

## THE ROLE OF KNOWLEDGE SHARING IN MEDIATING EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE

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**Abstract:** This research aims to analyze the influence of employee engagement and Organizational Commitment on knowledge sharing, analyze the influence of employee engagement and Organizational Commitment on Employee Performance, analyze knowledge sharing on Employee Performance, and analyze the influence of employee engagement and Organizational Commitment on Employee Performance through knowledge sharing. The research sample involved 200 star hotel employees in Malang City, Indonesia. The analysis technique uses structural equation modeling analysis. The results of the analysis show that employee engagement and Organizational Commitment influence knowledge sharing. Employee engagement and Organizational Commitment influence Employee Performance. Knowledge sharing influences Employee Performance. Employee engagement and Organizational Commitment influence Employee Performance through knowledge sharing.

**Keywords :** Employee engagement, Organizational Commitment, Knowledge sharing, Employee Performance

### INTRODUCTION

Hotels are a service industry that requires quality employees to provide the best service to customers. The star hotel industry in Malang City, like many tourism destinations in Indonesia, is experiencing rapid growth in line with increasing tourist interest. Malang City, which is famous for its natural beauty, cultural history and comfortable climate, has become the destination of choice for many local and foreign tourists. In line with the growth of the tourism industry, the hotel industry is one of the sectors most affected and plays an important role in providing satisfying services and experiences for travelers. However, in the midst of increasingly fierce competition, star hotels in Malang City are faced with the challenge of not only surviving but also developing. To be able to compete effectively, hotels need to have employees who have high performance. Performance is what employees do or do not do (Mathis & Jackson, 2012). One of the recognized key factors in achieving this goal is employee engagement and organizational commitment.

Employee engagement is the level of employee involvement in their work. Employee engagement as an emotional bond (Markos & Sridevi, 2010). Engaged employees have high engagement with their work, feel they have purpose and meaning in their work, and have high motivation to work. Employee engagement refers to the level of employee involvement and attachment to the work and organization where the employee works. In the context of the hotel industry, employees who are positively engaged tend to provide maximum contribution to the

employee's work. Factors such as management support, development opportunities, and a sense of fairness can increase employee engagement levels. Research result Gunawan & Wardana (2018) found that employee engagement influences knowledge sharing. Employees who are engaged in their work tend to have better performance. The results of this study support Suchahyowati & Hendrawan (2020), Wicaksono & Rahmawati (2020), Fauzya & Chaniago (2022) who found that employee engagement had an effect on employee performance. Different from research results Haedar et al. (2021) who found that employee engagement had no effect on employee performance.

Organizational commitment is the level of employee loyalty to the organization. Organizational commitment according to Robbins & Judge (2016) reflects conditions in which a person shows support for the organization, and has a strong intention and desire to remain an active member in the organizational structure. Employees who have high organizational commitment will feel proud to be part of the organization, are willing to work hard to achieve organizational goals, and will not easily leave the organization. Employees who have a high level of commitment tend to stay in the organization longer, contribute more, and create a positive work environment. Factors such as identification with organizational values, trust, and job satisfaction can influence employee commitment levels. Research result Rahmawati & Juwita (2019), Frimayasa & Lawu (2020) found that organizational commitment influences employee performance. Different from research results Logahan & Aesaria (2014) who found that organizational commitment had no effect on employee performance. Thus, there is a research gap, especially in understanding the factors that influence employee performance. It is hoped that this research will provide a new contribution to the understanding of this relationship and encourage the development of more effective management strategies in dealing with dynamic changes in the workplace.

Knowledge sharing is the process of sharing knowledge and information between employees in an organization. Knowledge sharing can improve employee performance in various ways, including: increasing productivity: Knowledge sharing can help employees to complete their work more quickly and efficiently; improve product and service quality: knowledge sharing can help employees to produce higher quality products and services; and increasing innovation: Knowledge sharing can help employees to develop new and innovative ideas. With knowledge gained and shared among employees, hotels can increase operational efficiency, improve customer service, and adapt to industry changes. Knowledge sharing also creates an environment where employees feel valued and have a significant contribution. Research result Kuzu & Özilhan (2014), Gunawan & Wardana (2018), found that knowledge sharing has an effect on employee performance.

## RESEARCH METHODS

Employee engagement in this research uses indicators from Schaufeli et al. (2006) includes: vigor, dedication and absorption. Organizational Commitment uses indicators from Allen & Meyer (1991) includes Affective commitment, Continuance commitment, and Normative commitment. Knowledge sharing uses indicators from Hooff & Ridder (2004) includes Knowledge donating and Knowledge collecting. Employee Performance indicators are adopted from opinions Robbins

(2015) consisting of quality, quantity and timeliness. All variables are measured on a 5 point Likert scale from 1 to 5.

The population in the research was all star hotel employees in Malang City totaling 2,350 employees. The sample was determined using the Slovin formula to obtain a sample size of 188 employees. Data collection was carried out by distributing questionnaires via Google Form. The data analysis technique uses structural equation modeling (SEM).

## RESULTS AND DISCUSSION

### Results

Following the examination of literature and research goals, the comprehensive structural model was subsequently formulated in the following manner:

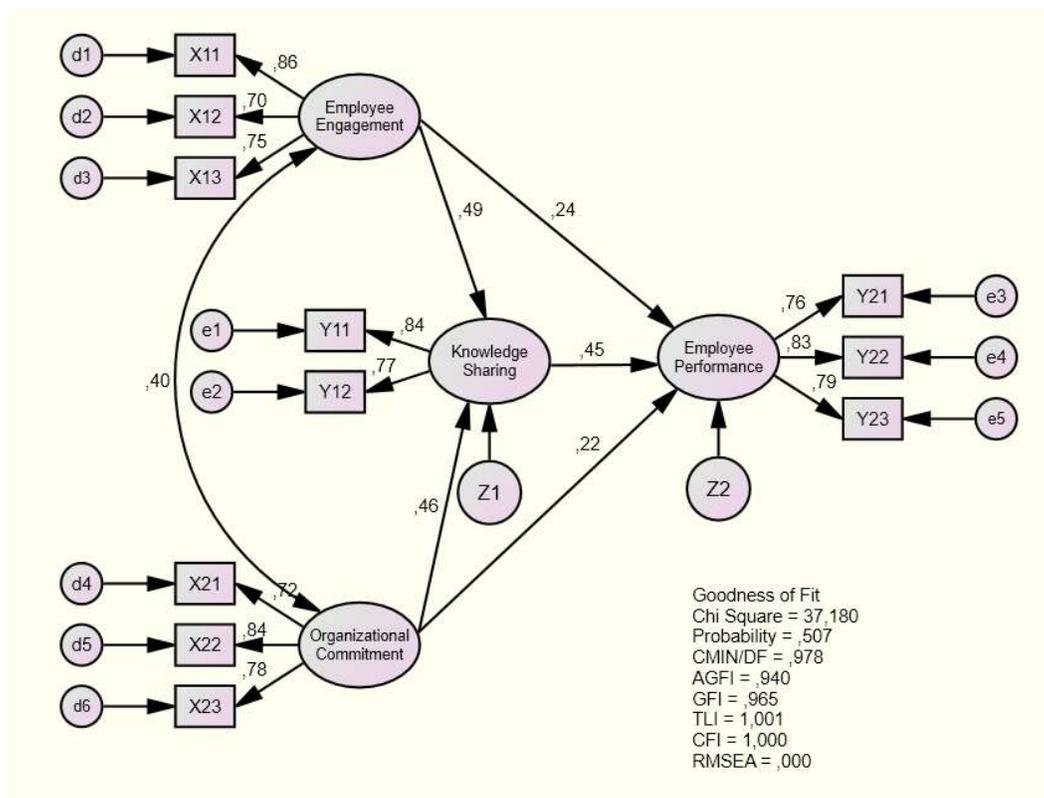


Figure 1. Results of SEM Analysis.

Utilizing AMOS 18 computations for this SEM model, Table 1 displays the goodness-of-fit indices. Additionally, a comparison is made between these index values and the respective cutoff values for each index. A satisfactory model is anticipated to exhibit goodness-of-fit indices equal to or surpassing the critical values.

Table 1. Tests Result of Goodness Of Fit Modified Structural Model

| Goodness Of Fit Index | Cut-off Value | Model Results | Information |
|-----------------------|---------------|---------------|-------------|
|-----------------------|---------------|---------------|-------------|

|                        |        |        |      |
|------------------------|--------|--------|------|
| Chi-Square (df = 38)   | 54,572 | 37,180 | Good |
| Chi-Square Probability | ≥0.05  | 0.507  | Good |
| CMIN/DF                | ≤2.00  | 0.978  | Good |
| AGFI                   | ≥0.90  | 0.940  | Good |
| GFI                    | ≥0.90  | 0.965  | Good |
| TLI                    | ≥0.95  | 1,001  | Good |
| CFI                    | ≥0.95  | 1,000  | Good |
| RMSEA                  | ≤0.08  | 0,000  | Good |

The assessment of the Goodness of Fit Indices criteria in Table 1 indicates that the overall model evaluation aligns with the criteria for an acceptable model.

Table 2. The Role of Knowledge Sharing in Mediating Employee Engagement and Organizational Commitment on Employee Performance

| Hypothesis | Variables                 |                   |                      | Regression Coefficients |              |                  |              | Information |
|------------|---------------------------|-------------------|----------------------|-------------------------|--------------|------------------|--------------|-------------|
|            | Exogenous                 | Intervening       | Endogenous           | Direct Effects Coef     | Direct Prob. | Indirect Effects | Total Effect |             |
| H1         | Employee engagement       | Knowledge sharing | -                    | 0.49                    | 0,000*       | -                | -            | Accepted    |
|            | Organizational commitment | Knowledge sharing | -                    | 0.46                    | 0,000*       | -                | -            |             |
| H2         | Employee engagement       | -                 | Employee performance | 0.24                    | 0.020*       | -                | -            | Accepted    |
|            | Organizational commitment | -                 | Employee performance | 0.22                    | 0.028*       | -                | -            |             |
| H3         | -                         | Knowledge sharing | Employee performance | 0.45                    | 0.002*       | -                | -            | Accepted    |
| H4         | Employee engagement       | Knowledge sharing | Employee performance | 0.24                    | -            | 0.22             | 0.46         | Accepted    |
|            | Organizational commitment | Knowledge sharing | Employee performance | 0.22                    | -            | 0.21             | 0.43         |             |

\* Significant at  $\alpha 5\%$ .

Based on Table 2, it can be explained that Employee engagement affects Knowledge sharing as shown by a p-value of 0.000, which is smaller than 0.05. Organizational commitment influences Knowledge sharing as shown by a p-value of 0.000, which is smaller than 0.05. Employee engagement affects employee performance as demonstrated by a p-value of 0.020, which is smaller than 0.05. Organizational commitment influences employee performance as shown by a p-value of 0.028, which is smaller than 0.05. Knowledge sharing affects employee performance as shown by a p-value of 0.002, which is smaller than 0.05. Employee engagement influences employee performance through Knowledge sharing, demonstrated by the total effect being more significant than the direct effect ( $0.46 > 0.24$ ). Organizational commitment influences employee performance through Knowledge sharing, shown by the total effect being more significant than the direct effect ( $0.43 > 0.22$ ).

## Discussion

### The Influence of Employee Engagement and Organizational Commitment on Knowledge Sharing

Employee engagement influences knowledge sharing. Engaged employees have high engagement with their work, feel they have purpose and meaning in their work, and have high motivation to work. Engaged employees have high motivation to work. Employees will be more motivated to share knowledge and information with fellow employees. This is because employees want to help fellow employees to complete their work better, or to improve the quality of products and services produced by the organization. Engaged employees will trust each other more. This will make it easier for employees to share knowledge and information. The knowledge and information shared will be more accurate and trustworthy, because employees trust that their colleagues will provide correct information. Engaged employees will feel more comfortable and happy working in the organization. This will create a positive work environment, which supports knowledge sharing. Employees will find it easier to build good relationships with their co-workers, so that employees are more motivated to share knowledge and information. The results of this study support Gunawan & Wardana (2018) which explains that employee engagement influences knowledge sharing.

Organizational Commitment influences knowledge sharing. Employees who have high organizational commitment will feel proud to be part of the organization, are willing to work hard to achieve organizational goals, and will not easily leave the organization. Employees who have high organizational commitment will be highly dedicated to the organization. Employees will be more willing to share knowledge and information to help the organization achieve its goals. Employees believe that by sharing knowledge and information, employees can contribute positively to the progress of the organization. Employees who have high organizational commitment will feel responsible for the organization. Employees will care more about the

progress of the organization and will try to provide the best for the organization. This will encourage employees to share knowledge and information to help the organization achieve its goals. Employees who have high organizational commitment will be more involved in organizational activities. This will make it easier for employees to build good relationships with their co-workers, so that employees are more motivated to share knowledge and information. The results of this study support Tandayong & Edalmen (2019) and Imamoglu et al. (2019) who found that organizational commitment had an effect on knowledge sharing.

### **The Influence of Employee Engagement and Organizational Commitment on Employee Performance**

Employee Engagement influences Employee Performance. Engaged employees have high enthusiasm for work. Employees will be more motivated to complete their work well and to achieve organizational goals. High motivation will encourage employees to work harder and be more productive. Engaged employees will be more satisfied with their work. Employees will feel happy and proud to work in the organization. High job satisfaction will make employees more enthusiastic about working and giving their best. Engaged employees will be more productive at work. Employees will work more efficiently and effectively, so they can complete their work more quickly and with quality. Employees who feel engaged have higher levels of individual performance. Employees are more focused, efficient, and tend to achieve the targets and goals set. Employee engagement increases personal responsibility for work and provides additional encouragement to achieve excellence in the implementation of daily tasks. Employee engagement creates a situation where employees feel more prepared and able to deal with change, which is important in a dynamic business environment. The results of this study support Saxena & Srivastava (2015), Sucahyowati & Hendrawan (2020), Wicaksono & Rahmawati (2020), Fauzya & Chaniago (2022) who found that employee engagement had an effect on employee performance. However, the results of this study do not support this Haedar et al. (2021) who found that employee engagement had no effect on employee performance.

Organizational Commitment influences Employee Performance. Employees who have a high level of organizational commitment tend to be more productive in carrying out employee tasks. This commitment creates intrinsic motivation to give your best and complete work efficiently. Employees who have high organizational commitment will be highly dedicated to the organization. Employees will be more willing to work hard and give their best to the organization. High dedication will encourage employees to work more productively and achieve better results. Employees will care more about the progress of the organization and will try to provide the best for the organization. A high sense of responsibility will make employees more motivated to work and give their best. Employees who have high organizational commitment will be more involved in organizational activities. This will make it easier for employees to understand the goals and objectives of the organization, so that employees can make greater contributions. Employees who have high organizational commitment will be more productive at work. Employees will work more efficiently and effectively, so they can complete their work more quickly and with quality. The

research results support the explanation that organizational commitment influences employee performance. The results of this study support Rahmawati & Juwita (2019), Frimayasa & Lawu (2020) found that organizational commitment influences employee performance. However, the results of this study do not support this Logahan & Aesaria (2014) who found that organizational commitment had no effect on employee performance.

### **The Effect of Knowledge Sharing on Employee Performance**

Knowledge sharing has an effect on Employee Performance, which means that the more frequently employees share knowledge, the more employee performance can be improved. The results of this study are in line with Pelealu (2022) which explains that knowledge sharing influences employee performance. Knowledge sharing can help employees to complete their work more quickly and efficiently. This is because employees can share knowledge and information with each other, so employees do not need to learn something from scratch. Knowledge sharing can help employees to produce higher quality products and services. This is because employees can share knowledge and information with each other, so that employees can produce products and services that are more innovative and in line with customer needs. Knowledge sharing practices play an important role in influencing employee performance. Through knowledge sharing, employees can improve employee skills and competencies, help provide better customer service, and increase operational efficiency. The exchange of ideas and experiences between employees creates an innovative atmosphere, allowing the hotel to adapt quickly to industry changes and customer trends. Improved collaboration between departments through knowledge sharing not only strengthens working relationships but also creates synergy across the organization. Employee empowerment, gained through access to knowledge, can create a positive work environment. By utilizing knowledge sharing practices, star hotels in Malang City can not only improve individual and team performance but also face industry challenges better, maintain competitiveness, and provide a superior experience to hotel guests. The results of this study support Kuzu & Özilhan (2014) and Gunawan & Wardana (2018), Imamoglu et al. (2019) which explains that knowledge sharing influences employee performance.

### **The Influence of Employee Engagement and Organizational Commitment on Employee Performance Through Knowledge Sharing**

Knowledge sharing mediates the influence of employee engagement on Employee Performance. Employee Engagement plays a key role in shaping employee performance through Knowledge Sharing mechanisms. High levels of employee engagement not only create a strong emotional connection between employees and the organization, but also stimulate the urge to share knowledge and experiences with others. In the context of Knowledge Sharing, actively engaged employees have a greater tendency to participate in information exchange that enriches collective understanding across the organization. Through Knowledge Sharing, employees can access various knowledge that supports the development of employee skills and competencies. Thus, Employee Engagement becomes a catalyst that encourages Knowledge Sharing practices, which

in turn makes a positive contribution to improving employee performance. Open and shared information creates an environment where innovative ideas can flourish, and the best solutions can be identified. Thus, Employee Engagement not only creates individual involvement, but also plays a role in forming a collective knowledge base that supports overall performance improvement in an organization. The results of this study support Gunawan & Wardana (2018) who found that knowledge sharing mediates employee engagement on employee performance.

Knowledge sharing mediates the influence of Organizational Commitment on Employee Performance. The high level of organizational commitment from employees creates alignment of values and goals between the individual and the organization. In the context of Knowledge Sharing, employees who have high organizational commitment are more likely to share employee knowledge actively. The results of this study support Tandayong & Edalmen (2019) and Imamoglu et al. (2019) who found that organizational commitment had an effect on knowledge sharing. This commitment provides a strong incentive to participate in the exchange of information and experience, resulting in increased access to collective knowledge. Knowledge Sharing through organizational commitment creates open communication channels, facilitates collaboration, and enriches the quality of information available to employees. Along with that, the increase in collective knowledge has a positive impact on employee performance. Information exchanged through Knowledge Sharing creates a strong basis for increasing competence, innovation and problem solving, which in turn improves overall employee performance. Research result Kuzu & Özilhan (2014) and Gunawan & Wardana (2018), Imamoglu et al. (2019) which explains that knowledge sharing influences employee performance. Thus, Organizational Commitment not only creates an emotional bond between individuals and the organization, but also plays a key role in forming a flow of knowledge that supports improving employee performance in star hotels in Malang City.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

Employee engagement and Organizational Commitment influence knowledge sharing. Employee involvement and commitment to the organization create conditions that support Knowledge Sharing practices within the organization. Employees who are actively involved and feel connected to the organization's values and goals tend to be more proactive in sharing knowledge.

Employee engagement and Organizational Commitment influence Employee Performance. High levels of employee engagement create a positive relationship between the individual and his or her job, motivating employees to perform at a high level. Employees who feel emotionally connected to the goals and values of the organization, and have a high commitment to the company's sustainability, tend to show greater dedication to the employee's work. This commitment creates a sense of responsibility and loyalty, which leads to consistent performance improvements.

Knowledge sharing influences Employee Performance. Knowledge sharing practices open opportunities for skill development, increased innovation, and effective problem solving. Employees who are involved in Knowledge Sharing tend to have better performance.

Knowledge sharing mediates the influence of Employee Engagement and Organizational Commitment on Employee Performance. High involvement and commitment stimulate employees to be more active in sharing knowledge, experience and information with others. Knowledge Sharing, as a mechanism for exchanging information, makes a significant contribution to increasing Employee Performance. Employees who are engaged and have a strong commitment to the organization tend to have richer and more diverse knowledge, enabling employees to optimize employee skills and performance.

### Recommendations

Organizations need to create a work environment that supports employee engagement and knowledge sharing. This can be done by: providing ongoing training and development: Training and development can help employees to improve their knowledge and skills. This will increase employee self-confidence and make employees more motivated to share knowledge and information.

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