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The Effect of Organizational Culture, Sharing Knowledge, and Intention to Share on Competency through Organizational Commitment As a Mediating Variable

Eka Desy Purnama¹⁾; C. Catur Widayati ^{2*)}

¹⁾ ekadesy@ukrida.ac.id, Universitas Kristen Krida Wacana, Indonesia

^{2*)} catur.widayati@mercubuana.ac.id, Universitas Mercu Buana, Indonesia

*) Corresponding Author

ABSTRACT

Objectives: The phenomenon in this study is that the skills possessed by employees are still not optimal, as well as the lack of knowledge of banking products that must be mastered by front liners, especially in the teller department so that the impact on not achieving predetermined business targets. The existence of complaints recorded through the call center or submitted directly to the branch office indicates that the level of customer satisfaction has not been optimally achieved. The purpose of this research is to find out the significance of the influence of organizational culture, sharing knowledge, as well as the intention to share competencies through organizational commitment as an intervening variable at PT BCA South Tangerang Region.

Methodology: In this study, the population of this study is permanent employees and the number of samples used is 99 respondents. Data collection techniques used interviews and questionnaires. The method of data analysis is using the PLS program.

Finding: In this study, it is found that to increase organizational competence as a whole, intention to share, knowledge sharing, and organizational culture are needed. To increase customer satisfaction with bank service, it is also necessary to have a good commitment from employees to the organization.

Conclusion: For further research, it is suggested to examine other private banks that face the same problem which may produce different findings; conduct research on relatively similar objects, such as leasing which also faces the same problem, and add the concept of organizational citizenship behavior (OCB), motivation, engagement, work stress, and others for further research.

Keywords: Organizational Culture; Knowledge Sharing; intention to share; Competency; organizational commitment; PT BCA

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INTRODUCTION

Entering the era of business transformation and the emergence of a knowledge-based economy, thus making companies have to abandon traditional perspectives and apply new knowledge management approaches (Mardillah and Raharjo, 2017). This is certainly a challenge for the company's internals to respond to the capital it has. Knowledge has become a key asset for organizations or companies to produce a competitive advantage in the long term (Panggabean and Silvianita, 2021). In developing companies in the business world today, it is required to implement good human resource management and produce high-quality employees. A company is stated to be successful if the employer is capable of acquiring the favored goals and dreams to achieve what the company wants. This makes the enterprise desire to have a chief using tools, particularly personnel who have high performance and time field (Kartikasari, 2017). Deciding on the right enterprise approach to take gain of business possibilities and assume adjustments that arise fast is crucial for groups (Harahap, 2016). One with all of them is via growing the aggressive benefit that can be created by powerful control of human resources through taking note of the enterprise's internal and outside factors (Aulia, 2016).

Human resources are the most important part of the industrial world. In the goals of the company, the employees that are required have to be following the needs of the industry, as well as proficient in doing the work that has been given by the company. Each company strives to improve the performance of its employees, so that company goals can be achieved. Employee capabilities are reflected in performance, good performance is optimal performance. The performance of these employees is one of the keys to achieving our objectives. Employee performance is a key determinant of business success. For this reason, employee performance should receive the attention of the company's executives because declining employee performance can affect the company's overall performance. (Mangkunegara, 2013). One of the efforts that can be made is to empower human resources to drive attention to the competence of existing employees. Competence can be a means of improving employee performance so that business performance also increases (Pramularso, 2018).

In this study, there were problems with PT BCA, especially in the southern Tangerang region. It was found that several things still needed to be improved regarding employee competence. Under optimal skills possessed by employees and the lack of knowledge of banking products that must be mastered by front-liners, especially in the teller section. Thus, causing an impact on not achieving predetermined business targets. The existence of complaints that are recorded through the call center or submitted directly to the branch office shows that the level of customer satisfaction has not been achieved optimally. Under optimal skills possessed by employees and the lack of knowledge of banking products that must be mastered by the front line causes complaints to be recorded. This can also be seen from the fact that there are still some attitudes and skills that have not satisfied its customers in transacting at PT BCA. This incident occurs due to the lack of mastery of the product, especially for newly joined members while the old members have mastered some knowledge. Andra and Utami (2018) explained that knowledge sharing is a core process or the most important process in the success of knowledge management. Without sharing, learning and building knowledge will be hampered. The challenge faced by companies when dealing with knowledge is part of the mind to manage information that can be documented and maintained so that it is always available for learning in the future because the existing knowledge may be only owned by a few employees. This is

where the application of knowledge management in a company is needed so that when an employee leaves the company, there is no knowledge loss which is a situation where the employee takes away all the knowledge he has regarding the company that may harm the company. In knowledge management, the way to develop people is to share knowledge through day-to-day interactions in the workplace (Andra and Utami, 2018).

Therefore, there must be an increased interest in sharing insights or experiences with new members. Based on research conducted by Lumbantobing (2011), knowledge sharing is a process of sharing knowledge and conveying detailed knowledge from one person to another that requires different methods and media. Table 1 shows appraisal data on performance that must be assessed through the individual competence of the employee.

Table 1. Employee Assessment Data of PT BCA
Period 2021

Assessment	Month											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AGUS	SEPT	OKT	NOV	DES
(-)	30	35	20	40	23	35	45	47	35	35	45	45
(+)	92	90	100	85	95	90	80	80	90	90	80	80
TOTAL	122	125	120	125	118	125	125	127	125	125	125	125

Source: PT BCA Internal Data 2021

From the data above it could be seen that every month, there are still tests that don't meet the criteria in which there's nevertheless a lack of awareness about products and services that are proven from the range of tests (-) which generally tend to increase each month and is a special situation, especially the management of PT BCA. One of the variables that influence character and employee overall performance, especially in competing environments is organizational subculture (Brahmasari and Siregar, 2008). Schein (2011) in Agwu (2014) states that organizational subculture is a set of shared values, beliefs, and norms that affect the way personnel feels and behave inside the administrative center. Agwu (2014) states that organizational subculture is a force that influences the professional lives of staff. Organizational subculture is crucial because it is a habit that takes place in agencies that represent norms of conduct and are followed by way of members of the organization. According to the background of the research conducted, Simbolon (2015) said that both partly and simultaneously organizational subculture has a fantastic and vast effect on competence.

In addition to organizational culture, strategies that companies need to carry out to survive in the business environment are needed, such as expanding the market, improving service quality, product innovation, improving its products to improve organizational systems, and making cost savings. The strategy must be able to create a competitive advantage. Competitive advantages can be explored in an organization, for example through employee capabilities, organizational structure, company performance, and creativity that is useful for the company, as well as increasing knowledge for management (Aldi, 2005). In simple terms, knowledge management is defined as a series of value-creation processes using knowledge-based assets. In practice, knowledge management includes identifying and mapping company knowledge, realizing new knowledge as a competitive advantage, providing facilities and access to organizational

information, channeling practical results, and using technology to support company activities (Anshori, 2005). The role of education and knowledge sharing among employees is very immense to improve the human ability to think logically which will later engage in creative and innovative activities (Setiarso *et al.*, 2009). Knowledge sharing is closely connected to people and the organizational culture that is difficult to change. Setiarso *et al.*, (2009) stated knowledge management begins with basic word sharing. Therefore, the researcher focuses on knowledge sharing as an application of knowledge management in this research.

There have been many studies that show that knowledge management is closely related to and strongly supports the achievement of outstanding performance in organizations, such as the research of Rudiyanto (2012) and Mardillah (2017). Meanwhile, research conducted by Tong (2014) states that organizational culture affects knowledge sharing. The research also suggests that a culture that allows for communication and participation is important for knowledge sharing. But a different study by Iskandar (2013) indicated that organizational culture has no significant influence on the sharing of knowledge. Researchers are interested in analyzing more about knowledge sharing with culture and intention to share because researchers see that knowledge sharing will be an important factor for all companies in the future and activities that can be relied on to encourage employee competitive advantage that has an impact on the success of the company. Culture and intention to share are considered to have contributed to the successful implementation of knowledge sharing (Zhaahir, 2021). Based on the foregoing description of the research context, the problems of this study are as follows: (1) Does Organizational Culture affect Organizational Competence in the company PT Bank Central Asia, Tbk?; (2) Does Knowledge sharing affect organizational competence in the company PT Bank Central Asia, Tbk?; (3) Does Intention To Share affect organizational competence in the company PT Bank Central Asia, Tbk?. While the objectives of this study are: (1) To determine the influence of Organizational Culture on Organizational Competence; (2) To determine the influence of Knowledge sharing on Organizational Competence; (3) To find out how the intent to communicate affects organizational competence. The paper comprises five sections: the introduction, literature review, method, results and discussions, and conclusions.

LITERATURE REVIEW

Competency

According to research by Pramularso (2018), competence is a person's basic ability in terms of knowledge, skills, behavior, and other things related to the rules issued by the organization and based on the work for which he is responsible. Competency indicators include knowledge, skills, and attitudes. According to David Mc. Clelland in (Sedarmayanti, 2011) assumes competency is a basic value that builds a person of an individual which has a direct effect on performance or can provide opportunities for excellent work performance. Hutapea and Nurianna Thoha (2008) in Manik & Safrina's research (2018) describes competence as a skill, knowledge, basic attitude, and value contained in a person which is reflected in the ability to think and act consistently and the willingness to do something that is required by the job in the company. Rosmaini and Tanjung (2019) state that ability or intelligence is the working capacity of the smallest section of society who understands the problem of work experience, prowess, and good response which are in accordance with the vision and mission of the company. Ability is a combination of skill, knowledge, and attitude that can be observed and applied in a crisis

to the success of an organization and work performance as well as the personal contribution of employees to their organization. Employees must also have the right ability or competence in doing their jobs to realize employee work performance and success in the long term. Improving the performance of individual employees will encourage the overall performance of human resources which is reflected in increasing productivity. In competency performance management, it plays more of a role in the dimension of individual behavior in the fit of good work. Performance competency can be interpreted as behaviors demonstrated by employees who have perfect performance, consistency, and effectiveness compared to employees who have average performance.

Expertise is a characteristic of the ability of employees to carry out tasks and work activities that are revealed from motives, traits, self-concepts, knowledge, and skills. From this definition, five dimensions of the study were obtained: the Motives Dimension, the Traits Dimension, the Self-Concept Dimension, the Knowledge Dimension, and the Skills Dimension. In more detail, Sutrisno (2010) in Rosmaini and Tanjung (2019) explained that there are five dimensions of a person's human capital competencies, namely: (1) Motives which are the consistency in the thought of something that someone wants or wants to provoke an event. Behavioral motivations such as examination, leading, directing, and determining to deal with events and outcome objectives. (2) Traits which are physical characteristics and consistent responses to certain information or situations. (3) Self-concept which is a person's attitude, value, or imagination. (4) Knowledge which is a person's information within a certain scope. This component of competence is very complex. The value of the Knowledge test often fails to predict performance because there is a failure in measuring the real knowledge and abilities that are treated in the work. (5) Skills which are the ability to perform certain physical or mental tasks.

Organizational Commitment

Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization (Qurotalain *et al.*, 2022). Oktaviani (2018) explained that organizational commitment is the level to which an individual or employee believes and can accept the goals of the organization and still has the desire to stay with the organization. Organizational commitment is a state in that individuals feel to be bound to the organization and maintain their membership in the organization since it is not easy to find a job outside of the company where they work (Gani, Tewal, and Trang, 2018). According to Inggarianti (2015), organizational commitment is a goal to continue to carry out a series of actions so that the organization/company seeks to develop the commitment of its employees to achieve stability because it is believed that committed employees will work harder and go further to achieve organizational goals. Affective commitment is an emotional attachment between employees and the organization so that it becomes their motive for committing to the workplace. Normative commitment is a commitment that arises because employees feel they have a moral obligation to remain in the organization (Palupi and Tjahjono, 2021).

According to Wibowo (2014), organizational commitment is the degree to which employees believe and are willing to accept organizational goals and will remain to not leave the organization. Scehermerhorn, Hunt, Osborn, and Uhl-Bean (Wibowo, 2014) state that organizational capability is the degree of faithfulness people feel in the organization. Azeem and Akhtar (2014) state that organizational commitment is measured in several ways, namely

(1) Conformity of life orientation with work, (2) Meaning of work for oneself, (3) Attention to work, (4) Pleasure to work, (5) The amount of time spent on work, (6) Desire to always be integrated with work, (7) Willingness to always be involved in work, (8) Sincerity in carrying out work, (9) Unwillingness to be late for work, (10) Unwillingness to leave ongoing work, and (11) Unwillingness to neglect the work for which he is responsible.

Organizational Culture

Organizational culture is the norm in a company but has many broad definitions. However, the culture applied by the company has a definite goal in achieving the company's vision and mission targets (Ainanur and Tirtayasa, 2018). A strong organizational culture supports the goals of the company while a weak or negative one inhibits or contradicts the goals of the company. Organizational culture is a value, norm, attitude, and behavior that is formed, developed, and passed on by an organization to its members as a form of personality (identity) that differentiates it from other organizations and can be used as a reference in dealing with problems both internal and external (Ningsih and Setiawan, 2019).

The urgency of organizational culture in fostering commitment and competence requires the support of an ethical work climate, moral awareness, trust, and a strong perspective of decision-makers. As stated by Teresi and Colleagues (2019) in research by Ratnasari et al., (2022), ethical work climate is defined as an ethical problem that must be addressed to improve employee behavior in organizational life. The researchers use the social identity approach to look at the effects of ethical climates, namely the climate of friendship compared to self-interest. Robbins and Judge (2011) explain that the notion of organizational culture is a system of shared meanings organized by members that distinguish one organization from another. Pasaribu (2015) defines organizational culture as standards, values, hypotheses, beliefs, philosophies, organizational habits, etc. (the content of organizational culture) developed over a long time by founders, leaders, and members of the organization that are socialized and taught to new members and applied in organizational activities to influence the mindset, attitudes, and behavior of organizational members in producing products, serving consumers, and achieving goals organization.

According to Khair *et al.*, (2016), corporate culture explains the existence of something distinctive and how all things are done in the company. Corporate culture is every virtual aspect that exists in the company that affects the way decisions are made, what things are decided, the existence of structures, systems for how business processes are designed and run, and the attitudes and behaviors of leaders and employees. Rosalendro's research (2019) explains that organizational culture greatly influences the behavior of members of the organization so that if the organizational culture is good then the members of the organization are good and qualified.

According to some of the opinions above, the author concludes that organizational culture emphasizes the nature and attitudes of employees at work, values, and opportunities toward the organization's strategic plan. These values vary depending on the views of each one, such as the personality that makes up the human being. Based on the various definitions of corporate culture outlined above, it can be concluded organizational culture has an understanding of the rules that exist within the organization which become the guideline of its human resources in

carrying out obligations and values to behave within the organization, including thoughts and actions that are learned and passed down to the next generation (Ainanur and Tirtayasa, 2018).

Knowledge Sharing

In general, knowledge sharing is communicating knowledge within a group. This group can consist of members of formal institutions, for example, between colleagues at work, and at least two people are needed to interact (Saragih and Hermanto, 2022). In a community or organization, knowledge sharing is a very important activity to do because communities are formed so that its members can interact and learn together and build relationships in the process of developing a sense of belonging and shared commitment (Safitri *et al.*, 2018; Syarief, 2021). In research by Rugian *et al.*, (2017); Sakti *et al.*, (2020), knowledge sharing is an exchange of influencing information communication and acceptance of other people's knowledge that motivates learning commerce. According to Sakti *et al.*, (2020); Saraswati *et al.*, (2017), knowledge participation is a system of how knowledge operations are used to give openings for members of a group, association, agency, or company to partake in knowledge, ways, gestures, and ideas with other members. According to Rugian *et al.*, (2017); Sakti *et al.*, (2020); Saraswati *et al.*, (2017), knowledge participation is a culture of social commerce, including knowledge exchange between workers in associations which creates a common foundation used for cooperation (Sa'adah and Rijanti, 2022). Knowledge sharing in higher education is a very important issue in maintaining organizational survival and achieving a competitive advantage, especially in knowledge-based higher education organizations (Anatan, *et al.*, 2021).

Knowledge Sharing is a complementary process in which individuals change knowledge and concertedly produce knowledge (new results). Every process of participating knowledge is always related to how to collect and give information or data to others. Through the exchange of knowledge carried out both formally and informally, workers can exchange knowledge or information with their fellow associates. According to Yusup (2012), knowledge participation is the creation of knowledge through education and learning communication conditioning. According to Nawawi (2012), knowledge participation is a stage of dispersion (dispersion) and provision of knowledge at the right time for workers in need. According to Pasaribu (2009), knowledge participation can be defined as social culture commerce, including independent learning between workers, gestures, and chops through an entire department or association which creates a general base with the need for cooperation.

Knowledge Sharing forms over existent information systems or information technology. The longer they are, the more suitable they are to give updates for the overall knowledge of an association which in turn will give unique organizational characteristics for its challengers and can further ameliorate performance. Lumbantobing (2011) states that knowledge participation is a method to provide and distribute knowledge to others who need it through colorful styles and media. Grounded on the description before, it can be concluded that Knowledge participation is a process by which individuals reciprocally change knowledge or information through social commerce grounded on their gesture and chops to partake and admit knowledge in the entire association to produce new knowledge.

Knowledge Sharing Indicators according to Setiarso (2009) are as follows: (1) The process of receiving all new knowledge which includes The process of receiving all new knowledge; The discovery of new knowledge; Determining a new way of doing things, (2) Capturing knowledge

by identifying new knowledge and representing the new edge in a way that makes sense, (3) Filtering knowledge which places new knowledge to be actionable, (4) Knowledge storage which stores new knowledge, (5) Processing knowledge by managing new knowledge to make it relevant, (6) Disseminate knowledge, (7) Knowledge leader which is determining leaders who master the logic of knowledge sharing, monitoring the participation of organizational members, and being an example of mutual sharing attitudes. (8) Change in culture which creates a culture of sharing knowledge, (9) Room for tension which is to unite members of the organization to complete the problem.

Intention to Share

According to Mohsen (2012), knowledge sharing consists of a set of gestures that contain knowledge and exchange of information and help others in this regard. Knowledge sharing suggests the gestures of citizens of the association to be carried out freely in the association. One of the styles for measuring knowledge operation is with the quantum of knowledge sharing which includes unequivocal knowledge and wordless used in associations. The ultimate thing of participating knowledge among staff is to try to convey the knowledge and experience of people and keep them as organizational coffers and wealth to ameliorate and realize organizational effectiveness.

Knowledge is always classified into wordless and unequivocal knowledge. There are substantially four modes of interpersonal commerce in knowledge sharing which are the SECI Model socialization (wordless to wordless), instantiation (wordless to unequivocal), combination (unequivocal to unequivocal), and internalization (unequivocal to wordless). The former indicates that formal language, guidebooks, and information technology systems will promote unequivocal knowledge sharing since face-to-face commerce is the main way to partake in knowledge. The intention of participating in knowledge is defined as the amenability or amenability of individualities to partake in knowledge both wordless and unequivocal in the form of giving knowledge and asking for (collecting) knowledge from others (Surya, 2017).

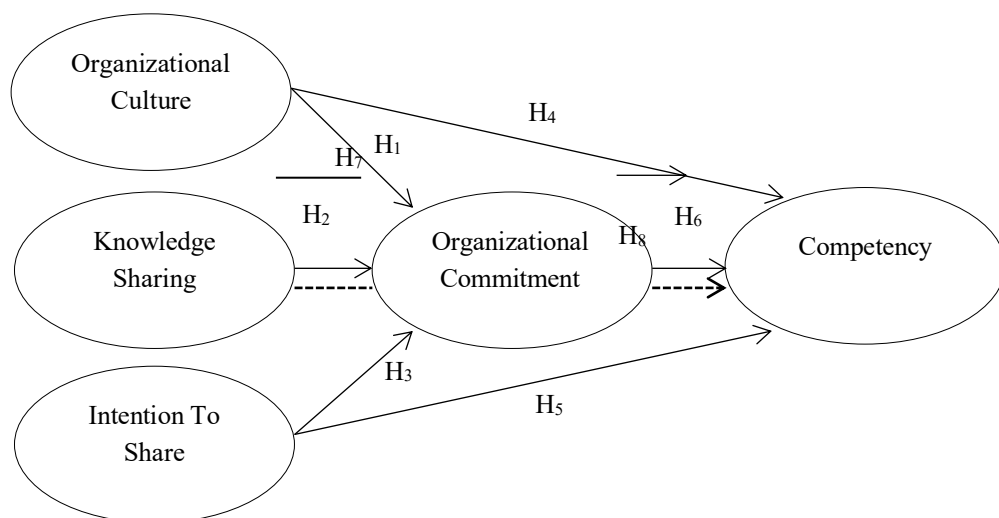


Figure 1. Conceptual Design

METHOD

The research was conducted from December 2021 to May 2022 at PT BCA South Tangerang Region. The population used in this study were all permanent employees at the operational division of PT BCA in the South Tangerang Region. The determination of the sample in this study used convenience sampling where anyone who happens to meet the researcher can be used as a sample. Determining the number of samples was carried out using the Slovin technique according to Sugiyono (2015) with a total sample of 99 respondents. The collection method used in this study was to use interview techniques and the distribution of questionnaires.

The distribution of questionnaires is a technique of collecting data carried out by researchers by dividing questionnaires in the form of questions to respondents to be able to fill out the questionnaires objectively (Sugiyono, 2014). The analysis system used in this study is the element or variance-based structural equation model where data processing using the partial least Square (Smart-PLS). PLS can be used to confirm propositions. In addition, it can be used to explain the presence or absence of connections between idle variables. As stated by Ghozali (2014), partial least square is an important analysis system because it isn't grounded on numerous hypotheticals, the data doesn't have to be typically distributed, and the sample doesn't have to be large.

Table 2. Characteristics of Research Respondents (n=99)

No	Data of Respondents	F	%
1	Age		
	<25 years old	57	57.6
	25-35 years old	30	30.3
	>36 years old	12	12.1
	Total	99	100.0
2	Gender		
	Male	42	42.4
	Women	57	57.6
	Total	99	100.0
3	Length Of Work		
	< 5 years old	51	51.5
	5-10 years old	30	30.3
	> 10 years old	18	18.2
	Total	99	100.0
4	Education Level		
	High School	32	32.3
	Undergraduate	60	60.6
	Postgraduate	7	7.1
	Total	99	100,0

The sample determination was calculated using the Slovin Formula so that a sample of 99 respondents was obtained with the characteristics of age < 25 years as many as 57 respondents (57.6%), aged 25-35 years with as many as 30 respondents (30.3%), and age > 36 years with as many as 12 respondents (12.1%). The majority of respondents were female since as many as 57 respondents (57.6%) were of this gender while men were 42 respondents (42.4%). This study

was dominated by respondents with a length of work < 5 years, namely 51 respondents (51.5%). The education level of respondents was mostly Undergraduate with as many as 60 respondents (60.6%), Senior High School (SMA) with as many as 32 respondents (32.3%), and Postgraduate with as many as 7 respondents (7.1%).

RESULTS AND DISCUSSION

Data Quality Test Results

The method to see discriminant validity is to look at the square root of average friction uprooted (Adieu) value of each construct with a correlation between one construct and another construct in the model.

Table 3. AVE Test Results

Variable	AVE
Competency	0.625
Intention To Share	0.726
Knowledge Sharing	0.657
Organizational Commitment	0.648
Organizational Culture	0.571

Source: PLS Output

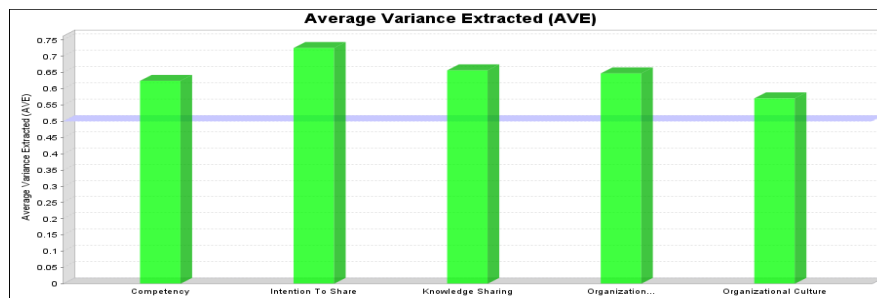


Table 4. Discriminant Validity (Fornell Lacker Criterium) Test Results

	Competency	Intention To Share	Knowledge Sharing	Organizational Commitment	Organizational Culture
Competency	0.790				
Intention To Share	0.778	0.852			
Knowledge Sharing	0.731	0.767	0.811		
Organizational Commitment	0.738	0.772	0.737	0.805	
Organizational Culture	0.721	0.735	0.717	0.706	0.756

Source: PLS Output

From the data of Tables 3 and 4, it can be concluded that the square root of the average variance extracted (\sqrt{AVE}) for each construct is greater than the correlation between one construct and

the construct of the other in the model. The AVE value based on the table above can be concluded that the construct in the estimated model meets the criteria for discriminant validity.

Composite Reliability and Cronbach's Alpha Test Results

Composite reliability and Cronbach's alpha testing aim to test the reliability of instruments in a research model. If all latent variables have composite reliability values or Cronbach's alpha ≥ 0.7 , it means that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent. Based on the calculation results, the test results of composite reliability and Cronbach's alpha showed satisfactory values because all latent variables have a reliable composite value and Cronbach's alpha ≥ 0.70 . It states that all latent variables are said to be reliable.

Table 5. AVE Test Results

Variable	Composite Reliability	Cronbach's Alpha
Competency	0.948	0.940
Intention To Share	0.914	0.874
Knowledge Sharing	0.939	0.925
Organizational Commitment	0.953	0.945
Organizational Culture	0.914	0.915

Source: PLS Output

Hypothesis Testing Results (Path Coefficient Estimation)

The estimated value for the path relationship in the structural model must be significant. Significance values on this hypothesis can be obtained by bootstrapping procedures. Looking at the significance of the hypothesis by looking at the value of the parameter coefficient and the value of the T-statistical significance in the algorithm bootstrapping report. To find out whether it is significant or not seen can be done by the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistical).

Table 6. Hypothesis Testing Results

	Original Sample	Standard Deviation	T Statistics	P Values	Description
Intention to Share → Competency	0.178	0.070	2.560	0.011	positive - significant
Intention to Share → Organizational Commitment	0.243	0.054	4.517	0.000	positive - significant
Knowledge Sharing → Competency	0.357	0.088	4.082	0.000	positive - significant
Knowledge Sharing → Organizational Commitment	0.721	0.077	9.412	0.000	positive - significant
Organizational Commitment → Competency	0.447	0.093	4.782	0.000	positive - significant
Organizational culture → Competency	0.202	0.098	2.053	0.020	positive - significant

	Original Sample	Standard Deviation	T Statistics	P Values	Description
Organizational culture → Organizational Commitment	0.028	0.047	0.599	0.550	Not significant
Mediating					
Knowledge Sharing → Organizational Commitment →	0.322	0.074	4.375	0.000	Mediating

Source: PLS Output 2022

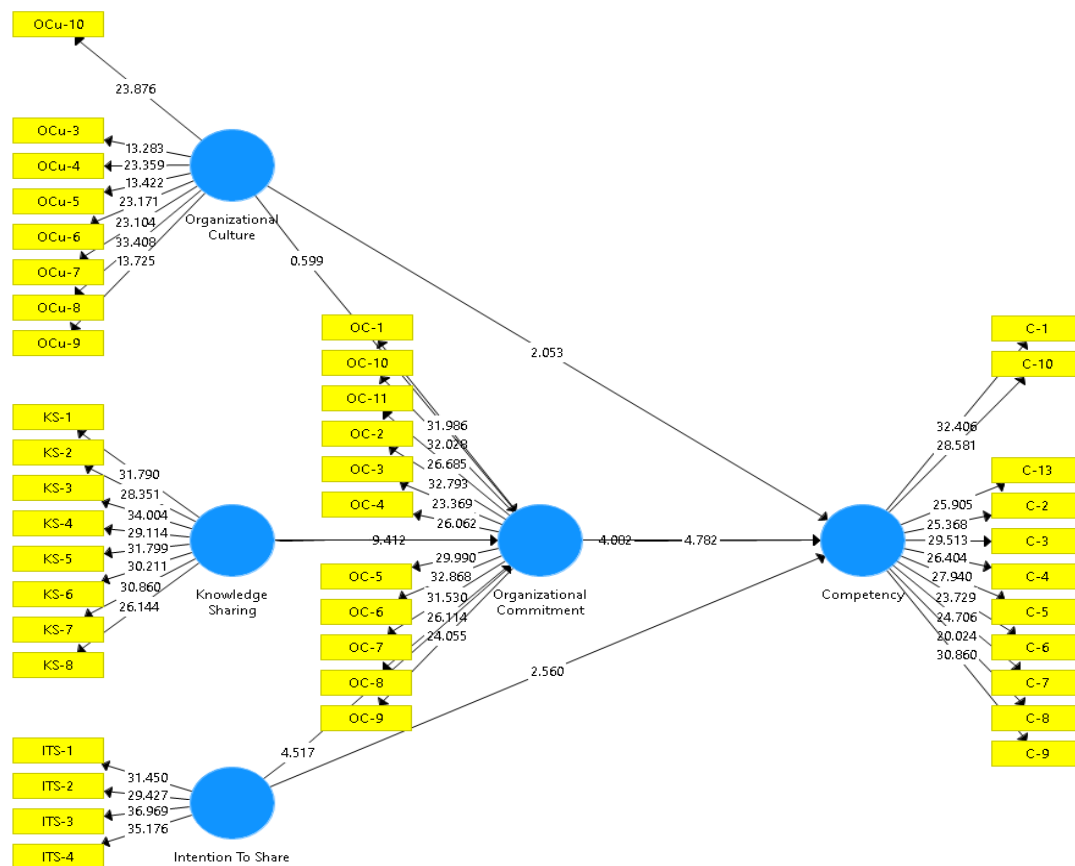


Figure 2. Bootstrapping Test Results

Discussion

1. The Effect of Intention to Share on Competency

This study found that the intention to share has a positive and significant effect on competence. It can be seen that employees are able to disseminate their experience and knowledge to co-workers so that it will be able to increase the competence of employees in the company. According to Michael Zwell (Wibowo, 2014; Mariana *et al.*, 2018), several factors affect employee competence, including beliefs and values, skills, knowledge, experience, personality characteristics, motivation, emotional issues, and organizational climate. Meanwhile, according

to Wibowo (Mariana *et al.*, 2018), competency is an individual characteristic that underlies employee performance in the workplace.

In terms of competence possessed by employees, the knowledge possessed by employees is currently following the standards set by the company so that it will make employees more competent in dealing with work at PT BCA Region South Tangerang. This is supported by research conducted by Perik (2014; Kim and Ju (2008) that the intention to share has a positive and significant effect on individual competence.

2. The Effect of Intention to Share on Organizational Commitment

The results of the analysis found a positive effect of intention to share on organizational commitment. These results are consistent with research conducted by Giri *et al.*, (2016); Goh and Sandhu (2013). It can be seen that it turns out that employees in disseminating their experience and knowledge to co-workers are quite able so that they will be able to increase organizational commitment. Organizational commitment is defined as the degree of attachment of an employee to his organization and the employee's desire to exert all efforts on behalf of the organization (Wang and Noe, 2010). When an individual is committed to a company, the individual accepts and believes in the company's goals and values so that the individual wants to give more effort to the organization and maintains membership in the organization (Burud and Tumolo, 2004); (Badar and Saniati, 2017).

3. The Effect of Knowledge Sharing on Competency

This study found that knowledge sharing has a positive and significant effect on competency. This can be explained that employees disseminate knowledge, information, and experience to colleagues by using documents, books, journals, or articles so that it is easily accessed by other colleagues. In addition to the knowledge possessed by employees, the employees are able to carry out their work properly at PT BCA Region Tangerang South. The link between knowledge and individual competencies possessed by employees is also very important for employee performance in a company organization. This research is in line with research conducted by Setyaji and Yuniadi (2018) where knowledge sharing has a positive and significant effect on competence, as well as research by Ose (2015). The existence of a culture of knowledge sharing can increase the competence of individuals in the organization. Trivellas *et al.*, (2015); Mardillah and Rahardjo (2017) suggest that a culture of knowledge sharing can develop new general competencies in individuals or sharpen existing competencies, such as creating new ideas, communicating, interpersonal relationships, prioritizing something, creativity, planning, problem-solving, and team working.

4. The Effect of Knowledge Sharing on Organizational Commitment

This result shows that knowledge sharing has a positive and significant effect on Organizational Commitment. Employees in disseminating knowledge information with their colleagues through documents, books, journals, or articles so that they are easily accessible to other colleagues. Organizational commitment should be developed by all elements and members of the organization itself at all times and continuously. Other research also shows that there is a significant positive relationship between knowledge sharing and Organizational Commitment as carried out by Latupapua *et al.*, (2021) where knowledge sharing has a positive and significant effect on commitment.

5. The Effect of Organizational Commitment on Competency

This result shows that organizational commitment has a positive and significant effect on the competency of PT BCA South Tangerang Region. In reality, employees have the abilities and knowledge that are in accordance with the standards set by the company so that the company maintains employee competence well so that employees are able to show an attitude towards pursuing their work. This research is supported by research conducted by Sumaki (2015) where Organizational Commitment has a positive and significant effect on competence. As stated in the research by Agustian *et al.*, (2018) that commitment to the organization means more than just formal membership because it includes an attitude of liking the organization and a willingness to exert a high level of effort for organizational interests for the achievement of goals.

6. The Influence of Organizational Culture on Competency

This result shows that organizational culture has a positive and significant effect on competency. In this study, it was explained that leaders encourage employees to innovate or create new ideas in their work, and organizational culture grows through ideas created by the founders of the organization which are then instilled in their employees through a process of learning and experience. This research is supported by research conducted by Sumaki (2015) where organizational culture has a positive and significant effect on competence and also research conducted by Indajang *et al.*, (2020). Organizational culture refers to a system of shared meaning held by members of an organization that distinguishes the organization from other organizations. This shared meaning system when examined more closely is a set of key characteristics that are highly valued by organizations (Indajang *et al.*, 2020). Meanwhile, competence is a person's ability to carry out his work carefully and correctly or in other words, to understand and master the skills he should be working on (Lubis, *et al.*, 2018).

7. The Effect of Organizational Culture on Organizational Commitment

This result shows that organizational culture has no significant effect on organizational commitment. That culture as a meaning and control-making mechanism that guides and shapes employee attitudes and behaviors does not affect the commitment of an organization at PT BCA South Tangerang Region. This research is supported by research conducted by Salahudin *et al.*, (2018) which shows that there is no significant influence between organizational culture and organizational commitment.

The ability to create an organization with a culture capable of driving performance is a necessity. Problems related to the company's organizational culture include the lack of role models from the leadership in terms of arriving and leaving work on time so this becomes a culture among employees. For this reason, companies must be able to create a positive organizational/company culture so that it influences organizational commitment. This is following the opinion of Jufrizen *et al.*, (2018) who stated that organizational culture is related to how employees perceive the characteristics of organizational culture by expressing a shared perception held by members of the organization.

8. The Effect of Knowledge Sharing on Competency through Organizational Commitment

This result shows that organizational commitment can mediate the influence of knowledge sharing on competency. This also means that the more effective knowledge sharing in the

company, the higher the competence of employees. If knowledge sharing is low, employee competence is also low. According to Triana and Ruhana (2016), knowledge sharing is a systematic process of conveying messages between individuals and organizations through diverse media. Each individual has the right to determine what media they will use to share knowledge. The most important thing is that the recipient of the message can understand what has been conveyed. According to Hasibuan (2013), knowledge sharing is the process by which individuals exchange their knowledge. This opinion is supported by the research of Pratiwi *et al.*, (2020).

CONCLUSION

This research contributes to the existing literature by proposing a new conceptual model for the value of competence through organizational commitment. As the first conclusion, this study found that the Intention to share has a significant influence on the competence and organizational commitment of PT BCA South Tangerang Region. Likewise, knowledge sharing also has a significant effect on competence and organizational commitment while organizational culture has a significant influence on competence.

Companies should pay more attention to the level of employee desire to share information with their employees so employees can feel sufficient to know and be paid attention to and that the work carried out can run smoothly. Companies should also pay attention to the organizational culture carried out by employees so that at work employees can feel comfortable and feel no less important so the company further increases the intention to share received by each of its employees which will produce good results.

Limitations and Suggestions for future research

This study has several limitations, namely, the study sample is only permanent employees so it is not representative of the population in general. Besides that, the generalization of the results of this study will be limited. Suggestions for the next researchers are to conduct similar research to be able to re-develop variables and indicators that have not been used in this study, for example, the variables of organizational citizenship behavior (OCB), work discipline, satisfaction, and others.

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