
THE EFFECT OF KNOWLEDGE SHARING AND COMPETENCE ON COMMITMENT AT THE PUBMSDA OFFICE OF SIDOARJO REGENCY

Oleh :

Yoga Dwi Anugrahadi,

Master of Management Study Program, Faculty of Economics and Business, Universitas Pembangunan Nasional "Veteran" Jawa Timur

Email: 20061020027@student.upnjatim.ac.id

Gendut Sukarno,

Master of Management Study Program, Faculty of Economics and Business, Universitas Pembangunan Nasional "Veteran" Jawa Timur

Email: sukarnogendut@yahoo.co.id

Ika Korika Swasti,

Master of Management Study Program, Faculty of Economics and Business, Universitas Pembangunan Nasional "Veteran" Jawa Timur

Email: ikaks.ma@upnjatim.ac.id

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Abstract

This study aims to determine the effect of knowledge sharing and competence on a commitment to the PUBMSDA Office of Sidoarjo Regency. The population in this study were employees of the PUBMSDA Office of Sidoarjo Regency. The sampling method uses non-probability sampling, namely the purposive sampling technique. The sample taken amounted to 42 respondents. The data used are primary data, namely questionnaire data from respondents' answers, and secondary data, namely supporting data obtained from the PUBMSDA Office of Sidoarjo Regency. While the analysis used is Partial Least Square (PLS). Based on the research and discussion of research results, it has been found that knowledge sharing and competence positively affect a commitment to the PUBMSDA Office of Sidoarjo Regency.

Keyword :

knowledge sharing,

competence, commitment

1. INTRODUCTION

An organization is a gathering place for individuals who have a common goal. For organizations to achieve these goals, they need human resources, which are the most valuable asset and component. According to human resource management studies, commitment is one of the most significant functions in achieving organizational goals. Suparyadi (2015) said that commitment is an attitude that shows more than just official membership but also like the organization and readiness to do a lot of work for the benefit of the organization to fulfill its goals.

Wahyudi & Salam (2020) explained that the factors for the formation of commitment are background (education, environment, family), individual (willingness, responsiveness), and organization (motivation, leadership, organizational culture). Meanwhile, from Yusuf & Syarif (2017), there are factors for the formation of commitment, namely personal, organizational and organizational. On the other hand, Chamidah & Euis Soliha (2022) says that there are four factors of commitment: personal, organizational, work, and quality work experience.

The PUBMSDA Service (Public Works of Highways and Water Resources) of Sidoarjo Regency is a regional apparatus organization supported by the Sidoarjo

Regency Government, which is engaged in roads and bridges, water needs, and drainage fields. In its implementation, there are several responsibilities related to the fields assigned by the Sidoarjo Regency Government to the Sidoarjo Regency PUBMSDA Service, including stable road conditions, evaluation of air needs and air area, which is a form of responsibility (commitment) that must be carried out to achieve the target according to the predetermined goals. The following table shows the proportion of realization and targets connected to the work commitment of employees at the PUBMSDA Office of Sidoarjo Regency:

Table 1. Percentage of Successful Work Commitment of Employees of the PUBMSDA Office of Sidoarjo Regency

Commitment Indicator	Percentage of Realization and Target				
	2017	2018	2019	2020	2021
Good Condition Road	95.23	109.48	105.14	91.11	94.62
Adequacy of Water Needs	87.80	102.06	97	99.28	112.64
Area of Puddle	73.33	85.94	82	91.96	125.71

In Table 1, it can be seen that the percentage of successful work commitments of employees at the PUBMSDA Office of Sidoarjo Regency from 2017 to 2021 experienced inconsistencies in achieving success on the three indicators owned. Therefore, the researcher wants to do research based on the phenomenon that occurs, namely the commitment of employees at the PUBMSDA Office of Sidoarjo Regency, which is inconsistent in achieving the success of the indicators.

In organizing, communication between fellow workers is vital in supporting the organization's success. The same attachment to organizational success, namely individual factors related to the willingness to share their knowledge (knowledge sharing) and work factors related to social interactions between workers, affect commitment. According to

Arsawan et al. (2020), knowledge sharing transfers skills and abilities between employees. A survey from UNESCO (2014) related to knowledge sharing said that 87% of staff meetings are a method for sharing information, and 31% of staff use social media to share information. Research is in accordance with Hidayati & Priyono (2022) and Astuti & Suhana (2022), who claim that knowledge sharing affects commitment. At the same time, the research that is not in accordance with the researcher, namely Gupta et al. (2016) and Indra (2014), which resulted in knowledge sharing, did not affect commitment.

Other factors that influence the formation of employee commitment are individual/personal factors within employees, things that refer to individual/personal factors, namely competencies that describe a person's behavior, such as motives, traits, self-concept, knowledge, and skills Manurung & Riani (2017). A survey from Page (2021) said that 52% to increase the competency gap is done by investing in training so that the ability of an employee increases. The research follows researchers Yamali (2017) and Rachman (2021), which state that competence affects commitment. At the same time, the research that is not following the researcher is Malik & Hutomo (2017) and Yuniyanto & Lathifah (2016).

Based on observations, it was found that the commitment of employees at the PUBMSDA Office of Sidoarjo Regency was inconsistent in completing commitments in their work indicators; besides that, there was a research gap from various previous studies related to knowledge sharing and competence toward commitment. As a result, the problem formulation for this study is as follows: Does knowledge sharing affect commitment to the PUBMSDA Office of Sidoarjo Regency? and Does competence affect a commitment to the PUBMSDA Office of Sidoarjo Regency?

Following the formulation of the problem, this study aims to determine the effect of knowledge sharing on a commitment to the PUBMSDA Office of Sidoarjo Regency and

the influence of competence on a commitment to the PUBMSDA Office of Sidoarjo Regency.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Knowledge Sharing

Mardillah & Rahardjo (2017) said that knowledge sharing is the process of sharing and transmitting knowledge from one person to another in need by utilizing various tools and methods. Meanwhile, Andra (2018) said that knowledge sharing is the main activity in managing knowledge which is intended to increase the use of knowledge by distributing it to those who need it.

According to Andra (2018), there are two dimensions to knowledge sharing (X1):

- (1) Tacit knowledge (X1.1)
- (2) Explicit Knowledge (X1.2)

Competence

Sudarmanto (2020) argues that competence is a person's ability and nature in the information, abilities, and behavioral attitudes required to conduct work, allowing that person to do his job professionally, successfully, and efficiently. Meanwhile, Suparyadi (2015) explains that competence combines knowledge, skills or expertise, individual values, attitudes, and behavior. This allows a person to do what his job requires so that he can do his job and get the expected results.

Mardillah & Rahardjo (2017) say that there are five dimensions to competence (X2):

- (1) Motif (X2.1)
- (2) Traits (X2.2)
- (3) Self Concept (X2.3)
- (4) Knowledge (X2.4)
- (5) Skills (X2.5)

Commitment

Wahyudi & Salam (2020) said that commitment is a way of thinking and acting in the workplace in accordance with the rules set by the organization. Meanwhile, the opinion of Yusuf & Syarif (2017) says that commitment is the dedication of employees to the company as evidenced by continuous work, contribution to the company's success, and the absence of a

desire to leave the company under any circumstances.

Wulandari (2020) says that there are three dimensions to commitment (Y):

- (1) Affective Commitment (Y.1)
- (2) Continuing Commitment (Y.2)
- (3) Normative Commitment (Y.3)

The Effect of Knowledge Sharing on Commitment

Employees' attitudes towards knowledge sharing can be predicted using organizational commitment. As a result, employees will engage in ordinary conversations that can encourage information-sharing behavior. In addition, employees highly dedicated to the organization will construct organizational goals and benefits based on social exchange. This, in turn, will result in a good mindset, which will influence knowledge sharing behavior.

The results of Hidayati & Priyono (2022) found a relationship between knowledge sharing and commitment to LPK Sinar Nusantara, LPK Alfabank, and LPK Semarang City Tourism Graha. Another study by Astuti & Suhana (2022) said that knowledge sharing also relates to a commitment to BPSDMD Central Java Province.

H₁: It is suspected that Knowledge Sharing affects employee commitment at the Sidoarjo Regency PUBMSDA Office.

The Effect of Competence on Commitment

Competence is a strategy that organizations often implement to ensure employees have the expertise, skills, and experience needed when needed. Therefore, organizations must manage and develop their employees effectively to maintain productivity, inspire employees to always give their best efforts, and prevent work-related stress that reduces commitment to work.

Yamali (2017) found a relationship between competence and commitment to the Jambi Province Construction Service Company. Rachman's study (2021) said

competence also relates to commitment at PT. PELNI.

H₂: It is suspected that competence affects employee commitment at the PUBMSDA Office of Sidoarjo Regency.

3. RESEARCH METHOD

Types of research

This study falls under the category of quantitative research. Sugiyono (2021) This quantitative research methodology is founded on positivist thought. It is employed to research a particular population or sample. Research instruments were used to collect data, and quantitative or statistical procedures were used to analyze the findings.

Research variable

This research was conducted to determine the effect of knowledge sharing and competence on commitment. So the research variables in the study are as follows:

- (1) Independent Variable
 - Knowledge Sharing
 - Competence
- (2) Dependent Variable
 - Commitment

Research sites

The research was conducted at the Sidoarjo Regency's PUBMSDA Office, involving staff from four UPTD offices dispersed around Balongbendo, Porong, Prambon, and Sumput as five offices distributed across Sidoarjo City.

Population and Sample

Sugiyono (2021) explains that the population is a generalized area of items or individuals chosen by researchers for investigation and conclusion-making with particular numbers and characteristics.

A sample of 42 employees from a total population of 47 people was selected for the study at the PUBMSDA Office of the Sidoarjo Regency using a non-probability selection technique and a purposive sampling technique.

Sampling technique

Sugiyono (2021) states that the sampling technique is a way of taking samples by researchers conducting research. Therefore, to meet the sample size needs, the study applied a sampling technique using the Yamane formula approach. Here is Yamane's formula:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

n = Sample

N = Population (47 employees)

e = Sampling error rate (5%)

So, the required sample size can be determined, namely:

$$n = \frac{47}{1 + 47 (0,05)^2} = 42,05 = 42$$

The calculating findings produced the sample employed in this study, namely 42 respondents.

Data Type

Primary data is collected directly from research subjects (individuals, groups, and organizations) (Sugiyono, 2021). Researchers collected primary data to answer questions/statements in the study. The research data were obtained directly from the object of research of the employees of the PUBMSDA Sidoarjo Regency, which were obtained from questionnaire data. Sugiyono (2021) defines secondary data as information gleaned by researchers from resources that do not directly supply them with data. Therefore, data was gathered from secondary sources, specifically the supporting data obtained from the PUBMSDA Office of the Sidoarjo Regency.

Data collection technique

The data for this study were gathered through the distribution of questionnaires. Sugiyono (2021) questionnaire is a method of data collecting in which respondents are asked to respond to a series of questions or written remarks. Respondents are first given questionnaires, after which staff can select options based on respondent criteria at the PUBMSDA Office of Sidoarjo Regency.

Data analysis

According to Sugiyono (2021), Data analysis is the process of organizing data into groups according to variables and categories of respondents, presenting data for each variable under study, completing calculations to address a problem formulation, and performing calculations to test put forth hypotheses. In this study, the calculation of data analysis uses a statistical software program, Partial Least Square (Smart PLS 3). According to Haryono (2016), PLS analysis is a component-based Structural Equation Modeling (SEM) study with formative construct features. SEM equation model based on variance or component, especially Partial Least Square (PLS), to validate the link between variables. The number of samples can be modest, there is no guesswork required, and it can handle complex models with many structural model linkages.

4. RESULT AND DISCUSSION

Results

Test Outer Models

Based on the output of the outer loadings table, independent variables with reflective indicators for measuring validity and reliability include the Knowledge Sharing (X1) and Competence (X2) variables, as well as the dependent variable, Commitment (Y). The test is carried out by looking at the magnitude of the loading factor value. The validity of the indicator is measured by looking at the value of the loading factor from the variable to the indicator; it is said to have sufficient validity if it is more significant than 0.5. The loading factor is a correlation between indicators and variables; if it is more significant than 0.5, the validity is considered to be fulfilled, but if smaller than 0.5, it is considered invalid, then it must be removed from the model (Haryono, 2016). In this test, the examiner uses the second order to analyze the model. The outer loading test results are shown in the following table:

Table 2. Outer Loadings Test Results

Indicator	Variable	Dimension			
	Knowledge Sharing (X1)	X1.1	X1.2		
X1.1.3	0.842	1.000			
X1.2.1	0.902		0.850		
X1.2.2	0.696		0.778		
X1.2.4	0.667		0.750		
	Competence (X2)	X2.2	X2.3	X2.4	X2.5
X2.2.1	0.767	0.846			
X2.2.2	0.653	0.834			
X2.2.3	0.767	0.816			
X2.3.3	0.728		1.000		
X2.4.1	0.836			0.843	
X2.4.2	0.804			0.882	
X2.4.3	0.798			0.849	
X2.5.1	0.701				0.845
X2.5.1	0.541				0.699
X2.5.1	0.619				0.866
	Commitment (Y)	Y.1	Y.2	Y.3	
Y.1.4	0.573	1.000			
Y.2.1	0.696		0.792		
Y.2.1	0.827		0.859		
Y.2.1	0.680		0.818		
Y.3.1	0.718			0.824	
Y.3.1	0.815			0.863	
Y.3.1	0.736			0.901	

Following the data presented above, all reflective indicators on the Knowledge Sharing (X1), Competence (X2), and Commitment (Y) variables show the loading factor is more significant than 0.5, So all of the estimation results have good validity or convergent validity. For reflective indicators that show a loading factor smaller than 0.5, they have been removed from the model, namely, the knowledge sharing variable, the tacit knowledge dimension in the indicators X1.1.1, X1.1.2, X1.1.4, the competence variable of the motive dimension in the indicators X2.1.1, X2.1.2, X2.1.3 and the dimensions of self-concept in the indicators X2.3.1, X2.3.2 and the commitment variable of the affective dimensions in the indicators Y.1.1, Y.1.2, and Y.1.3.



Figure 1. Output SmartPLS

The findings of the SmartPLS test are visualized in Figure 1 through the loading factor value of each indicator and the route coefficient between the independent and dependent variables. As additional evidence, we can see that the r-squared value is in the circle of the dependent variable (commitment variable).

In addition to testing indicators using convergent validity, testing can be done using discriminant validity. The discriminant validity of each indicator can be seen in the cross loadings. Discriminant validity can also be assessed by contrasting the AVE value with the correlation value between the variables. When the AVE value of a variable is at least 0.5, it is said to have excellent discriminant validity (Haryono, 2016). The following table average variance extracted:

Table 3. Average Variance Extracted (AVE)

	AVE
Knowledge Sharing	0.613
Competence	0.528
Commitment	0.526
X1.1	1.000
X1.2	0.630
X2.2	0.692
X2.3	1.000
X2.4	0.736
X2.5	0.651
Y.1	1.000
Y.2	0.678
Y.3	0.745

According to the test results table, the AVE value for Knowledge Sharing, Competence, and Commitment is more significant than 0.5. Thus, each variable can be said to have good discriminant validity.

Then other tests can be done through composite reliability (CR). Composite reliability is a measure that reflects how much a measuring device can be relied on. In other words, the dependability demonstrates the consistency of the measuring equipment when repeated tests are conducted on the same occurrence. If a variable's composite reliability value is more than 0.70 and it can be proven that the variable remains stable during the measurement process, the variable is considered reliable. (Haryono, 2016). The following is a composite reliability table:

Table 4. Composite Reliability (CR)

	CR
Knowledge Sharing	0.862
Competence	0.917
Commitment	0.885
X1.1	1.000
X1.2	0.836
X2.2	0.871
X2.3	1.000
X2.4	0.893
X2.5	0.847
Y.1	1.000
Y.2	0.863
Y.3	0.898

Knowledge Sharing, Competence, and Commitment variables have a composite reliability value greater than 0.70. Consequently, it may be argued that all variables in this study are trustworthy.

Test Inner Models

Inner model testing determines the relationship between each variable, the significant value, and the developed research model's R Square. The hypothesis for the independent variable can be concluded after learning about the substantial link between variables. The Goodness of fit test for the model, known as R Square, is used to evaluate

the structural model. The following is the R Square value:

Table 5. R Square

Variable	R Square	R Square Adjusted
Commitment	0.594	0.573

The aforementioned statistics show R² is 0.594, whereas the adjusted R square is 0.573. Therefore, it can be concluded that the model may account for 57.3% of the commitment phenomenon, which is impacted by independent factors such as competence and knowledge sharing. The remaining 42.7% are caused by other factors not examined in this study (besides knowledge sharing and competence).

Then, in addition to knowing the value of R², the Goodness of fit of the research model can be known from the magnitude of Q² or Q Square Predictive Relevance for the structural model, which measures how well the observed values are generated by the model and also the estimated parameters. The value of Q² Square > 0 indicates that the model has predictive relevance; on the contrary, the value of Q Square < 0 indicates that the model lacks predictive relevance.

In this study, because the dependent variable is one, the R Square is also one, so the value of Q² will be the same as that of R Square.

$$Q^2 = 1 - (1 - 0.573) = 0.573$$

From the results of the calculation of Q² with the results of 0.573, it can be concluded that the research model can be said to meet predictive relevance.

Hypothesis testing

The resampling bootstrapping method was used in this study's hypothesis testing. The resampling method is applied because the data is freely distributed, and does not require a big sample size or the assumption of a normal distribution. The test is conducted using a t-test, and if the result is p 0.05, it is determined that it is significant. The following path coefficients table:

Table 6. Path Coefficients

Hypothesis	Original Sample	T Statistics	P Values
Knowledge Sharing > Commitment	0.428	2.151	0.032
Competence > Commitment	0.379	1.991	0.047

The test results for the first hypothesis (Knowledge Sharing on Commitment) have an original sample value (O) of 0.428, which explains that the effect of knowledge sharing on commitment is positive, while the t statistic value obtained is 2.151 (> 1.96) and the p-value is 0.032. (< 0.05) which means significant. The first hypothesis is accepted since it can be inferred that knowledge sharing positively and significantly impacts commitment.

The test results for the second hypothesis (Competence on Commitment) have an original sample value (O) of 0.379, which explains that the effect of competence on commitment is positive, while the t statistic value obtained is 1.991 (> 1.96) and p values of 0.047 (< 0.05) which means significant. The second hypothesis is acceptable since it can be inferred that competence positively and significantly impacts commitment.

Discussion

According to the research findings, knowledge sharing positively and significantly affects a commitment to the PUBMSDA Office of Sidoarjo Regency. So the first hypothesis, which states that knowledge sharing significantly affects a commitment to the PUBMSDA Office of Sidoarjo Regency, can be accepted. These results indicate that knowledge sharing can positively impact commitment, including tacit and explicit knowledge. Furthermore, higher knowledge sharing can increase commitment to employees so that employees positively share their knowledge due to emotional involvement between employees and a feeling of responsibility to advance the organization. This is consistent with earlier research by Hidayati & Priyono (2022), which discovered a positive and

statistically significant association between knowledge sharing and employee commitment at LPK Sinar Nusantara, LPK Alfabank, and LPK Semarang City Tourism Graha. Another study by Astuti & Suhana (2022) found a positive and statistically significant relationship between knowledge sharing on the commitment of BPSDMD employees in Central Java Province.

The following result is that competence positively and significantly affects a commitment to the PUBMSDA Office of Sidoarjo Regency. So the second hypothesis, which states that competence significantly affects a commitment to the PUBMSDA Office of Sidoarjo Regency, can be accepted. This can be interpreted that competencies which include traits, self-concept, knowledge, and skills, can positively impact commitment. The higher the competence possessed by the employee, the higher the commitment. Competence is a capacity possessed by employees to respond and carry out tasks following the rules or standards that apply in the organization. According to prior research by Yamali (2017) and Rachman (2021), competency has a favorable and significant effect on a commitment to PT. PELNI.

5. CONCLUSION

The following conclusions can be reached in light of the findings of the analysis and discussion that have been done:

The results of testing the first hypothesis prove that knowledge sharing positively and significantly affects commitment to the PUBMSDA Office of Sidoarjo Regency. Based on the test, the original sample value is 0.428, which explains that the effect of knowledge sharing on commitment is positive, while the t-statistic value obtained is 2.151 (> 1.96). Furthermore, the p-value is 0.032 (< 0.05), which explains that the hypothesis was first accepted.

The findings of the second hypothesis test show that competence has a positive and significant impact on the commitment to the PUBMSDA Office of Sidoarjo Regency. The

original sample value (O) is 0.379, which explains that the influence of competence on commitment is positive, while the t-statistic value obtained is 1.991 (> 1.96). Because the p-value is 0.047 and falls below the critical value of 0.05, the second hypothesis can be validated.

Suggestions that can be given to researchers interested in conducting similar research are expected to further research the problems of phenomena in the PUBMSDA Service of Sidoarjo Regency by adding other variables that affect commitment. In this study, the R Square value was 57.3%. In contrast, 42,7% is another variable the researchers did not examine in this study.

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