

THE INFLUENCE OF KNOWLEDGE SHARING, EMPLOYEE MINDFULNESS, AND SELF-EFFICACY ON THRIVING AT WORK AT CV. INTI KARYA SEJAHTERA IN MADIUN CITY

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Abstract

This research set out to examine how Knowledge Sharing, Employee Mindfulness, and Self-Efficacy relate to Thriving at Work among the workforce of CV. Inti Karya Sejahtera, a garment producer located in Madiun City. Given that the company employed a total of 138 people, all of whom were accessible for participation, the study adopted a saturated sampling design within a quantitative research framework rather than drawing a smaller subset. An online survey built in Google Forms served as the primary data collection instrument, and the resulting responses were processed through multiple linear regression using IBM SPSS Statistics version 25 and the resulting responses were processed with IBM SPSS Statistics version 25 through multiple linear regression. Two of the three predictors turned out to matter: knowledge sharing and employee mindfulness both showed a statistically meaningful, positive link with thriving at work, while self-efficacy's relationship with the outcome fell short of significance.

Keywords: Knowledge Sharing, Employee Mindfulness, Self-Efficacy, Thriving at Work.

A. INTRODUCTION

General management encompasses Human Resource Management (HRM) as one of its branches, specifically the branch concerned with directing the human element that management scholars regard as central to any organizational process (Hidayat & Anwar, 2023). Because people, unlike other production factors, exercise control over how those other factors are used, organizations cannot limit their attention to output alone the psychological state employees bring to their work matters just as much.

Interest in a construct called thriving at work has grown steadily within HRM scholarship. Rather than treating vitality and continuous learning as separate outcomes, the concept frames them as two sides of one psychological state that unfolds simultaneously as people go about their jobs (Porath et al., 2012). Employees who do not experience this

state tend toward declining performance, greater susceptibility to burnout, and difficulty sustaining long-term growth.

Knowledge sharing represents the first factor examined here, understood as a core knowledge-management practice through which employees exchange knowledge to strengthen innovation and competitive advantage within the organization (Wang & Wang, 2012). Empirical work by Gormezoglu et al. (2024) traces a favorable, statistically meaningful link running from knowledge sharing toward thriving at work, a pattern corroborated by Wang (2025), Ononye & Maduemezia (2024), and Tarsuslu (2024). Because these studies were largely situated in public-sector or international settings, however, whether the same pattern holds within the garment manufacturing industry remains an open question.

Employee mindfulness constitutes the second factor of interest, referring to an employee's capacity to sustain full attention and open awareness toward everything occurring in each moment of their work (Brown & Ryan, 2003). Hu et al. (2024) reported that employee mindfulness positively and significantly affects thriving at work, a conclusion echoed by Wang et al. (2021), Ozcan et al. (2021), and Abd-Elrahman et al. (2023), although most of that evidence originates from student populations or healthcare settings.

The third factor is self-efficacy — how much employees trust their own capability when a task calls for initiative, cooperation with others, or pulling several responsibilities together at once (Parker, 1998). Nag et al. (2022) reported a similarly favorable and significant link, a pattern that Batool et al. (2025), Liu et al. (2021), and Ghani et al. (2024) each observed as well, though largely within service- and healthcare-related settings.

CV. Inti Karya Sejahtera, a garment manufacturer operating in Madiun City since 2015, has yet to reach its full production target during the 2023–2025 period achievement peaked at 97.3% in 2023–2024 before slipping to 96.8% in 2025 even as the defect rate fell from 2.0% to 1.4%. A preliminary survey of 30 employees classified thriving at work, knowledge sharing, and employee mindfulness as generally good, yet still pointed to

weaknesses in vitality, explicit knowledge sharing, physical awareness, and proactive attitudes tied to self-efficacy.

Given these phenomena together with the prior literature outlined above, this study sets out to determine how knowledge sharing, employee mindfulness, and self-efficacy affect thriving at work among CV. Inti Karya Sejahtera's employees in Madiun City, an area where research jointly examining all three variables within the garment sector remains scarce.

THEORITICAL REVIEW

Knowledge Sharing

Gormezoglu et al. (2024) describe knowledge sharing as an organizational practice through which employees actively pass explicit and tacit knowledge to their colleagues. Ononye & Maduemezia (2024) extend this by noting that the concept also covers the acts of sharing, generating, and acquiring knowledge among members of an organization. Taken together, knowledge sharing can be understood as employees' active behavior of exchanging knowledge, skills, and experience with coworkers spanning both structured explicit forms and tacit forms rooted in direct experience with the two complementing one another as a foundation for innovation and sustained organizational growth.

Employee Mindfulness

Hu et al. (2024) characterize trait mindfulness as a comparatively stable personal disposition, wherein individuals scoring higher on this trait respond to work situations with greater awareness and less reactivity under pressure. Wang et al. (2021) define employee mindfulness as the capacity to maintain active attention toward, and full awareness of, both internal and external conditions being experienced. Synthesizing these views, employee mindfulness can be defined as an employee's ability to sustain attention and complete awareness at every point during work, free from interference by automatic thoughts, anxiety about the future, or regret over the past an ability that is not fixed but can be cultivated, thereby enhancing the overall quality of employees' presence and awareness on the job.

Self Efficacy

Batool et al. (2025) frame self-efficacy around how much confidence a person places in their own capability — a belief that carries weight not only for someone's psychological state at work but also for how well they perform and how far their career advances over time. Liu et al. (2021) go further, positioning self-efficacy as the personal factor that most consistently predicts positive psychological outcomes for employees across a range of industries. Drawing these views together, self-efficacy refers to employees' confidence in handling work-related challenges and demands, a confidence rooted more in how individuals perceive their own ability than in their actual objective capability. Because self-efficacy is not static, it can be strengthened through accumulated successes, lessons drawn from failure, and workplace support, motivating employees with high self-efficacy to keep developing in their roles.

Thriving at Work

Meng et al. (2025) frame thriving at work around overall personal growth, a state that interventions targeting grit or a stronger sense of meaning in life can help reinforce. Chang et al. (2025) add a second layer to this picture, pointing out that the resources available on the job combine with an employee's own personal circumstances to shape how much they thrive. Combining these perspectives, thriving at work can be described as a positive psychological condition in which employees simultaneously feel high energy and enthusiasm toward their work (vitality) and a sense of ongoing growth through that work (learning) — two components that reinforce one another and together capture genuine personal development, making thriving at work a meaningful indicator of the psychological quality of employees who are flourishing in their workplace.

Conceptual Framework

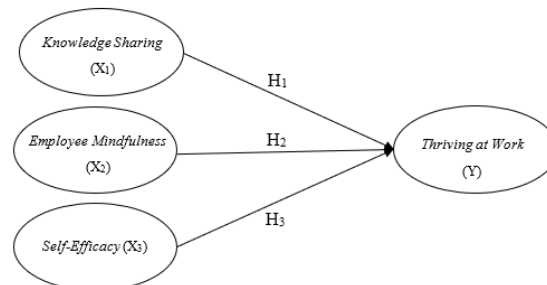


Figure 1. Conceptual Framework

Source: Research by Gormezoglu *et al.*, (2024), Hu *et al.*, (2024), dan Nag *et al.*, (2022).

Research Hypotheses

Based on the theoretical review described above, the research hypotheses are formulated as follows:

H₁: Knowledge sharing has a positive and significant effect on thriving at work.

H₂: Employee mindfulness has a positive and significant effect on thriving at work.

H₃: Self-efficacy has a positive and significant effect on thriving at work.

B. METHOD

A quantitative design underpinned this study, with primary data collected directly from respondents through an online questionnaire built in Google Forms. Because every one of CV. Inti Karya Sejahtera's 138 employees in Madiun City could realistically be reached, the study opted for a census-style saturated sample a probability-sampling approach instead of drawing a smaller subset from the population. IBM SPSS Statistics version 25 handled the subsequent data processing, working through validity checks, reliability checks, descriptive statistics, the classical assumption tests, the multiple regression model itself, and finally the hypothesis tests.

C. RESULTS AND DISCUSSIONS

Descriptive Statistics

Table 1. Descriptive Statistics

<i>Descriptive Statistics</i>					
	N	Minimum	Maximum	Mean	Std. Deviation
<i>Knowledge Sharing</i>	138	10.00	16.00	14.3188	1.37222
<i>Employee Mindfulness</i>	138	29.00	40.00	35.3986	3.25451
<i>Self-Efficacy</i>	138	17.00	24.00	21.1304	2.03913
<i>Thriving at Work</i>	138	15.00	20.00	18.5507	1.73446
Valid N (listwise)	138				

Source: Output SPSS 25

As presented in Table 1, the knowledge sharing variable across 138 respondents ranged from a minimum of 10.00 to a maximum of 16.00, with a mean of 14.3188 and a standard deviation of 1.37222. Employee mindfulness ranged from 29.00 to 40.00, averaging 35.3986 with a standard deviation of 3.25451. Self-efficacy scores spanned 17.00 to 24.00, averaging 21.1304 with a standard deviation of 2.03913, while thriving at work ranged from 15.00 to 20.00, with a mean of 18.5507 and a standard deviation of 1.73446.

Validity Test

The complete validity test outcomes are shown in Table 2.

Table 2. Validity Test Result

Variables	Item	<i>r_{hitung}</i>	<i>r_{tabel}</i>	Information
Knowledge Sharing (X ₁)	1	0.690	0.166	Valid
	2	0.668	0.166	Valid
	3	0.682	0.166	Valid
	4	0.671	0.166	Valid
Employee Mindfulness (X ₂)	1	0.583	0.166	Valid
	2	0.681	0.166	Valid
	3	0.571	0.166	Valid
	4	0.655	0.166	Valid
	5	0.642	0.166	Valid
	6	0.610	0.166	Valid
	7	0.668	0.166	Valid
	8	0.640	0.166	Valid
	9	0.598	0.166	Valid
	10	0.615	0.166	Valid
Self-Efficacy (X ₃)	1	0.709	0.166	Valid
	2	0.589	0.166	Valid
	3	0.605	0.166	Valid
	4	0.704	0.166	Valid

Variables	Item	r_{hitung}	r_{tabel}	Information
Thriving at Work (Y)	5	0.700	0.166	Valid
	6	0.687	0.166	Valid
	1	0.749	0.166	Valid
	2	0.758	0.166	Valid
	3	0.769	0.166	Valid
	4	0.768	0.166	Valid
	5	0.742	0.166	Valid

Source: Output SPSS 25

Table 2 and its continuation demonstrate that every indicator across the four variables produced a calculated r-value exceeding the critical threshold of 0.166, confirming that all items are valid. This indicates the instruments measuring knowledge sharing, employee mindfulness, self-efficacy, and thriving at work are appropriately constructed and dependable for capturing the constructs under study.

Reliability Test

Table 3. Reliability Test Result

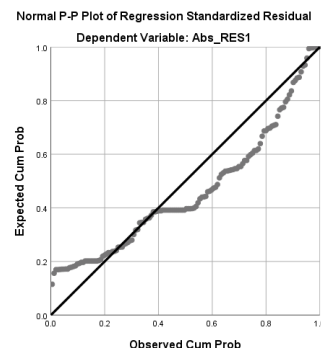
Variables	N	Cronbach's Alpha	Information
X ₁	4	0.605	Reliable
X ₂	10	0.827	Reliable
X ₃	6	0.749	Reliable
Y	5	0.814	Reliable

Source: Output SPSS 25

Table 3 reports the reliability coefficients for each variable knowledge sharing, employee mindfulness, self-efficacy, and thriving at work all of which exceed the 0.60 Cronbach's Alpha threshold and can therefore be regarded as reliable.

Classical Assumption Test

Normality Test



Picture 2. Normality Test Result

Source: Output SPSS 25

Figure 2 shows the data points clustering closely along the diagonal reference line, which supports the conclusion that the residuals are normally distributed and that the normality assumption required for the regression model has been satisfied.

Multicollinearity Test

Table 4. Multicollinearity Test Result

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Knowledge Sharing	.681	1.467
Self-Efficacy	.606	1.651
Employee Mindfulness	.633	1.579

a. Dependent Variable: Abs_RES1

Source: Output SPSS 25

As Table 4 indicates, every predictor variable records a Tolerance figure above 0.10 alongside a VIF figure below 10, meaning multicollinearity is not present and the analysis can proceed to the next stage.

Heteroscedasticity Test

**Table 5. Heteroscedasticity Test Result
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.908	.648		1.402	.163
Knowledge Sharing	.012	.044	.027	.262	.794
Self-Efficacy	-.054	.032	-.186	-1.690	.093
Employee Mindfulness	.017	.019	.095	.889	.376

a. Dependent Variable: Abs_RES1

Source: Output SPSS 25

Table 5 shows that the significance level for every variable exceeds the 0.05 threshold 0.794 for knowledge sharing, 0.093 for self-efficacy, and 0.376 for employee mindfulness so the Glejser test findings confirm the absence of heteroscedasticity.

Multiple Linear Regression Analysis

**Table 6. Multiple Linear Regression Analysis
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	8.000	1.680	
	Knowledge Sharing	.394	.115	.312
	Employee Mindfulness	.131	.050	.246
	Self-Efficacy	.013	.082	.015

a. Dependent Variable: Thriving at Work

Source: Output SPSS 25

The regression equation derived from Table 6 is:

$$Y = 8,000 + 0,394 \text{ knowledge sharing} + 0,131 \text{ employee mindfulness} + 0,013 \text{ self-efficacy} + \varepsilon$$

This equation implies that, holding all independent variables at zero, thriving at work would sit at a baseline of 8.000. Each one-unit rise in knowledge sharing corresponds to a 0.394-unit increase in thriving at work, while each one-unit rise in employee mindfulness corresponds to a 0.131-unit increase, and each one-unit rise in self-efficacy corresponds to a comparatively modest 0.013-unit increase. Collectively, then, all three predictors move thriving at work among CV. Inti Karya Sejahtera's employees in a positive direction.

Hypothesis Testing

T-Test

**Table 7. T-Test Result
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.000	1.680		4.762	.000
	Knowledge Sharing	.394	.115	.312	3.419	.001
	Employee Mindfulness	.131	.050	.246	2.599	.010
	Self-Efficacy	.013	.082	.015	.156	.877

a. Dependent Variable: Thriving at Work

Source: Output SPSS 25

From the table above, the following conclusions can be drawn:

1. Knowledge sharing records a calculated t-value of 3.419 against a significance level of 0.001. Since this exceeds the t-table value of 1.656 and the significance level falls below 0.05, H1 is supported.
2. Employee mindfulness records a calculated t-value of 2.599 with a significance level of 0.010, again surpassing the t-table value of 1.656 with significance under 0.05, so H2 is supported.
3. Self-efficacy records a calculated t-value of only 0.156 with a significance level of 0.877 below the t-table threshold of 1.656 and well above 0.05, meaning H3 is not supported.

Coefficient of Determination Test (R^2)

Table 8. Coefficient of Determination Test Result
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491 ^a	.241	.224	1.52825

a. Predictors: (Constant), Self-Efficacy, Knowledge Sharing, Employee Mindfulness

Source: Output SPSS 25

Table 8 places the coefficient of determination (R Square) at 0.241, meaning knowledge sharing, employee mindfulness, and self-efficacy together account for 24.1% of the variance observed in thriving at work, leaving the remaining 75.9% attributable to factors outside this study's scope.

D. CONCLUSIONS

Within the boundaries of a study confined to knowledge sharing, employee mindfulness, and self-efficacy at CV. Inti Karya Sejahtera, the evidence indicates that knowledge sharing and employee mindfulness each carry a positive and significant effect on thriving at work, whereas self-efficacy shows no significant effect on thriving at work among the company's Madiun-based employees.

E. SUGGESTIONS

CV. Inti Karya Sejahtera would benefit from sustaining a culture of knowledge sharing through regular discussion forums, cross-departmental experience exchange, and informal learning circles, while also safeguarding employees' psychological well-being via a supportive work environment, sufficient rest periods, and periodic mindfulness training.

Investigating additional factors beyond those covered here such as organizational support, leadership style, work engagement, and organizational culture would also be worthwhile. Future researchers might further probe the self-efficacy–wellbeing relationship across different settings, incorporate mediating or moderating variables, and broaden the study population across industry sectors to improve the generalizability of results.

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