confirm that all items of the Performance variable statement have a significant correlation. Cronbach's Alpha value of 0.786 (greater than 0.60) indicates that the Performance variable instrument is valid and reliable. From the overall results of the validity and reliability test summarized in the previous tables, it can be concluded that all statement items on the variables Knowledge, Wages, Occupational Safety, and Performance have met the standards of validity and reliability. Thus, these instruments are feasible to use for data analysis at a later stage.

Classic Assumption Test

To find out whether the residual data in the regression model is normally distributed, a normality test is performed. The method used in this study is the One-Sample Kolmogorov-Smirnov Test, with an assessment indicator in the form of a significance value (Asymp. Sig.).

Table 7 Test Results One – Sample Kolmogorov _ Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		55
Normal Parameters, b	Red	0.0000000
	Std. Deviation	1.70804299
Most Extreme Differences	Absolute	0.075
	Positive	0.075
	Negative	-0.064
Test Statistic		0.075
Asymp. Sig. (2-tailed)		.200[c,d]

Source : Processed spss data (2026)

The results of the normality test in Table 7 show that the value of Asymp. The sig. (2-tailed) of the One-Sample Kolmogorov-Smirnov Test is 0.200. Since this number exceeds the threshold of 0.05, it can be concluded that the residual data is normally distributed. Thus, the assumption of normality is met, and the data is valid for further processing in regression analysis and hypothesis testing.

Hypothesis Test

T Test (Partial)

The t-test is used to determine the influence of each independent variable, namely Knowledge, Wages, and Occupational Safety, on the dependent variable Performance partially.

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59792

Table 8 T Test Results (Partial)

Coefficient

Models		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.220	0.981		1.244	0.219		
	Knowledge Sharing	0.323	0.103	0.353	3.142	0.003	0.309	3.233
	Wages	0.345	0.108	0.360	3.199	0.002	0.308	3.243
	Safety	0.253	0.095	0.262	2.678	0.010	0.410	2.441

Source : spss data processed by the author (2026)

Table 8 shows that the Knowledge Sharing variable has a significance value of 0.003 (< 0.05), meaning that this variable has a significant effect on Performance. The Wage variable recorded a significance of 0.002 (< 0.05), so Wages also had a significant effect on Performance. Furthermore, the Occupational Safety variable showed a significance value of 0.010 (< 0.05), which means that Occupational Safety also has a significant effect on Performance. Thus, all independent variables were shown to have a partial effect on performance, so that the partial hypothesis in this study was declared accepted.

F Test (Simultaneous)

The combined (simultaneous) influence of the variables Knowledge, Wages, and Occupational Safety on Performance was tested through the F-test procedure.

Table 8 F Test Results (Simultaneous)

ANOVA

Models		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	632.205	3	210.735	68.221	.000[b]
	Residual	157.540	51	3.089		
	Total	789.745	54			

Source : spss data processed by the author (2026)

The results of the F test (Table 17) show a significance value of 0.000, smaller than 0.05. This means that Knowledge, Wages, and Occupational Safety have a simultaneous and significant effect on Performance. Thus, simultaneous hypotheses are accepted.

Coefficient Of Determination (R2)

The determination coefficient is used to find out how much an independent variable is able to explain the variation of the dependent variable.

Table 9 Determination Coefficient Test Results (R^2)

Model Summary[b]

Model Summaryb

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.895a	0.801	0.789	1.75756	2.260

a. Predictors: (Constant), Security, Knowledge, Wages
b. Dependent Variable: Performance

Source : spss data processed by the author (2026)

Table 17 shows the significance value of the F test of 0.000 which is below 0.05. Thus, Knowledge, Wages, and Occupational Safety simultaneously have a significant influence on Performance, so that the simultaneous hypothesis in this study is declared accepted.

Discussion

The Effect of Knowledge Sharing on Worker Performance

The results of the first hypothesis test confirmed that the Knowledge Sharing variable (X1) had a positive and significant effect on Worker Performance (Y) in CV. Airlangga Hutama, Madiun Consultant. The significance value was recorded at 0.003 (< 0.05) with a regression coefficient of 0.323, meaning that every one unit increase in Knowledge Sharing will increase Performance by 0.323 units if other variables are assumed to be constant. Thus, the first hypothesis (Ha1) that states the existence of significant influence is declared accepted.

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59792

This finding is in line with Firmansyah's (2024) research which proves that sharing knowledge has a positive effect on employee performance because it encourages collective learning while improving individual ability to complete tasks. These results also support the findings of Sanjaya and Tania (2023) that although *knowledge sharing* does not always have a direct effect in certain contexts, when combined with a good work environment and competence, it can make a positive contribution to performance. On the other hand, the results of this study are different from the findings of Bimmo Dwi Baskoro et al. (2021) who stated that work value does not have a significant direct effect on the creative performance of construction workers in Jakarta, but through the mediation of knowledge sharing. This difference can be explained by different research contexts. CV. Airlangga Hutama Consultant has a project-based organizational structure that relies heavily on cross-division collaboration, so that knowledge sharing is a crucial factor that directly affects performance.

In the context of this company, sharing knowledge plays an important role because CV. Airlangga Hutama Konsultan is engaged in the multidisciplinary consulting services industry that demands the integration of expertise from various fields such as architecture, construction, and property. The results show that workers who actively share experiences, technical information, and creative solutions with colleagues will increase the effectiveness of project completion, reduce repeat errors, and accelerate the organizational learning process. Company management needs to facilitate more structured knowledge sharing programs, such as regular inter-divisional discussion forums, *project best practices* documentation , and mentoring systems between senior and junior workers. The use of information technology that is already available must also be optimized to facilitate digital knowledge transfer.

The Effect of Wages on Worker Performance

The second hypothesis test proves that Wages (X2) have a positive and significant effect on Worker Performance (Y). A significance value of 0.002 (< 0.05) and a regression coefficient of 0.345 which is the highest value among the three independent variables indicate that each one unit increase in Wages will increase Performance by 0.345 units, assuming the other variables do not change. Thus, the second hypothesis (Ha2) that states the existence of a significant influence is accepted.

These results reinforce the findings of Marsinah and Hatidah (2022) that wages have a positive effect on employee performance at PT. Prosper Together. Research by Moh. Maruf et al. (2023) are also in line, stating that wages have a positive and significant effect on the performance of shopping center employees in Surabaya. Similarly, Erin (2025) found that wages and incentives have a significant positive influence on the performance of CV employees. Shoeka Shoes Malang. Furthermore, Efendi et al. (2020) and Fahrezi & Sudibyo (2023) confirm that wages are the dominant factors that motivate workers to achieve work targets and increase productivity. According to Wulandari and Prasetyo (2023) in the Journal of Performance and Productivity Management, wages are the main factor in motivating workers because they have a significant effect on performance.

In the context of CV. Airlangga Hutama Consultant, this finding is very relevant because the company has a diverse staffing system: permanent workers (34.5 percent) and wholesale/ freelance/ internship workers (65.5 percent). The data shows a fairly sharp wage inequality based on employment status, where wholesale and freelance workers receive much lower basic wages without benefits, even though the burden and demands of their projects are relatively the same as those of permanent workers. This inequality has the potential to cause a perception of injustice that can weaken affective commitment and reduce worker motivation.

The highest coefficient of influence of wages (0.345) among other variables indicates that in the current state of the company, financial compensation is the top priority that affects the performance of workers. This is understandable considering that the majority of respondents (72.8 percent) are in the productive age of 20-30 years old, an age group that has high financial needs to build a life and career. Management needs to evaluate and adjust the wage system to be fairer and more transparent, especially for wholesale and freelance workers. A merit and productivity-based wage system needs to be considered so that workers feel valued for their contributions. This adjustment is expected to increase work motivation while reducing turnover rates, especially in non-permanent workers.

The Influence of Occupational Safety and Health (K3) on Worker Performance

The third hypothesis test proves that Occupational Safety and Health (K3) (X3) has a positive and significant effect on Worker Performance (Y) in CV. Airlangga Hutama, Madiun Consultant. A

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59792

significance value of 0.010 (< 0.05) and a regression coefficient of 0.253 indicate that each one unit increase in the K3 variable will increase Performance by 0.253 units, assuming the other variables do not change. Thus, the third hypothesis (Ha3) that states the existence of significant influence is accepted.

These results reinforce the findings of Ningsih et al. (2024) that the implementation of K3 and work productivity has a positive and significant effect on employee performance, with work productivity as the dominant variable. Research by Irwansyah et al. (2025) is also in line, which states that the implementation of K3 has a positive effect on performance because it creates a safe and comfortable work environment. Shafira Putri et al. (2025) added that K3 and motivation affect productivity through job satisfaction. Putri (2023) also confirmed that K3, job satisfaction, and the work environment simultaneously have a positive effect on employee performance.

On the other hand, this finding is different from the results of research by Setiawan and Rini (2025) which found that K3 has a significant negative effect on production performance at PT. Murano Glassindo Makmur, where the K3 procedure that is too strict actually reduces work efficiency. This difference can be explained by the characteristics of different industries—manufacturing with standardized production processes versus more flexible construction consulting services.

In the context of CV. Airlangga Hutama Consultant, K3 is very crucial especially for workers in the Construction & Engineering Division who often work in the field with a high risk of work accidents. Background data showed an increase in sick attendance (3–5 times per month) and a decrease in compliance with SOPs (only 80–85 percent), which indicates the weak implementation of K3 in companies.

The ILO (2023) emphasizes that the implementation of K3 is not only a moral and legal obligation, but also an important strategy to increase work efficiency and productivity. A safe work environment can reduce the risk of accidents, increase job satisfaction, and encourage employees to perform better. The Ministry of Manpower of the Republic of Indonesia (2022) also stated that the good implementation of K3 has a direct impact on improving worker performance, because workers who feel safe and protected tend to work with higher focus and enthusiasm. Management needs to improve the implementation of K3 through the provision of adequate PPE, regular occupational safety training, and the enforcement of SOPs that are consistent but do not hinder productivity. The implementation *of a reward and punishment* system related to K3 compliance is also needed to increase the awareness and discipline of workers in carrying out safety procedures.

The Effect of Simultaneous Knowledge Sharing, Wages, Occupational Safety and Health (K3) on Worker Performance

The fourth hypothesis test proves that Knowledge Sharing (X1), Wages (X2), and Occupational Safety and Health (X3) simultaneously have a positive and significant effect on Worker Performance (Y) in CV. Airlangga Hutama, Madiun Consultant. The significance value of the F test of 0.000 (< 0.05) with F calculated as 68.221 confirms that the fourth hypothesis (Ha4) which states the significant simultaneous influence of the three independent variables on Worker Performance is accepted.

The results of the analysis of the determination coefficient (R^2) showed a value of 0.801 or 80.1 percent. This figure means that the variation in Worker Performance of 80.1 percent can be explained by Knowledge Sharing, Wages, and K3 together, while the remaining 19.9 percent comes from other variables outside the research model. The R^2 value of 80.1 percent indicates that the model has a very strong predictive ability, so the three independent variables chosen are considered very relevant in explaining worker performance.

These findings reinforce and complement previous studies that generally only tested one or two variables separately. Sanjaya and Tania (2023) found that *knowledge sharing*, work environment, and work competencies simultaneously affect improving employee performance. Oktari et al. (2023) also reported that compensation and job satisfaction have a positive and significant effect on employee performance, both partial and simultaneous. However, this research contributes novelty by integrating three crucial variables in one research model in the context of construction consulting service companies with multi-status *employment* characteristics. As has been identified in the background, the majority of previous research tends to focus on the manufacturing industry sector or government institutions that have a homogeneous and permanent staffing structure.

Wandi et al. (2022) noted that there is an anomaly that high compensation does not always guarantee optimal performance if internal factors and the work environment are ignored. The findings

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59792

of this study confirm that an integrative approach that considers knowledge sharing, financial compensation, and occupational safety simultaneously will have a more optimal impact on worker performance than focusing on a single variable.

In the context of CV. Airlangga Hutama Consultant, the results of this study explain the phenomenon of declining performance that occurred in January-June 2025 (from a score of 85 to 68). The decline is not caused by a single factor, but a combination of several interrelated factors: the weak knowledge sharing system between workers with diverse employment statuses, the inequality of the wage system that causes the perception of injustice, and the implementation of K3 that is not optimal, especially in the field.

Based on the value of the standardized regression coefficient (*Beta*), the order of influence of the variables is as follows: Wages (0.360), Knowledge Sharing (0.353), and Occupational Safety and Health (0.262). This shows that although all three variables have a significant influence, financial compensation (wages) remains the dominant factor that most strongly affects workers' performance in the company's current condition.

The Most Dominant Wage Variable on Worker Performance

The results of data processing using SPSS confirmed that the three independent variables Knowledge Sharing (X1), Wages (X2), and Occupational Safety and Health (X3) had a significant effect on the Performance of Project Workers. The proof is that the significance value of each variable is recorded below 0.05. To determine which variable is the most dominant, this study refers to the value *of Standardized Coefficients* (Beta) from the regression test results. The beta value was chosen because it was able to show the relative influence of each variable on performance.

The SPSS results show that Wages (X2) have the highest beta value, which is 0.360, compared to Knowledge Sharing (0.353) and Occupational Safety and Health (0.262). In addition, the Wage variable also recorded the highest t-calculation value of 3.199 with a significance level of 0.002. This means that the influence of wages on performance is the strongest and most significant among the three variables.

Thus, Wages proved to be the most dominant variable influencing Project Worker Performance in CV. Airlangga Hutama, Madiun Consultant. This means that when workers' wages increase or are perceived to be fair, their performance tends to increase—and the increase is greater than the influence of other variables. Although Knowledge Sharing and K3 also have a significant effect on performance, they both fall below Wages in terms of influence power. Based on the results of the SPSS analysis, it can be concluded that wages are the most dominant factor in improving the performance of project workers in the company.

CONCLUSION

From the results of the analysis and discussion that has been carried out regarding the influence of Knowledge Sharing, Wages, and Occupational Safety and Health (K3) on the Performance of Project Workers at CV. Airlangga Hutama, Madiun Consultant, came to the following conclusions:

1. Knowledge Sharing has a positive and significant influence on Worker Performance (significance 0.003 < 0.05; regression coefficient 0.323). The better the practice of sharing knowledge between workers, the higher the performance achieved.
2. Wages also have a positive and significant effect on Worker Performance (significance 0.002 < 0.05; regression coefficient 0.345). This variable is the most dominant, meaning that a fair and appropriate wage system is the main factor in driving performance improvement.
3. Occupational Safety and Health (K3) has a positive and significant effect on Worker Performance (significance 0.010 < 0.05; regression coefficient 0.253). The optimal implementation of K3 creates a safe and comfortable working environment, which in turn increases the focus and productivity of workers.
4. Simultaneously, Knowledge Sharing, Wages, and K3 have a positive and significant effect on Worker Performance (significance value of the F test 0.000 < 0.05). These three variables together explain 80.1% of the variation in Worker Performance ($R^2 = 0.801$), while the remaining 19.9% are influenced by other factors outside the model.

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59792

BIBLIOGRAPHY

[1.] Cahya Ningsih, D., Kurniawan Subagja, I., & Hakim, A. (2024). The Effect of the Implementation of Occupational Safety Health (K3) and Work Productivity on Employee Performance at PT. Arkindo Artifact (MK). *Journal of Social Technology*, *4*(11), 988–1000. https://doi.org/10.59188/jurnalsostech.v4i11.27628

[2.] Efendi, R., Lubis, J., & Elvina, E. (2020). The Effect of Employee Wages and Incentives on Employee Performance at Pt. Milano Panai Tengah. *Ecobisma (Journal of Economics, Business and Management)*, *7*(2), 1–11. https://doi.org/10.36987/ecobi.v7i2.1759

[3.] Farida, U. (2024). *Analysis of the Effect of Job Satisfaction as an Intervening Variable on Employee Performance*. 861–866. https://doi.org/10.37641/jimkes.v11i2.1750

[4.] Fauzi, D. M., Nopianti, N., & Munandar, E. (2025). The Influence of Wages and Work Environment on Employee Loyalty in Cap Manggis. *RIGGS: Journal of Artificial Intelligence and Digital Business*, *4*(2), 4470–4478. https://doi.org/10.31004/riggs.v4i2.1257

[5.] Febriana, D. T., & Chandra, A. (2025). *Employees Against*. *Scott*, 238–245.

[6.] Indira, I. C. N. A. P. (2024). Testing the Importance of Foodstagram's Dimension in Enticing Consumers to Buy Re-Purchases at Tahoma Coffee and Eatery. *JPEK (Journal of Economic Education and Entrepreneurship)*, *8*(3), 1028–1036. https://doi.org/10.29408/jpek.v8i3.27450

[7.] Ingrassia, R. (2017). Labour Market Policies and Recruitment in Europe and Italy. *American Journal of Industrial and Business Management*, *07*(10), 1136–1157. https://doi.org/10.4236/ajibm.2017.710082

[8.] Intern, K., Mediation, D., Work, K., Economics, F., Brawijaya, U., Susilowati, C., Economy, F., & Brawijaya, U. (2024). *Jki 3.4.2024*. *3*(4), 1178–1185.

[9.] Marsinah, & Hatidah. (2022). The Effect of Wages on Employee Performance at PT. Prosper Together. *MAMEN: Journal of Management*, *1*(4), 531–543. https://doi.org/10.55123/mamen.v1i4.1007

[10.] Moh. Maruf, Putra, R. S., Nurcahya Setiani Rahayu, Heni Agustina, & Hidayatul Khusnah. (2023). Literature Review: The Effect of Wages on Performance of Shopping Center

a. Employees in Surabaya. *Greenomics*, *5*(2), 136–144. https://doi.org/10.55732/unu.gnk.2023.05.2.2

[11.] Oktari, S. D., Suhardi, A. R., & Budiawan, A. (2023). The Role of Compensation and Job Satisfaction to Improve Employee Performance PT. A. *International Journal of Science and Society*, *5*(3), 419–429. https://doi.org/10.54783/ijsoc.v5i3.805

[12.] Rachman, M. M. (2021). The Impact of Work Stress and the Work Environment in the Organization: How Job Satisfaction Affects Employee Performance? *Journal of Human Resource and Sustainability Studies*, *09*(02), 339–354. https://doi.org/10.4236/jhrss.2021.92021

[13.] Rosdiani and Angga Hidayat, N. (2020). Journal of Technopreneurship on Economics and Business Review The Influence of Financial Derivatives, Accounting Conservatism and Fixed Asset Intensity on Tax Avoidance. *Journal Of Technopreneurship*, *1*(2020), 131–143. www.idx.co.id

[14.] Sanjaya, R. A., & Tania, K. D. (2023). The Role of Knowledge Sharing, Work Environment and Work Competencies in Improving Employee Performance. *Journal of Management of STIE Muhammadiyah Palopo*, *9*(2), 377. https://doi.org/10.35906/jurman.v9i2.1838

[15.] Sapar, J. F. (2022). The Effect of Job Satisfaction and Motivation on Employee Performance at PT. Astra International Tbk Daihatsu Banjarmasin. *Journal of Management and Entrepreneurship Inspiration Research*, *6*(2), 101–107. https://doi.org/10.35130/jrimk.v6i2.350

[16.] Syafrina, N. (2019). HUMAN RESOURCE MANAGEMENT Eri Susan 1. *Journal of Educational Management*, *9*(2), 952–962.

[17.] Uly, N. S., Ferdiansyah, D., Saelendra, D., Savella, F., & Simanjuntak, A. R. (2022). The Influence of Wages, Safety and Work Environment on the Performance of Employees of PT Amanah Enam Berlian in Bengkulu. *Journal of Digital Business Financial Management Economics*, *1*(1), 47–56. https://doi.org/10.58222/jemakbd.v1i1.48

Copyright © the Author