

# Analysis of Employee Performance Through The Role of Knowledge Sharing and Competence With Commitment as Intervening Variables

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## ABSTRACT

The primary objective of this analysis is to ascertain the influence of information sharing and competency on employee performance within the context of the Department of Public Works and Highways Water Resources in Sidoarjo Regency. The study's target population consists of individuals employed in general or executive functional roles. The sample methodology utilised in this study involves the use of non-probability sampling, specifically employing a purposive sampling technique. The sample consisted of a total of 77 individuals. The data was derived from primary sources. Simultaneously, the study employs the Partial Least Squares (PLS) method. The findings of the study suggest that there is a noteworthy positive relationship between knowledge sharing and commitment. Conversely, competence is found to have a significant negative influence on commitment. Additionally, knowledge sharing is found to have a positive impact on employee performance, while competence does not have a significant effect on employee performance. Moreover, commitment is found to have a positive influence on employee performance. Furthermore, commitment is identified as a mediating factor in the relationship between knowledge sharing and employee performance, but it does not mediate the effect of competence on employee performance.

## ABSTRAK

Tujuan utama dari analisis ini adalah untuk mengetahui pengaruh pembagian informasi dan kompetensi terhadap kinerja pegawai pada lingkungan Dinas Pekerjaan Umum dan Sumber Daya Air Bina Marga Kabupaten Sidoarjo. Populasi sasaran penelitian ini terdiri dari individu-individu yang dipekerjakan dalam peran fungsional umum atau eksekutif. Metodologi pengambilan sampel dalam penelitian ini menggunakan non-probability sampling, yaitu teknik purposive sampling. Sampel terdiri dari total 77 orang. Data tersebut berasal dari sumber primer. Penelitian ini juga menggunakan metode Partial Least Squares (PLS). Temuan penelitian ini menunjukkan bahwa ada hubungan positif yang patut diperhatikan antara berbagi pengetahuan dan komitmen. Sebaliknya, kompetensi ditemukan mempunyai pengaruh negatif signifikan terhadap komitmen. Selain itu, berbagi pengetahuan terbukti berdampak positif terhadap kinerja pegawai, sedangkan kompetensi tidak berpengaruh signifikan terhadap kinerja pegawai. Selain itu, komitmen ternyata mempunyai pengaruh positif terhadap kinerja karyawan. Lebih lanjut, komitmen diidentifikasi sebagai faktor mediasi hubungan antara berbagi pengetahuan dan kinerja karyawan, namun tidak memediasi pengaruh kompetensi terhadap kinerja karyawan.



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## INTRODUCTION

The organization's human resource capabilities are very strategic and play a role in determining the organization's success in achieving the set goals; the quality and quantity of human resources significantly affect organizational performance. As a result, every firm strives to raise

employee performance in anticipation that its objectives will be met. Performance management manages all human resource activities to achieve predetermined organizational goals (Haryono, 2018). Public Works Department of Highways and Water Resources (Dinas PUBMSDA) Sidoarjo Regency is one of the agencies under the working area of the Sidoarjo Regency Government whose task is to assist the Sidoarjo Regent in carrying out government affairs in the field of public works and spatial planning in the road sub-affairs, resource sub-affairs water resources and drainage sub-affairs as well as co-administration tasks given to Sidoarjo Regency and has a vision, namely to increase the fulfilment of the needs for adequate urban development infrastructure and water resources – based on data from the performance report of Sidoarjo Regency's PUBMSDA Office experienced fluctuating developments.

**Table 1. Performance Data of the Sidoarjo District PUBMSDA Service for 2018-2021**

Performance	Year			
	2018	2019	2020	2021
Steady road development	93,06 %	93,43 %	92,31 %	91,93 %
Asphalt road conditions	941,83 km	926 km	963,25 km	971,45 km
Infrastructure index development	1,419	1,417	1,349	1,308
The area of inundation/flood has been handled	-14,06 %	-18,46 %	-7,46 %	7,01 %

Source: Sidoarjo Regional Government Work Plan, 2022

Presented in table 1 shows that there are four assessments of the performance of the Sidoarjo Regency PUBMSDA Office regarding the implementation of responsibilities in carrying out government affairs. The performance of Sidoarjo Regency's PUBMSDA Office in terms of service and feasibility aspects of public facilities can be seen in road repairs, water needs and flood prevention. Based on the data on performance results from Sidoarjo Regency's PUBMSDA Office above, it can be temporarily concluded that the less-than-optimal performance of employees each year indicates that there are problems within the employee. If this problem continues, it will later cause problems with the performance of employees at Sidoarjo Regency's PUBMSDA Office.

**Table 2. Measurement of the Success of Employment Contract Commitments for Sidoarjo Regency's PUBMSDA Office in 2018-2021**

Year	Commitment Indicator					
	Percentage of district roads in stable condition		Rate of the adequacy of irrigation water needs		A portion of the inundation/flood is handled	
	Target	Realization	Target	Realization	Target	Realization
2018	85 %	93,06 %	84 %	85,73 %	64 %	55 %
2019	87 %	91,48 %	85 %	83 %	65 %	53,3 %
2020	90 %	82 %	86 %	85,38 %	67 %	61,61 %
2021	93 %	88 %	87 %	98 %	70 %	88 %

Source: DPUBMSDA Sidoarjo Regency, 2021

Table 2 shows that the commitment of employee work contracts from the Regency's PUBMSDA Office from 2018-2021 has experienced inconsistency in its achievement of the work program indicators that have been made. Even though the work program indicators that have been

made are a part of the routine that employees will carry out to achieve and measure the company's success in achieving its goals. In the opinion of Rijanti et al. (2022), Organizational commitment is a way of thinking that demonstrates employee devotion to the company and a continual process in which team members show interest in the company's success and long-term growth. In addition, appropriate research, namely the results of a study conducted by (Andari & Anwar, 2021; Aulia, 2021; Hidayat & Heryanda, 2021; Rijanti et al., 2022), states that commitment influences employee performance. Meanwhile, controversial research results from Pramono & Prahiawan (2021).

The PUBMSDA Office of Sidoarjo Regency in carrying out competence-related human resource development for its employees through knowledge sharing. This development refers to the regulation of the State Administrative Institute number 10 of 2018 concerning ASN competency development. Regency's PUBMSDA Office implements competency development based on 70:20:10, namely the method used for human resource development, with 70% of learning coming from doing, 20% from talking to other people, and 10% from books and C-M-C, namely beneficial coaching, mentoring and counselling methods to improve the competency and capability of employees. The categorization of the development of the Sidoarjo Regency PUBMSDA Service is divided into two, namely 1) classical and 2) non-classical.

The form of competency development is carried out through implementing a mentoring program, namely by carrying out intense relationships between people who are more skilled or experienced with people who have fewer skills or experience. Rumijati (2020) stated that knowledge sharing is a systematic process of collecting, transferring, and spreading multidimensional knowledge from one individual to another or from one organization to another utilizing numerous media and methods. Appropriate research findings of a research project (Anwar, 2019; Marwan et al., 2021; Nurcahyo & Wikaningrum, 2020; Rijanti et al., 2022; Rumijati, 2020) states that knowledge sharing influences employee performance. At the same time, controversial research results from research conducted (Benita, 2020; Irawan et al., 2019).

The Human Resources Development Agency for Public Works and Public Housing in the 2022 strategic plan report after carrying out a competency assessment of employees in the central and regional work environments of the Ministry of PUPR at administrator (echelon 3) and supervisor (echelon 4) level HR resulted in that in the work environment The Ministry of Public Works and Public Housing, both at central and regional HR, still has many deficiencies in management and communication. There is still a reasonably high competency gap between human resources in the Ministry of Public Works and Housing work environment at the central and regional levels; in terms of competency fulfilment data, employees have still around 62.7% and still require a high competency increase of 37.3%. Pramono & Prahiawan (2021) explains that competence is a combination that includes tasks, skills, attitudes and appreciation of human resources to carry out work tasks charged by the organization. Appropriate research, namely the results of research conducted by (Aulia, 2021; Hidayat & Heryanda, 2021; Pramono & Prahiawan, 2021), states that competence influences employee performance. Meanwhile, controversial research is the result of research conducted by (Putra et al., 2020; Supiyanto, 2015). Based on observations of existing phenomena to encourage increased employee performance at the PUBMSDA Sidoarjo Regency Office, This study seeks to identify Knowledge Sharing and Competence in Employee Performance Through Commitment.

One of the main activities in knowledge management is sharing the necessary knowledge to ensure that everyone can access learning to benefit self-development and organizational progress. Sugito & Ghoniyah (2017) explained that knowledge sharing could directly affect commitment.

**H1:** Knowledge sharing has a significant positive effect on commitment

Competence is the basis of how a person behaves and thinks, an essential attribute that shows how a person acts and supports situations from time to time. Competence also produces maximum workability to do a good job. The unification of employee perceptions of employees through organizational commitment is closely related to competence as a behaviour formation technique. Employees feel their capacity to work encourages similar behaviours for the betterment of the organization since characteristics such as personality have been allocated roles inside the organization (Rahmitasari et al., 2021).

**H2:** Competence has a significant positive effect on commitment

The practice of sharing knowledge across the business is critical because it brings a lot of benefits to companies to maintain company value, learn new techniques, solve difficulties faced by companies, develop core competencies and initiate new scenarios, all of which lead to improved organizational performance (Anwar, 2019).

**H3:** Knowledge sharing has a significant positive effect on employee performance

Competence is a quality that describes a person in terms of how well they perform their job or essential traits that are causally related to the standards used as a benchmark (Rahmitasari et al., 2021). In addition, competence refers to the set of skills and knowledge that an individual possesses, which directly influences or predicts high-quality work outcomes (Hidayat & Heryanda, 2021).

**H4:** Competence has a significant positive effect on employee performance

Organizational commitment is an employee's belief that binds them to the company where they work, as shown by their loyalty and involvement in the workplace, as well as an understanding of the company's values and goals (Hidayat & Heryanda, 2021). Organizational commitment is seen as a value orientation towards the organization indicating that individuals consider and prioritize their work and that of the organization (Sari et al., 2019). Organizational commitment is significant for employees because, with high commitment, employees work as optimally as possible to achieve better performance (Yuliantini et al., 2017).

**H5:** Commitment has a significant positive effect on employee performance

Knowledge sharing refers to organizational personnel exchanging insights, skills and information related to their work. Knowledge sharing is best understood as a process by which human resources consult one another and jointly generate new reports. The success or failure of information sharing depends very much on the workers' mindset. Employees' intention to share knowledge impacts their perception of the value of sharing knowledge. The higher the desire of employees to share their knowledge, the will. Able to increase employee commitment. Commitment encourages employees to be willing to provide their expertise because employees feel they care about and are involved in the company. The employee will work as optimally as possible with a high commitment to achieve better performance (Sugito & Ghoniyah, 2017; Yuliantini et al., 2017).

**H6:** Commitment mediates the effect of knowledge sharing on employee performance

Competence is required for adequate performance. Talented human resources can understand and expand their obligations and responsibilities because employees who are

committed to an organization can improve the performance and success of the company (Rachman, 2021). Research result Nugroho et al. (2019) explain that competence can improve employee performance with organizational commitment as a mediating influence. Therefore, it can be understood that individuals with high organizational commitment will also substantially influence a person's competence, which impacts employee performance in the organization.

**H7:** Commitment mediates the effect of competence on employee performance

## RESEARCH METHODS

This method of research employs a quantitative approach. Utilizing a Likert scale in this investigation with interval size, the Likert scale used is 1-4 without using the middle answer. The research was conducted at the Sidoarjo Regency's Department of Public Works, Highways, and Water Resources. The population used is employees with general/executive functional positions totalling 81 people. Seventy-seven people made up the sample for this study. The sample collection technique uses a non-probability approach, namely purposive sampling. Primary data were obtained from the Sidoarjo Regency PUBMSDA Office employees as respondents through a questionnaire. In this study, SEM analysis techniques will be used using the SmartPLS3 application.

**Table 3. Variable Operational Definitions**

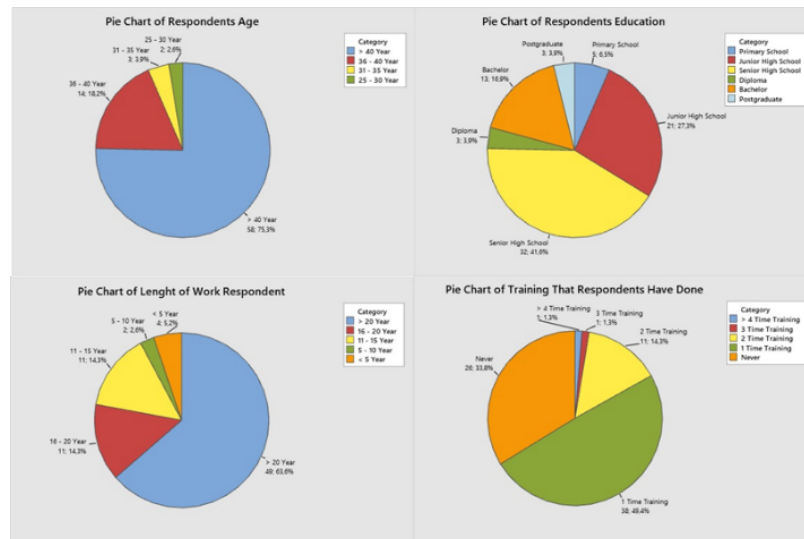
Variable	Operational Definition	Dimensions
knowledge sharing (X1)	Knowledge sharing is transferring knowledge from one individual to another using media and methods that can be accessed anytime and anywhere to benefit self-development and organizational progress.	Tacit Knowledge (X1.1); Explicit Knowledge (X1.2)
Competence (X2)	Competence is a mix of expertise, abilities, attitudes and appreciation of human resources to carry out or carry out work tasks assigned by the organization to individuals.	Motive (X2.1); Properties (X2.2); Self Concept (X2.3); Knowledge (X2.4); Skills (X2.5)
Commitment (Z)	Commitment is the belief and involvement of individuals to support organizational goals, loyalty to groups, concern for the organization for sustainable corporate success and progress	Affective (Z.1); Continuous (Z.2); Normative (Z.3)
Employee Performance (Y)	Employee performance is a whole series of human resource activities that produce work performance results achieved by employees in the form of quality and quantity according to the standards set by the organization to achieve organizational goals.	Work Quantity (Y.1); Quality of Work (Y.2); Timeliness (Y.3); Attendance (Y.4); Ability to Cooperate (Y.5)

*Source: Researcher, 2022*

## RESULTS AND DISCUSSION

The following step will be to process the questionnaire data in the form of the distribution of respondents, including gender, age, education, length of work, sub-sections and training that has been done while working, which is presented in Figure 1.

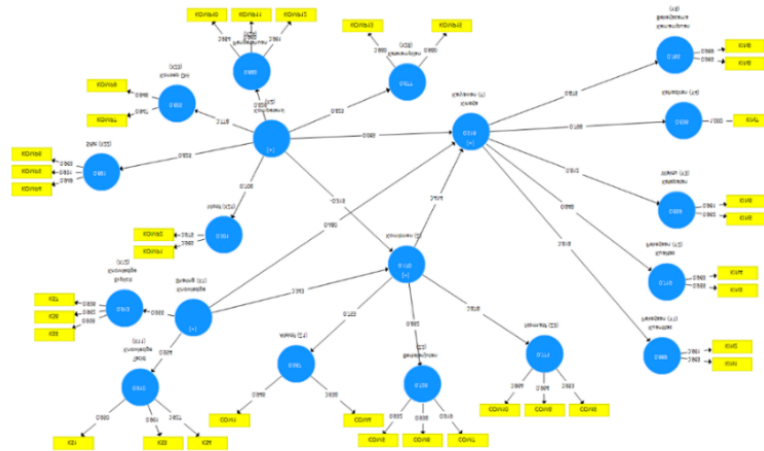




**Figure 1. Respondent Characteristics**

Next, testing will be carried out on the outer and inner model tests using the SmartPLS3 application. If a concept or research model has not completed the verification stage in the measurement model, it cannot be tested in a relational and causal relationship prediction model. The measurement model is employed to evaluate the reliability and construct validity of the instruments. The validity test was run to see if the research tool could actually count the things it was supposed to. While the reliability test is designed to assess the consistency of measuring tools when evaluating a concept, it may also consider the depth to which respondents reply to questions in surveys or other research instruments.

The measuring model can be assessed by examining the factor loading values in the outer loading table because the overall model of the relationship between the indicators and dimensions is reflective. After testing the validity based on the first-order factor loading factor in the first stage, there is still an outer loading value below 0,5. Then indicators whose value is below 0,5, namely KS2, KS8, Comp3, Comp8, Comp14, Com2, Com3 will be eliminated from the analysis process. After elimination, In the second stage, it will be done to assess the validity using the first-order factor loading; all indicators have a loading factor value greater than 0.5. All indicators thus satisfy convergent validity, which means they do so based on the loading value. Figure 2 illustrates the results of the PLS test and details the loading factor values for each indicator.



**Figure 2. SmartPLS Test Results**

The AVE value, which represents the variation of the indicator contained by the latent variable, is also used for validity assessment. Consequently, an AVE value above 0,5 also denotes strong sufficiency of validity for latent variables. The AVE test is shown in Table 3, and the test results demonstrate that the AVE value for the overall dimension construct (variable) is more significant than 0,5. Therefore, the test is legitimate.

**Table 3. Test the Validity and Reliability of the First Order**

Dimensions	AVE	CR	CA	Dimensions	AVE	CR	CA
Tacit Knowledge	0,895	0,962	0,941	Affective	0,888	0,941	0,874
Explicit Knowledge	0,905	0,966	0,947	Continuous	0,865	0,950	0,922
Motive	0,941	0,970	0,938	Normative	0,922	0,973	0,958
Properties	0,898	0,964	0,943	Work Quantity	0,925	0,961	0,919
Self Concept	0,896	0,945	0,884	Quality of Work	0,920	0,958	0,913
Knowledge	0,918	0,971	0,955	Timeliness	0,925	0,961	0,919
Skill	0,961	0,980	0,959	Attendance	1,000	1,000	1,000
				Ability to Cooperate	0,935	0,966	0,930

Source: Data Processing Result, 2022

After testing the validity of the indicators against their dimensions, reliability testing will be carried out as measured by CA and CR values which can be seen in Table 3. Composite reliability values are used to measure the reliability of a construct; for example, if the suggested CR value is greater than 0,7 and the recommended CA value is greater than 0,7, then the construct is considered dependable. The test findings demonstrate that all constructs (variables) dimensions have CR and CA values greater than or equal to 0,7, indicating that they satisfy the criteria for dependability based on CR and CA. After all the validity and reliability tests have met the requirements, it will proceed to the second-order trial. The variable relationship model with knowledge sharing, competence, commitment and employee performance is reflective. So to see the measurement model by looking at the validity test on the outer loading on the path coefficient or the original sample on the bootstrapping test and AVE, as well as the reliability test based on CA and CR on the second order, which is presented in Table 4.

**Table 4. Test the Validity and Reliability of the Second Order**

Variable	Dimensions	Outer Loading	AVE	CR	CA
Knowledge Sharing (KS)	Tacit Knowledge	0,954	0,82	0,965	0,956
	Explicit Knowledge	0,955			
	Motive	0,708			
Competence (Comp)	Properties	0,825	0,587	0,944	0,935
	Self Concept	0,778			
	Knowledge	0,826			
Commitment (Com)	Skill	0,823	0,627	0,93	0,914
	Affective	0,753			
	Continuous	0,852			
Employee Performance (EP)	Normative	0,878	0,649	0,943	0,932
	Work Quantity	0,818			
	Quality of Work	0,848			
	Timeliness	0,812			
	Attendance	0,798			
	Ability to Cooperate	0,875			

Source: Data Processing Result, 2022

All loading values are more significant than 0,5, which indicates that they have satisfied the validity requirements based on the loading value, according to the validity test of the factor loading shown in Table 4. Additionally, all AVE values are greater than 0,5, demonstrating that they have satisfied the AVE-based validity standards. For the reliability test, it can be seen that all CR values are more than 0,7, indicating that they meet the CR-based reliability requirements and that all CA values are greater than 0,7, meaning that they satisfy Cronbach's alpha-based reliability requirements. As a result, the model passes all validity and reliability tests between indicators and dimensions (first order) and between dimensions and variables (second order).

With the aid of the calculation outcomes from the SmartPLS software, the path parameter coefficients are obtained in PLS through the inner weight of the model by first looking for the t-statistic or p-values via the standard error bootstrap procedure. The path parameter on the inner weight in this study can then be shown in table 5.

**Table 5. Hypothesis testing**

Hypothesis	Variable	Original Sample	P-Values	Results
H1	KS → Com	0,343	0,008	Accepted
H2	Comp → Com	-0,315	0,030	Rejected
H3	KS → EP	0,480	0,000	Accepted
H4	Comp → EP	0,065	0,261	Rejected
H5	Com → EP	0,414	0,002	Accepted
H6	KS → Com → EP	0,142	0,026	Accepted
H7	Comp → Com → EP	-0,130	0,053	Rejected

Source: Data Processing Result, 2022

## Discussion

### Knowledge sharing on commitment

The results of hypothesis 1 show a significant positive effect between the knowledge sharing variable on a commitment to Sidoarjo Regency's PUBMSDA Office. This is evidenced by the study's



results having an original sample value of 0,343, which explains that the direction of the influence is positive, while the p-value is 0,008, which is smaller than 0,05, which means that the effect is significant and the first hypothesis is accepted. This research is supported by the results of a study conducted by (Anugrahadi et al., 2022; Astuti & Suhana, 2022; Chamidah & Euis Soliha, 2022; Hidayati & Priyono, 2022; Rismawati, 2018), which resulted in research on the knowledge sharing variable that had a significant positive effect on the commitment variable. It can be seen that the knowledge possessed by employees is based on their experience, which can be seen from the majority of employees who have worked for over 20 years. Even though there are no special programs related to knowledge sharing, the Department still carries out knowledge-sharing behaviour. Employees at the Service Office must share knowledge with other employees by having special assignments or additional tasks besides their primary duties and functions, namely SPT (Assignment Letter) given by the leadership. Even though this SPT is not official, it still has to be done because it has to transmit knowledge to co-workers below. Due to the lack of personnel at the Service Office, an SPT is carried out so that various knowledge continues to run among co-workers. Whereas in the UPTD Office, knowledge sharing is carried out once a week because reports from the UPTD must be sent every ten days to the Service Office; employees are required to report the conditions found in their work area and share information with their co-workers. This study also found that employees' commitment to sharing knowledge prefers sharing knowledge through explicit knowledge, which is related to the knowledge that has been documented rather than tacit knowledge. The most preferred form of knowledge sharing is through meetings or work team gatherings.

### *Competence to commitment*

The results of Hypothesis 2 show that there is a significant negative effect between the competence variable on a commitment to Sidoarjo Regency's PUBMSDA Office. This is evidenced by the study's results having an original sample value of -0,315, which explains that the direction of the effect is negative, while the p-value is 0,030, which is smaller than 0,05, which means that the impact is significantly negative. Therefore, the second hypothesis is rejected, so the competency variable significantly negatively affects the commitment variable. This research is supported by the results of Aminin & Rijanti (2022), which results in research on competency variables that have a significant negative effect on commitment variables. It can be seen that the level of education possessed by general/executive functional employees at the Sidoarjo Regency PUBMSDA Office is mainly at the SMA/SMK and SMP levels, or it can be said to be at a low education level. While the length of work is over 20 years, it can be seen that this is because many employees who initially started as honorary employees were appointed ASN employees. It can also be seen that the training is carried out by most employees only once while working; most of the training is only during Prajab CPNS and technical training in their field of work. Here it can be concluded that the employee's length of service is not comparable to or followed by the competence possessed by the employee. So the general functional employees/executors have limited knowledge; that's all, there is no desire to add to their insights because their need to complete their work is fulfilled; namely, their motives are to get what they want to achieve, to become ASN employees.

### *Knowledge sharing on employee performance*

The results of Hypothesis 3 show that there is a significant positive effect between knowledge-sharing variables on employee performance at Sidoarjo Regency's PUBMSDA Office. This is evidenced by the study's results having an original sample value of 0,480, which explains that the direction of the influence is positive, while the p-value of 0,000 is less than 0,05, which means that the effect is significant. Therefore, if the third hypothesis is accepted, then the knowledge-sharing variable significantly affects employee performance variables. This research is supported by the results of (Aminin & Rijanti, 2022; Marwan et al., 2021; Nurcahyo & Wikaningrum, 2020; Rumijati, 2020), which resulted in research on knowledge-sharing variables that had a significant positive effect on employee performance variables. Furthermore, it can be seen that in terms of the answers of the majority of respondents related to sharing the knowledge they have from past mistakes with colleagues and sharing the knowledge they have from terms of instructions regarding the use of office facilities to co-workers, from this it can be seen that the perception of knowledge sharing behaviour carried out employees have done well and can also be seen from the performance of employees related to the ability of employees to work together by providing support to colleagues in completing the work given by the leadership, then sharing knowledge can have a good impact on employee performance. The tremendous impact on employee performance can be seen in the implications carried out by general functional employees/executors of the Sidoarjo Regency PUBMSDA Office in the application of knowledge sharing prefer to share information through documented knowledge such as work procedures and also like to share their knowledge based on expertise with colleagues, with the existence of high knowledge sharing behaviour between workers in the office, information is not only owned by one employee but can be owned by many employees.

### *Competency in employee performance*

The results of Hypothesis 4 show that there is a non-significant positive effect between competency variables on employee performance at Sidoarjo Regency's PUBMSDA Office. This is evidenced by the study's results having an original sample value of 0,065, which explains that the direction of the influence is positive. At the same time, the p-value is 0,261, more remarkable than 0,05, which means that the effect is non-significant. Therefore, the fourth hypothesis is rejected, so the competency variable has a non-significant impact on employee performance variables. This research is supported by the results of a study conducted by (Putra et al., 2020; Supiyanto, 2015), which results in research on competence has no significant effect on employee performance. It can be seen from the indicators related to employees that they like to learn to broaden their horizons to get answers from the average respondent with a good score but tend to be minor, with an average score of 2,82. Here it can be seen that the education level, the majority of which are SMA/SMK and SMP, only carry out their work, and only the formalities of their duties and functions are completed. Here it can also be seen in the performance indicators on the quantity dimension of work, namely the indicator of employees completing all additional tasks given an average score of 2,92. So competence cannot have a good impact on employee performance without being accompanied by the desire of employees to add insight into their work. In terms of motives, employees have solid reasons for working after seeing in the field that high motives and a very long working period, the

initial process of being an honorary employee is more directed towards the employee's reasons to become an ASN employee. To become ASN employees having been achieved and the majority after getting this desire, the majority of employees are approaching retirement age; the desire to add insight is also lacking because they are only waiting for the retirement period without any desire to improve existing competencies or want to move to a higher position.

#### ***Commitment to employee performance***

The results of Hypothesis 5 show that there is a significant positive effect between the commitment variable on employee performance at Sidoarjo Regency's PUBMSDA Office. This is evidenced by the study's results having an original sample value of 0,414, which explains that the direction of the influence is positive. At the same time, the p-value of 0,002 is more minor than 0,05, which means that the effect is significant and states that the fifth hypothesis is accepted. Therefore, the commitment variable has a significant positive impact on the variable employee performance. This research is supported by the results of (Aminin & Rijanti, 2022; Andari & Anwar, 2021; Aulia, 2021; Hidayat & Heryanda, 2021), which resulted in research on the commitment variable that has a significant positive effect on employee performance variables.

Furthermore, it can be seen that most employees have been working for over 20 years and the affective dimension indicator related shows a sense of belonging to the organization with an average score of 3.30. Furthermore, the related normative dimension feels an obligation to be loyal to the company 3,14; as seen from the value of the two indicator items, this commitment variable is excellent in the perception of PUBMSDA Sidoarjo Regency employees. So from that, it can be seen that employees already feel that they know more about their organization because they have been given facilities to change the status of honorary employees to ASN employees. Hence, their contribution is by giving a lot of effort to the organization and continuing to work with a high dedication which will improve performance.

#### ***Commitment mediates the effect of knowledge sharing on employee performance***

The results of Hypothesis 6 show that there is a significant positive effect between knowledge-sharing variables on employee performance through commitment to the PUBMSDA Office of Sidoarjo Regency. This is evidenced by the study's results having an original sample value of 0,142, which explains that the direction of the influence is positive, while the p-value is 0,026, which is smaller than 0,05, which means that the effect is significant. Therefore, the sixth hypothesis is accepted, so the knowledge-sharing variable significantly positively affects employee performance variables through commitment. This research is supported by the results of Sugito & Ghoniyah (2017), which resulted in research on variable knowledge sharing. Therefore, commitment has a significant positive effect on employee performance variables. It can be seen that the perception of sharing knowledge possessed by employees related to sharing information and expertise contained by co-workers has been carried out well, accompanied by high employee concern for the organization that is owned; the intention to share knowledge will be encouraged due to the willingness of employees to provide their expertise, by The existence of this process will have an impact on improving the performance of the employees they have. It is also seen that employees prefer to get information from their co-workers rather than seeking it themselves.

### *Commitment mediates the effect of competence on employee performance*

The results of Hypothesis 7 show that there is a non-significant influence between competency variables on employee performance through commitment to Sidoarjo Regency's PUBMSDA Office. This is evidenced by the study's results having an original sample value of -0,130, which explains that the direction of the effect is negative. At the same time, the p-value is 0,053, greater than 0,05, which means that the result is non-significant and states that the seventh hypothesis is rejected. Hence, the competency variable has a non-significant impact on employee performance variables through commitment. This research is supported by the results of Yuliantini et al. (2017), which results in research on competency variables that have a non-significant effect on employee performance variables. It looks very dominant; namely, the level of education is low, indicating that competence related to knowledge, skills, insight and expertise is lacking. Even though the employees have worked for a very long time, there is no desire to add to their insights so that they can develop continuously, so this will not have any impact on the performance of employees at the PUBMSDA Sidoarjo Regency Office. It can be seen that in this study, the motives of employees at work are very high; that is, it can be seen that their desire to become ASN employees is very high, which can be seen from the very long working hours, which started with the status of honorary employees because after getting the level of changing ASN, they were approaching retirement. Their work commitment related to increasing competence is very lacking, which can be seen from their desire to broaden their knowledge which can be seen in that during the work, they only carried out on-the-job training once, namely during Prajab CPNS and technical training by their respective fields of work. In the absence of their commitment to adding insight to their competencies, it will certainly not impact employee or organizational performance.

### **CONCLUSION**

Based on the results of hypothesis testing and discussion, several conclusions can be formulated as follows: 1) Knowledge Sharing has a significant positive effect on a commitment; 2) Competence has a significant negative effect on a commitment; 3) Knowledge sharing has a significant positive effect on employee performance; 4) Competence has a non-significant effect on employee performance; 5) Commitment has a significant positive effect on employee performance; 6) Commitment to mediate the effect of knowledge sharing on employee performance; 7) Commitment not to mediate the effect of competence on employee performance. Furthermore, based on the research that has been done, several suggestions are put forward, namely 1) For further research, it is advisable to take more samples; this aims for better data accuracy in the research; it may be possible to include samples related to employees with structural positions, certain functional positions and non-ASN employees; 2) As a consideration for conducting further research, because in this study an R Square value of 51.6% was obtained. While other variables explain the remaining 48.4%, so it is suggested for further research to add different variables such as leadership, motivation and training; 3) The results of this study are expected to be used as input for Sidoarjo Regency's PUBMSDA Office in managing the employees they have well so that they can improve employee performance; 4) Programs that can be carried out for employees of Sidoarjo Regency's PUBMSDA Office by holding a technical training that is more towards team building than an

individual building because the needs of employees prefer to be given information from office mates rather than self-learning employees through formal (classical) training.

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