



The Impact of Knowledge Sharing and Integrity on Work Productivity Mediated by Organizational Commitment Variables

Nur Ainun Nafilah ¹, Supriyono ², Agus Prayitno ^{3*}, Kusni Ingsih ⁴

^{1,2,3,4} Magister Management Department, Faculty of Economics and Business,

Dian Nuswanto University, Indonesia

*Corresponding Author: agus.prayitno@dsn.dinus.ac.id

Abstract The aim of this research is to develop a model of the relationship between knowledge sharing, integrity, organizational commitment and work productivity of Bank Contact Center employees. The research respondents consisted of 150 employees who worked in banking in the Contact Center section. Primary data was obtained by distributing questionnaires via Google Form. Data analysis uses the Structural Equation Model method with the SmartPLS application version 3.0. Three stages of testing were held: measurement model testing, structural model testing, and indirect effect testing. The research results show that knowledge sharing and integrity have a positive and significant effect on organizational commitment and work productivity. Organizational commitment partially mediates the effect of knowledge sharing and integration on work productivity.

Keywords: Knowledge Sharing, Integritas, Komitmen Organisasi, Produktivitas Kerja

1. INTRODUCTION

Many researchers have studied work productivity in the last decade (Aboelmaged, M.G, 2018; Ahmed, Q. et al., 2020; Hashmi, M.A. et al., 2020; Jaelani et al., 2023; etc.). Previous research results found many factors that can increase work productivity, namely integrity (Alam, M.M., et al. 2018; Yazdanshenas, M. and Mirzaei, M., 2023; Sudirman & Syamsir, 2019; Chalistya et al. 2019), Knowledge Sharing (Adriyanto and Prasetyo, 2021; Khotamasu, 2020; Astuti and Suhana, 2023), Motivation (Nasution and Falahi, 2022; Adriyanto and Prasetyo 2021), Work Commitment (Andriani and Syamsir, 2020; Chalistya et al., 2019; Hidayati and Priyono, 2022), etc.

Wahyudi & Laily (2020) found that knowledge sharing has a positive effect on work productivity. This finding is supported by research by Khotamasu (2020) which states that there is a positive influence between knowledge sharing on employee productivity. While Basit et al. (2019) concluded that the effect of knowledge sharing on work productivity is not significant. Astuti and Suhana (2023) stated that knowledge sharing increases organizational commitment. These results are supported by Hidayati and Priyono (2022), who concluded that knowledge sharing influences organizational commitment.

Integrity has a fairly high influence on work productivity (Yunita & Syamsir, 2022). In line with Sudirman & Syamsir (2019), there is a significant influence between integrity and work productivity. Meanwhile, research by Andriani & Syamsir (2020) found that integrity has a small influence on work productivity. Integrity is also able to influence organizational commitment (Chalistya et al., 2019).

Several studies of organizational commitment and work productivity also show contradictory results. There is an influence between organizational commitment and work productivity (Nasution and Falahi, 2022; Mentari & Anandita, 2020; Andriani & Syamsir, 2020). Anco, A., & La Paudi, U., 2023; Jaelani et al., 2023) concluded that there is no strong relationship between organizational commitment and work productivity.

Several types of media related to Contact Center in banking include Call Center, Live Chat WhatsApp, E-Mail, SMS and Facebook Messenger. Customers can use these services for information about products such as savings, loans, insurance, investments and so on. Form of complaint service regarding indications of fraud. Including complaints about failed transactions such as transfers, cash deposits, cash withdrawals, shopping at EDC machines, payments using QRIS, etc.

All Contact Center services require high employee productivity to reduce complaints from customers. Based on the phenomenon of differences in research results and employee productivity demands, it is necessary to study the influence of knowledge sharing and integrity on work productivity with organizational commitment as an intervening variable for bank contact center employees.

2. LITERATURE REVIEW

Productivity

Productivity shows employee work achievements based on authority and responsibility in accordance with regulations and provisions. Work productivity is a measure of productive efficiency, a comparison between output and input (Wulandari et al., 2020). Increasing employee productivity means increasing output by working harder and always improving the work process (Sudirman & Syamsir, 2019). To make this happen, it can be done by maintaining consistent rules within the organization. Sagita et al. (2019) stated that productivity is influenced by several factors, including: knowledge, skills, abilities and behavior.

Knowledge sharing

Knowledge sharing is all activities related to providing task information and knowledge to help and collaborate with others to solve problems, develop new ideas or implement policies or procedures (Sentika & Arissaputra, 2022). Knowledge is an individual or organizational asset that is tacit or explicit in nature (Basit et al. (2019). Explicit knowledge is knowledge that has been documented, is easy to modify and articulate and is objective. On the other hand, tacit knowledge is knowledge that has not been documented

and is inherent within oneself employee.

Integrity

Rani et al. (2018), integrity is a commitment to do something according to correct and ethical principles, in accordance with values and norms, and there is consistency in carrying out this commitment in every situation without seeing any opportunities or coercion to deviate from the principles. According to Sagita et al. (2019) integrity is the most important operational function, it is difficult and complex to realize. Factors forming integrity include honesty, steadfastness, individual ability, having trust and being able to behave according to values and morals.

Organizational commitment

Organizational commitment is the employee's desire to participate in achieving company goals as well as employee loyalty to the company (Chaffin et al., 2023). According to R. Wua et al. (2022), organizational commitment is employee alignment and loyalty towards the company or organization and the organization's goals. According to Mentari & Anandita (2020), three attitudes regarding commitment in an organization include: Feelings of identification with organizational goals, feelings of involvement in organizational tasks and feelings of loyalty to the organization.

3. HYPOTHESIS

Knowledge Sharing and Organizational Commitment

Hidayati & Priyono (2022) stated that there is a positive and significant influence between knowledge sharing and organizational commitment. Employees who diligently seek and share knowledge with other employees show emotional involvement between employees. Employees who share knowledge better will have higher commitment to the organization (Astuti & Suhana, 2023).

Hypothesis 1: Knowledge sharing has a significant positive effect on organizational commitment.

Organizational Integrity and Commitment

Sharma & Hans (2022) there is a positive and significant influence between integrity and organizational commitment. The results of this research are in line with research conducted by Chalistya et al. (2020) where integrity has a significant positive effect on organizational commitment. It can be concluded that integrity must always be considered in building effective organizational commitment because high levels of integrity will result in high organizational commitment as well. Integrity is one of the most important elements

of trust in influencing other elements. The better the integrity of an employee, the better the impact on organizational commitment.

Hypothesis 2: Integrity has a significant positive effect on organizational commitment

Knowledge Sharing and Work Productivity

Adriyanto & Prasetyo (2021) concluded that there is a positive and significant influence between knowledge sharing and work productivity. This finding is in line with research conducted by Basit et al. (2019), knowledge sharing behavior has a significant positive effect on work productivity. Wahyudi & Laily (2020), knowledge sharing enables employees to help the company achieve its goals, namely by exchanging information and knowledge. Knowledge sharing will help employees solve problems in their daily work, thereby increasing employee productivity.

Hypothesis 3: Knowledge sharing has a significant positive effect on work productivity

Work Integrity and Productivity

Sharma & Hans (2022) found that there is a positive and significant influence between integrity and organizational commitment. The results of this research are in line with research conducted by Chalistya et al. (2020) that integrity has a significant positive effect on organizational commitment. Integrity is a matter of positive self-quality that a person has, namely speaking and acting honestly, being trustworthy and never breaking a promise. It can be seen in research conducted by Sudirman & Syamsir (2019) and Andriani & Syamsir (2020) which concluded that integrity has a positive effect on work productivity. Integrity makes a person act honestly and openly, thereby encouraging high work performance standards, which are upheld by intelligence, level of education and training to achieve success in the workplace.

Hypothesis 4: Integrity has a significant positive effect on work productivity

Organizational Commitment and Work Productivity

Mentari & Anandita (2020) and Fauzi et al. (2022) concluded that there is a positive and significant influence between organizational commitment and work productivity. in line with research conducted by Andriani & Syamsir (2020) and Nasution, F. R. & Falahi, A. (2022) that commitment is one of the work attitudes which includes the freedom to like the place where an individual works. Employees who have high organizational commitment will be loyal and work as best as possible for the interests of the company. This situation is very good for achieving company goals, because the company gets full support from employees, so it will increase productivity.

Hypothesis 5: Organizational commitment has a significant positive effect on work

productivity

4. METHOD

Population and Sample

This research is quantitative and explanatory research, namely analyzing the influence of knowledge sharing and integrity on work productivity with organizational commitment as an intervening variable. The total population is 369 employees of the State-Owned Bank Contact Center with 150 respondents from the WhatsApp Live Chat unit. Data collection using the questionnaire method by providing a list of questions to respondents via Google form. Respondents gave a perception value for each variable indicator using a 1-5 Likert scale (1. strongly disagree, 2. disagree, 3. neutral, 4. agree, 5. strongly agree). The analysis technique uses the Structural Equation Model with Partial Least Square (PLS) software.

Variable Measurement

Table 1. Indicator variable

No	Variable	Indicator
1.	Work Productivity	Ability enhancement (Prod_1)
		Improvement of results achieved (Prod_2)
		Increased work enthusiasm (Prod_3)
		Self-development (Prod_4)
		Quality improvement (Prod_5)
2.	Organizational Commitment	Desire to remain a member of the organization (Kom_1)
		Desire to work beyond what is accepted (Kom_2)
		Acceptance of organizational values (Kom_3)
		Acceptance of organizational goals (Kom_4)
		Love the job (Kom_5)
3.	Knowledge Sharing	Willingness to provide knowledge (Know_1)
		Willingness to accept knowledge (Know_2)
		Willingness to seek new experiences (Know_3)
		Willingness to share new experiences (Know_4)
		Prioritize collective/group achievement (Know_5)
4.	Integrity	Honesty at Work (Integ_1)
		Enthusiasm for work (Integ_2)
		Work effectiveness (Integ_3)
		Work loyalty (Integ_4)

4. ANALYSIS AND DISCUSSION

Validity Test

Table 2. Loading Factor

Indicator	Integrity	Knowledge Sharing	Organization Commitment	Work Productivity
integ_1	0,900			
integ_2	0,828			
integ_3	0,866			
integ_4	0,846			
integ_5	0,859			
know_1		0,867		
know_2		0,813		
know_3		0,865		
know_4		0,859		
know_5		0,758		
comm_1			0,799	
comm_2			0,855	
comm_3			0,870	
comm_4			0,822	
comm_5			0,880	
prod_1				0,873
prod_2				0,872
prod_3				0,894
prod_4				0,881
prod_5				0,809

Based on table 2, it shows that all indicators are valid and can be used to measure the variables in this research, because the Loading Factor value is >0.7 .

Uji Reliabilitas

Table 3. Cronbach's Alpha, Composit Reliability and AVE

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Integrity	0,912	0,913	0,934	0,740
Knowledge Sharing	0,889	0,890	0,919	0,695

Organization	0,900	0,901	0,926	0,715
Commitment				
Productivity	0,916	0,920	0,937	0,750

Based on table 3, it is known that the Cronbach's Alpha value of the four variables is greater than 0.7, it can be concluded that all variables are reliable.

Research Results Model

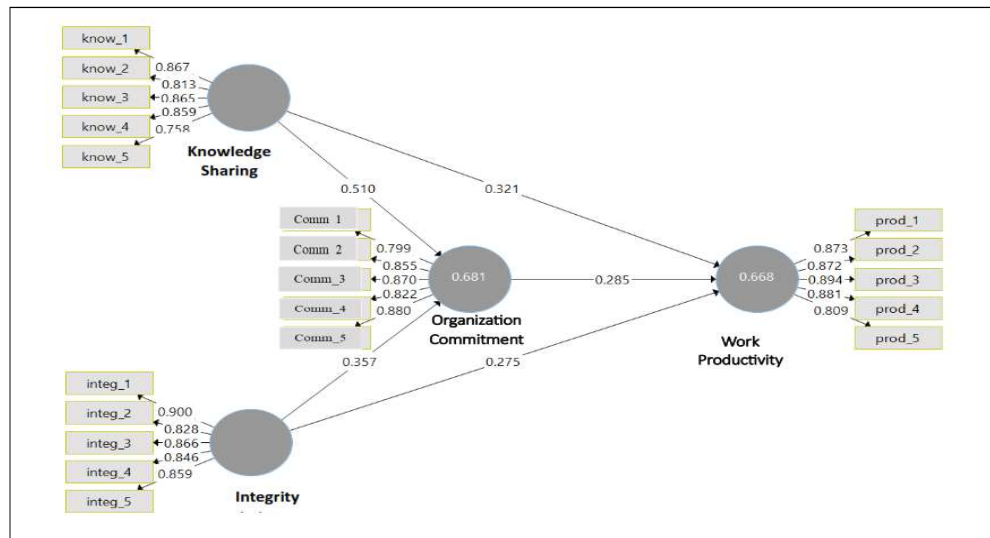


Figure 1. Research Results Model

Based on Figure 1, it is known that the Path Coefficient value of all correlations has a positive direction with the following explanation:

The correlation between knowledge sharing and work productivity has a positive direction ($0.321 > 0$)

The correlation between integrity and work productivity has a positive direction ($0.275 > 0$)

The correlation between knowledge sharing and organizational commitment has a positive direction ($0.510 > 0$)

The correlation between integrity and organizational commitment has a positive direction ($0.357 > 0$)

The correlation between organizational commitment and work productivity has a positive direction ($0.285 > 0$)

To determine the significance value of each existing correlation, a p-value test was carried out using a bootstrapping procedure. Correlation is said to be significant if the value is less than 0.05

Table 4. p-value for each relationship

Variable Relationships	P-Values
knowledge sharing -> organizational commitment	0.000
integrity -> organizational commitment	0.000
knowledge sharing -> work productivity	0.001
integrity -> work productivity	0.003
organizational commitment -> work productivity	0.003

Based on table 4, it is known that the overall correlation in this study is significant and has a positive relationship direction (with p-value <0.05).

Hypothesis testing

The correlation between knowledge sharing and work commitment has a positive direction ($0.510 > 0$) and is significant ($p\text{-value} = 0.000 < 0.005$). So it can be said that a significant increase in the implementation of knowledge sharing can increase work commitment. Hypothesis 1 is accepted.

The correlation between integrity and work commitment has a positive direction ($0.357 > 0$) and is significant ($p\text{-value} = 0.000 < 0.005$). So it can be said that the better employee integrity is able to increase work commitment. Hypothesis 2 is accepted.

The correlation between knowledge sharing and work productivity has a positive direction ($0.321 > 0$) and is significant ($p\text{-value} = 0.001 < 0.005$). So it can be said that the implementation of knowledge sharing can increase productivity. Hypothesis 3 is accepted.

The correlation between integrity and work productivity has a positive direction ($0.275 > 0$) and is significant ($p\text{-value} = 0.003 < 0.005$). The better employee integrity will increase productivity. Hypothesis 4 is accepted.

The correlation between organizational commitment and work productivity has a positive direction ($0.285 > 0$) and is significant ($p\text{-value} = 0.003 < 0.005$). So it is said that significantly the higher organizational commitment will increase productivity. Hypothesis 5 is accepted

Indirect Effect

Table 5. Indirect Effect

Correlation	Path Coefficient value	P Values	Description
<i>Direct Correlation</i> Knowledge Sharing on Work Productivity	0,321	0,001	positive and significant
<i>Indirect Correlation</i>	0,145	0,012	positive and significant

Knowledge Sharing on Work Productivity through Organizational Commitment			
Direct Corelation	0,275	0,003	positive and significant
Integrity on Work Productivity			
Indirect Corelation	0,102	0,027	positive and significant
Integrity on Work Productivity through Organizational Commitment			

Based on the indirect correlation test results in table 5, it shows that indirect correlation is smaller than direct correlation. Organizational commitment has a "partial mediation" role in the relationship between knowledge sharing and integrity on work productivity.

Discussion

The results of the analysis show that knowledge sharing has a positive and significant influence on organizational commitment. The better the implementation of knowledge sharing by employees, the more committed they will be to the organization. By sharing knowledge within the company, everyone will make greater efforts for the company's success while still adhering to the values and rules that have been set by the company. The results of this research are in line with research by Hidayati & Priyono (2022), as well as research by Hidayati & Priyono (2022). Employees who are diligent in seeking and sharing knowledge with other employees advance the company to achieve high organizational commitment.

Integrity has a positive and significant influence on organizational commitment. Indicating, the better the increase in employee integrity will increase organizational commitment. The loyal attitude of employees shows a responsible attitude towards their duties and obligations. These results support the research results of Sharma & Hans (2022) and Chalistya et al. (2020), good integrity will have a good impact on the organization's commitment to achieving goals.

Knowledge sharing has a positive and significant influence on work productivity. Employees who are willing to give and receive knowledge input, share and seek knowledge will increase their ability and work enthusiasm, thereby increasing work productivity. The better the implementation of knowledge sharing, the greater the tendency to increase work productivity. Knowledge sharing experienced by employees will help employees solve problems that exist in their daily work. Adriyanto & Prasetyo (2021) and Wahyudi & Laily (2020), knowledge sharing can make employees in a company help the company achieve its goals, namely by being able to exchange information, knowledge or knowledge sharing

which allows adding new knowledge and can have an impact on work productivity.

Integrity has a positive and significant influence on work productivity, the better the implementation of integrity by employees will increase work productivity. Employees' efforts to comply with the regulations given, enthusiasm to always give the best and be responsible for the work given will provide good work productivity. Integrity will always make someone act honestly and openly, thus encouraging high standards of work performance. In line with previous research by Sudirman & Syamsir (2019) and Yunita & Syamsir (2022), the better implementation of employee integrity increases work productivity.

The research results show that organizational commitment has a positive and significant influence on work productivity. Employees who have the desire to remain members of the organization, feel they work harder, and accept the organization by loving their work will increase their work productivity. This research supports Nasution & Falahi (2022) as well as research from Jaelani et al. (2023), that organizational commitment is an important factor in achieving company goals. Organizational commitment has a partial mediating role in the influence of knowledge sharing and integrity on work productivity.

5. CONCLUSION

The variables knowledge sharing and integrity have a positive and significant effect on organizational commitment. Knowledge sharing has a greater influence on organizational commitment. Knowledge sharing, integrity and organizational commitment have a positive effect on work productivity. Knowledge sharing has the greatest influence on work productivity. Another interesting finding is that organizational commitment partially mediates the influence of knowledge sharing and integrity on productivity.

6. LIMITATIONS AND RECOMMENDATION

The limitation of this research is that the research respondents are only limited to employees in the Contact Center section of the state-owned Live Chat WhatsApp Bank, so the conclusions obtained are less general. Future research needs to expand respondents from several state-owned and private companies, so that conclusions are more general.

Recommendation. To increase employee productivity, companies need to prioritize knowledge sharing, especially giving employees the opportunity to convey ideas and experiences in carrying out work and always seeking new knowledge from other employees.

7. REFERENCES

- Aboelmaged, M. G. (2018). Knowledge sharing through enterprise social network (ESN) systems: Motivational drivers and their impact on employees' productivity. *Journal of Knowledge Management*, 22(2), 362–383. <https://doi.org/10.1108/JKM-05-2017-0204>
- Adriyanto, A. T., & Prasetyo, A. (2021). Pengaruh motivasi intrinsik dan knowledge sharing terhadap produktivitas kerja melalui perilaku inovatif sebagai variabel intervening. *Permana: Jurnal Perpajakan, Manajemen, dan Akuntansi*, 13(1), 35–45. <https://doi.org/10.31258/permana.13.1.35-45>
- Ahmed, Q., Sumbal, M. S., Akhtar, M. N., & Tariq, H. (2021). Abusive supervision and the knowledge worker productivity: The mediating role of knowledge management processes. *Journal of Knowledge Management*, 25(10), 2506–2522. <https://doi.org/10.1108/JKM-06-2020-0417>
- Alam, M. M., Johari, R. J., & Said, J. (2018). An empirical assessment of employee integrity in the public sector of Malaysia. *International Journal of Ethics and Systems*, 34(4), 458–471. <https://doi.org/10.1108/IJOES-11-2017-0109>
- Anco, A., & La Paudi, U. (2023). Productivity at work: Impact of personality value and organizational commitment. *International Journal of Transdisciplinary Knowledge*, 4(1), 14–24.
- Andriani, D., & Syamsir, S. (2020). Pengaruh integritas dan komitmen kerja terhadap produktivitas kerja pegawai negeri sipil (PNS) pada organisasi perangkat daerah (OPD) Dinas di Kota Sungai Penuh. *Pendahuluan*, 3(1), 45–52.
- Astuti, R. I., & Suhana. (2023). Pengaruh kompetensi dan knowledge sharing terhadap OCB dengan mediasi komitmen organisasional. *Edunomika*, 07(1), 1–13.
- Basit, A. A., Tenisia, I., Sari, P., & Wahyu, A. (2019). Knowledge sharing behavior, disiplin kerja dan produktivitas kerja karyawan pada PT. Astria Mandiri Kadungora. *Jurnal Wacana Ekonomi*, 18(03), 158–170.
- Chaffin, T. D., Luthans, B. C., & Luthans, K. W. (2023). Integrity, positive psychological capital and academic performance. *Journal of Management Development*, 42(2), 93–105. <https://doi.org/10.1108/JMD-04-2022-0474>
- Chalistya, Y. A., I Made Putrawan, & Supadi. (2020). The effect of personality and integrity on affective organizational commitment. *International Journal of Engineering Technologies and Management Research*, 6(1), 84–93.
- Fauzi, A., Sulistianingsih, E., Rahmadanti, K., Hanifah, N. A., Putri, S. M., & Nabila, W. T. (2022). Pengaruh komitmen dan kepuasan kerja terhadap produktivitas kerja karyawan (literatur review manajemen sumber daya manusia). *Jurnal Ekonomi Manajemen Sistem Informasi*, 3(6), 629–638.
- Hashmi, M. A., Al Ghaithi, A., & Sartawi, K. (2023). Impact of flexible work arrangements on employees' perceived productivity, organisational commitment, and perceived work quality: A United Arab Emirates case-study. *Competitiveness Review*, 33(2), 332–363. <https://doi.org/10.1108/CR-10-2022-0140>

- Hidayati, F. N. R., & Priyono, B. S. (2022). Pengaruh employee engagement dan knowledge sharing terhadap organizational citizenship behaviour dengan mediasi komitmen organisasi pada karyawan LPK Sinar Nusantara, LPK Alfabank, dan LPK Graha Wisata Kota Semarang. *Jurnal Pendidikan dan Konseling*, 4(4), 3279–3291.
- Jaelani, A. K., Agung, A. A. G., Yudana, M., & Dantes, K. R. (2023). Influence of participative leadership, organizational climate, organizational commitment to work productivity of vocational high school teachers in Mataram City. *International Journal of Social Sciences and Humanities*, 7(2), 171–187.
- Mentari, & Anandita, V. (2020). Pengaruh pelatihan dan komitmen terhadap produktivitas kerja karyawan PT. Jingga Langit Media. *Jurnal Ekonomi dan Industri*, 21(3), 61–72.
- Nasution, F. R., & Falahi, A. (2022). The effect of skills, work motivation and organizational commitment against employee productivity PT. Indomarco Prismatama Medan Branch Area Tanjung Morawa. *International Journal of Economics (IJEC)*, 1(2), 339–346.
- Rani, F. K. G., Lambey, L., & Pinatik, S. (2018). Pengaruh integritas, kompetensi, dan profesionalisme terhadap produktivitas kerja karyawan bagian akuntansi pada PT. Bank Mandiri (Persero) Tbk Manado. *Going Concern: Jurnal Riset Akuntansi*, 13(04), 41–51.
- Sagita, N. I., Agung, S., & Kuraesin, E. (2019). Strategi pengembangan sumber daya manusia dan integritas terhadap produktivitas pegawai. *Jurnal Ilmu Manajemen*, 2(2), 81–94.
- Sentika, S., & Arissaputra, R. (2022). Knowledge sharing is the key success factor to building competitive advantage in Indonesia: A review and hint for future research. *Budapest International Research and Critics Institute (BIRCI-Journal)*, 3095–3103.
- Sharma, V. N., & Hans, A. (2022). The arbitrating effects of leadership, equity, and integrity on employee's organizational commitment – A study of hotels in Jharkhand. *International Journal of Multidisciplinary: Applied Business and Education Research*, 3(4), 650–660.
- Sudirman, R., & Syamsir. (2019). Pengaruh integritas terhadap produktivitas kerja pegawai negeri sipil di Kecamatan Padang Utara Kota Padang. *Jurnal Mahasiswa Ilmu Administrasi Publik (JMIAP)*, 1(3), 13–21.
- Wahyudi, R., & Laily, N. (2020). Pengaruh knowledge sharing, perilaku inovatif, dan motivasi terhadap produktivitas kerja. *Jurnal Ilmu dan Riset Manajemen*, 9(8), 1–24.
- Wua, K. R., Nelwan, O. S., & Lumantow, R. Y. (2022). Pengaruh integritas, komitmen dan semangat kerja terhadap produktivitas kerja karyawan di PT Sumber Energi Jaya. *Jurnal EMBA*, 10(1), 29–38.
- Wulandari, R. W., Farida, U., & Santoso, A. (2020). Pengaruh kedisiplinan kerja, lingkungan kerja non-fisik, dan stress kerja terhadap produktivitas kerja guru di

SMK Bakti Ponorogo. *ISOQUANT: Jurnal Ekonomi, Manajemen dan Akuntansi*, 1, 1–12.

- Yazdanshenas, M., & Mirzaei, M. (2023). Leadership integrity and employees' success: Role of ethical leadership, psychological capital, and psychological empowerment. *International Journal of Ethics and Systems*, 39(4), 761–780. <https://doi.org/10.1108/IJOES-09-2022-0203>
- Yunita, Y., & Syamsir, S. (2022). Pengaruh integritas terhadap produktivitas kerja pegawai Dinas Kependudukan dan Pencatatan Sipil Kabupaten Pasaman Barat. *Jurnal Manajemen dan Ilmu Administrasi Publik (JMIAP)*, 4(4), 221–229.