

## The effect of Trust, Job Involvement, Organizational Commitment, Knowledge Sharing Behavior to Employee Performance

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**Abstract:** Increased business competition requires a company has valuable resources, not easily imitated and rare. One of the potential resources that can be a source of competitive advantage is human resources. This study emphasizes the importance of Trust, Job Involvement, Organizational Commitment, Knowledge Sharing Behavior in improving Employee Performance. The study was conducted on employees of the national bank of Indonesia (BNI) using 161 employee respondents. The research model was tested using structural equation modeling (SEM) with generalized structured component analysis (GSCA) approach. The results confirm that all research indicators of each construct (Trust, Job Involvement, Organizational Commitment, Knowledge Sharing Behavior and Employee Performance) have a high degree of validity and reliability. The goodness of fit test results also indicate that the research model has a good feasibility as a predictor. All research hypotheses are statistically proven.

**Keywords:** Trust, Job Involvement, Organizational Commitment, Knowledge Sharing Behavior, Employee Performance

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### I. INTRODUCTION

Increased business competition requires a company has valuable resources, not easily imitated and rare. One of the potential resources that can be a source of competitive advantage is human resources. Employee performance is achieved when employees can manage knowledge. The companies must be able to manage knowledge as the main asset in creating competitive advantage through interaction among employees to create knowledge sharing. Knowledge-sharing behavior will explore the company's resources needed to create a company's competitive advantage (Rašula et al., 2012; Akram et al. 2011; Ngahet et al., 2010; Morling and Yakhliet, 1999). Simsnet et al. (2008) states that to obtain good performance, knowledge sharing among employees is necessary. The result of knowledge-sharing behavior is the effectiveness of the work. The attitude of sharing knowledge within the organization has the potential to increase the skill of employees. Rašula et al. (2012) found that knowledge management has a significant effect on organizational performance. Akram et al. (2011) and Ngahet et al. (2010) also concluded that sharing behavior has a significant effect on employee performance. Creating knowledge-sharing behavior within an organization is challenging. Chow and Chan (2008) said that to have the attitude of sharing knowledge is not easy because individuals tend to control the information and competence only for yourself.

The success of creating knowledge-sharing behavior will be determined trust, involvement and commitment among employees. Trust is the essence of every interaction between employees. Cooperation between individuals to be teamwork requires mutual trust. Trust will make openness in exchanging information and how to work effectively. Altschuller and Benbunan-Fich (2010) show that trust has a significant positive effect on performance. Gounaris and Venetis (2002) argues that trust is an important factor in mutual relationships. Trust is a valuable component in every successful relationship and serves as an effort to reduce risk and build long-term relationships and increase commitment. Trust will make a person feel confident, open, honest, willing to take risks, and feel more comfortable in relationships with others. Mutual trust will create transparency, encourage innovation, realization of harmony between system and organizational structure and utilization of organizational resources more effectively and efficiently.

Employee trust will increase employee involvement in work. Lodahl and Kejner (2000) argue that job involvement is the degree to which the individual identifies psychologically with his work or the importance of the work for his person. Employees with high work involvement will be more energized and motivated to achieve superior performance. Employee involvement in work occurs because of the trust and compatibility as a

partner to engage in intensive work. Employee involvement in the job supports individual learning in the process of sharing knowledge in the work. Job involvement is part of work attitude (Perrot, 2002), where work attitudes will have a direct impact on productivity (Robbins, 1998), so that with high employee involvement employee performance will also increase

Several studies have proven that job involvement affects performance. Chughtai (2008) theoretically and empirically examines the relationship between job involvement with better performance achievement so as to meet organizational goals. Research. Rizwan *et al.* (2011), Hassan and Ahmad (2011) argued that employee involvement in work has a positive and significant impact on performance.

High employment involvement means an individual will pay great attention to his work and that is what keeps individuals engaged with his work which further encourages knowledge sharing behavior. Job involvement can also make an employee feel more confident and ready to share knowledge about their work. Employees with high work involvement are more likely to want to share their knowledge. In addition, involvement in work will foster a sense of pride, motivation to achieve the desired goals, recognition and appreciation and challenged to take part in improving organizational performance.

In addition to job involvement factors, employee commitment factors are also indispensable (Meyer and Allen, 1990). Further Robbins and Judge (2007) says commitment as a state in which an individual sides with the organization and its goals and wants to maintain its membership within the organization. Employees who are committed to the organization are actively involved in achieving the values and goals of the organization, and remain members of the organization, believing in organizational values and goals, willingness to do their best for the benefit of the organization. Further, organizational commitment is a relatively strong identification and involvement of the organization. Employees who have a strong commitment to the organization is a capital in achieving the goals of the organization, because with a commitment to make an employee is more minded, to keep spirit, work hard, sacrifice and responsible for achieving personal goals and organizational goals. A study by Bussing (2002) in the banking services sector in Duisburg found that there was a relationship between trust and commitment. The originality of this research is integrating job involvement, organizational commitment, knowledge sharing behavior and employee performance. This study also conducted to test the extent of the influence of trust on job involvement, organizational commitment, knowledge sharing and employee performance behavior.

## **II. LITERATURE REVIEW AND HYPOTHESIS**

**Trust:** Individual trust is often studied and examined in relation to one's attitude especially in psychology disciplines. Further individual beliefs have been studied in various disciplines including research in the field of business (Norizan *et al.*, 2009; Santouridis *et al.*, 2010; Devet *et al.*, 2011; and Wei-Ming *et al.*, 2011). Yiing *et al.* (2011) defines trust is a psychological area that is a matter of accepting what it is based on the expectations of the attention or good behavior of others. Becerra *et al.* (2011) defines trust is the judgment of a person's relationship with another person performing a particular transaction. Trust is mutual trust between individuals and between groups on the basis of shared values and norms. It means that each individual will take the expected action without any mutual disadvantage. This mutual trust will affect the involvement of the individual on the job and commitment. Trust is an invaluable intangible asset (intangible asset) for an organization that will produce superior performance.

The dimensions of trust such as the belief that co-workers can be trusted as a partner, assurance that the information received from colleagues is good, openness between partners in discussing the problems together, confidence respond to problems with co-workers, confidence perform the functions and the spirit of brotherhood with co-workers (Rousseau *et al.* 1998; Moorman *et al.* 1993; Mayer *et al.* 1995; Aubert *et al.* 2000; Gefen *et al.* 2004; Peppers and Rogers, 2004). Trust at the individual level as well as at the organizational level concerns mental issues related to one's attitude. For example decision-making is strongly influenced by the consideration of people who are deeply trusted by the leader. Further belief in a person is not only based on experience but also involves emotions and feelings associated with his personal experience.

*H<sub>1</sub>: Trust has a significant effect on Job Involvement*

*H<sub>2</sub>: Trust has a significant effect on Organizational Commitment*

*H<sub>3</sub>: Trust has a significant effect on Knowledge Sharing Behavior*

*H<sub>4</sub>: Trust has a significant effect on Employee Performance*

### **Job Involvement**

The involvement of work in the organization is very important which affects the creation of morale. The realization of high levels of job involvement will open up opportunities for cooperation among employees in developing creative and innovative work behavior. Exchanging information and ways of working make employees more skilled. Job involvement is the extent to which employees are engaged in work which is a form

of totality or dedication to work which it is responsible. Measurement of work involvement include developing the capacity themselves to donate their work, the degree of involvement of employees towards work , involvement in finding solutions to problems in the work (Robbins, 1998; Lodahl and Kejner, 2000; Millmore, 2007; Tehet *al.* 2012). According to Rachidet *al.* (2010), employees with high work involvement feel closer and more comfortable with the working group thereby affecting productivity, attendance and turnover rates. Employees with high employment involvement are employees who consider work as the most important part of their lives. Meaning that work is part of self-expression and work is a duty that becomes his responsibility. According to Robbins (2008) employees who have a high level of involvement will be more professional in the field of work they do. They will be increasingly motivated to learn and gather information related to performance improvements.

*H5: Job Involvement has a significant effect on Knowledge Sharing Behavior*

*H6: Job Involvement has a significant effect on Employee Performance*

### **Organizational commitment**

Organizational commitment as a manifestation of trust in organizational values, involvement and loyalty, expressed by an employee to his organization. Organizational commitment is a condition whereby employees are willing to be part of the organization and are willing to pursue high levels of effort for the organization's interests and the achievement of its organizational goals. Thus, individual commitment to the organization means more than just formal membership, including loyalty to the organization, involvement in work and become unity with the values and goals of the organization. Robbins and Judge (2007) define organizational commitment as a condition in which an individual supports the organization's goals and its desire to maintain its membership within the organization. Measurement of organizational commitment adapted to Luthan (2006), the feeling of being part of the organization, the pride of the organization, concern for the organization, a strong desire to work on the organization, strong ties to the values of the organization and a great willingness to strive for the organization. Organizational commitment is established when each individual develops three interrelated attitudes toward the organization and / or profession including identification i.e. understanding or appreciation of organizational goals. Involvement is the feeling involved in a job or the feeling that the job is fun. Loyalty is the feeling that the organization is a place of work and a part of life.

*H7: Organizational Commitment has a significant effect on Knowledge Sharing Behavior*

*H8: Organizational Commitment has a significant effect on Employee Performance*

### **Knowledge Sharing Behavior**

Knowledge is data and information combined with abilities, intuitions, experiences, ideas, motivations that all come from from competent sources (Nonaka and Teece, 2001). Knowledge sharing behavior refers to the employee's activities in disseminating and sharing work related to their knowledge with colleagues. Sharing of knowledge is defined as a culture of social interaction, which involves an exchange of employee knowledge, experience, and skills through an entire department or organization (Lin, 2007). In fact, it is difficult to create and maintain a culture of knowledge sharing because one of the challenges faced is not easy to make people willing to share their knowledge with other colleagues (Lam and Lambermont-Ford, 2010). According to Van den Hoof and De Ridder (2004), knowledge sharing is a reciprocal process in which individuals exchange knowledge (tacit and explicit knowledge) and collectively create knowledge as a new solution. The purpose of knowledge-sharing is to provide knowledge by way of communicating knowledge to others what one's intellectual capital possesses, and collecting knowledge and gathering knowledge by consulting with colleagues, sharing information or intellectual capital at their disposal. Thus it is expected that there will be dissemination of knowledge that is beneficial for the improvement of organizational capacity. Organizations will have the knowledge to innovate, create and can be of value in the development of organizational performance Measurement of knowledge sharing behavior adapted to Lin, (2007), Hoof and Ridder (2004), Pasaribu (2009), Chiang, (2011). The dimensions of the construct variables include sharing of knowledge to the colleagues, share experience with colleagues, showed the most effective way to work with colleagues and willingness to discuss with colleagues.

Employee performance is a performance or work activities or activities or programs that have been planned in order to achieve the goals and objectives that have been set by an organization and be implemented within a certain period. Employee performance measurement adapted to Mathis and Jackson's (2006), Miner (1998). The dimensions of the construct variables include the quantity of output, quality of output, the output time period, attendance at work, and cooperative attitude.

*H9: Knowledge Sharing Behavior has a significant effect on Employee Performance*

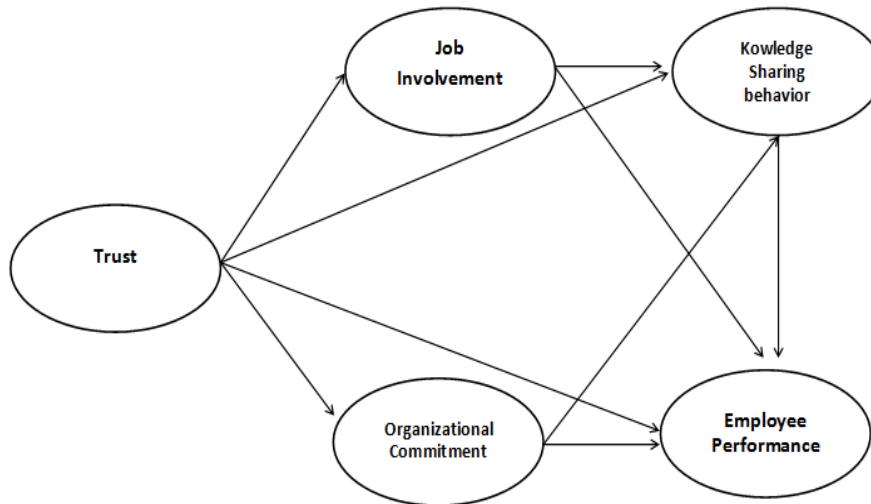


Figure 1 Research model

### III. METHODS

Respondents are employees of Bank Nasional Indonesia (BNI) in Malang city of East Java Indonesia. Sampling by purposive sampling with total of 161 employees. Data were collected through questionnaires. Respondents' answers in the questionnaire followed the likert scale of 1 to 5. Structural Equation Model (SEM) used to test the hypothesis proposed in the research model seen in Figure 1. Stages of analysis include test validity and reliability of research instruments (outer model), goodness of fit test and path coefficient between constructs.

Table 1. validity and reliability measurement

Construct	Indicators	Loading	Composite reliability
Trust	1. Work partner trust 2. Accepted good information 3. Opening between employee 4. Responsive among others 5. good team work	0.946 0.906 0.952 0.894 0.928	0.967
Job Involvement	1. Work capability 2. degree of involvement 3. solution capability	0.912 0.891 0.909	0.930
Organizational Commitment	1. part of organization. 2. Pride to the organization 3. Concern for the organization 4. A strong desire to work for the organization. 5. Ties to organizational values. 6. Willingness to strive for organizational progress.	0,851 0,905 0,865 0,865 0,750 0,802	0.936
Knowledge Sharing behavior	1. Share knowledge to colleagues 2. Various experiences to colleagues 3. effective way for working with colleagues 4. Willingness to discuss with colleagues	0.843 0.860 0.782 0.825	0.896
Employee Performance	1. Output Quantity 2. Output Quality 3. Output Period 4. Attendance at work 5. Cooperative attitude	0,805 0,838 0,802 0,793 0,721	0.895

Table 1 presents the validity and reliability test of the research instrument then concludes that all the research indicators have a good level of validity indicated by the loading value of each indicator above 0.6. with the value of composite reliability above 0.7 concluded that the research instrument has good reliability.

#### IV. RESULTS AND DISCUSSION

Stages in the GSCA analysis (generalized structured component analysis) begins with the test instrument research and then test the model and the last to interpret the path coefficient.

**Table 1.** Goodness of Fit Test (Inner Model)

Goodness Of Fit Model Parameter	Value	Qualification	Result
FIT	0,734	approaching 1	Good
AFIT	0,597	approaching 1	Enough
GFI	0,995	approaching 1	Good
SRMR	0,055	approaching 0	Good

The FIT test explains that the fit between the model and the data is 73.4%. GFI value greater than 0,900 and SRMR values smaller than 0.080 indicate that the research model has a good of fit test.

#### Hypothesis testing

**Table 2.** Path Coefficients (Mean, STDEV, T-Values)

	Coefficients	STDEV	T-Values
Trust -> Job Involvement	0,83	0,021	39,666
Trust -> Organizational Commitment	0,86	0,022	39,000
Trust -> Knowledge Sharing Behavior	0,33	0,073	4,520
Trust -> Employee Performance	0,25	0,069	3,608
Job Involvement -> Knowledge Sharing Behavior	0,22	0,061	3,524
Job Involvement -> Employee Performance	0,27	0,06	4,533
Organizational Commitment -> Knowledge Sharing Behavior	0,44	0,056	7,946
Organizational Commitment -> Employee Performance	0,24	0,062	3,903
Knowledge Sharing Behavior -> Employee Performance	0,21	0,105	2,038

Trust has a significant effect on Job Involvement. The results of the analysis show that the path coefficient of 0.83 with T test 39.666 > T table 1,960. The results of this study support research conducted by Chughtai and Buckley (2008), Hassan and Ahmed (2011) and Chughtai and Buckley (2013) who found that trust positively and Significant to Job involvement. In addition, the results of this study does not support the research of Bussing (2002) which states that trust has positive and insignificant effect on job involvement.

Trust has a significant effect on Organizational Commitment. The results of the analysis resulted in a path coefficient of 0.86 with T test 39.000 (greater than T table 1.960), then the test results can be said to be significant. In contrast with research by Straiter (2005) which states trust negatively affect the involvement of work. Trust has a significant effect on Knowledge Sharing Behavior. The results of the analysis resulted in a path coefficient of 0.33 with T test 4.520. The results of this study support the research conducted by Swift and Hwang (2003), Holste and Fields (2010) and who stated that Trust has a positive and significant impact on Knowledge Sharing Behavior. In contrast to Cheng *et al.* (2008) which states that trust has an insignificant effect on Knowledge Sharing Behavior.

Trust has a significant effect on Employee Performance. The results of the analysis resulted in a path coefficient of 0.25 with T test 3.608 (greater than 1,960). The results of this study support research conducted by Altschuller and Benbunan-Fich (2010), found that trust had a positive and significant effect on performance.

Job Involvement has a significant effect on Knowledge Sharing Behavior. The results of the analysis resulted in a path coefficient of 0.22; T test of 3,524 (greater than 1,960). The results of this study support research conducted by Tea and Sun. (2012) stated that job involvement has a positive and significant impact on knowledge sharing behavior. Job Involvement has a significant effect on Employee Performance. The results of the analysis resulted in a path coefficient of 0.27; T test 4.533 (greater than 1,960). The results of this study support research conducted by Chughtai (2008) and Rizwan *et al.* (2011) who found that job involvement had a positive and significant impact on performance.

Organizational Commitment has a significant effect on Knowledge Sharing Behavior. The results of the analysis yielded a path coefficient of 0.44 with a T test of 7.946 (greater than 1,960). The results of this study support the research conducted by Hooff and Weenen (2004), Yam *et al.* (2012), Goh and Sandhu (2013) who found that Organizational Commitment has a positive and significant impact on Knowledge Sharing Behavior. Organizational commitment has a significant effect on Employee Performance. The results of the analysis resulted in a coefficient of 0.24 with T test 3.903 (greater than 1,960). The results of this study support the research conducted by Qaisar *et al.* (2012) who found that organizational commitment had a positive and significant impact on performance.

Knowledge Sharing Behavior has a significant effect on Employee Performance. The results of the analysis resulted in a path coefficient of 0.21 with a T test of 2.038 (greater than 1,960). The results support



research conducted by Akram and Bokhari (2011) and Rašula *et al.* (2012) who found that Knowledge Sharing Behavior has a positive and significant impact on Employee Performance. in contrast to Marques *et al.* (2008) stating that Knowledge Sharing Behavior has no significant effect on Employee Performance.

## V. CONCLUSION

The purpose of this study is to examine the influence of employee confidence in Job Involvement, Organizational Commitment, Knowledge Sharing Behavior to Employee Performance on Indonesian national bank employees (BNI) in Malang Indonesia. The results confirm that all research indicators of each construct (Trust, Job Involvement, Organizational Commitment, Knowledge Sharing Behavior and Employee Performance) have a high degree of validity and reliability as a research instrument. The goodness of fit test results also indicate that the research model has a good feasibility as a predictor. All research hypotheses are statistically proven. The development of banking sector business in Indonesia that grows raises the competition is also increasing. Therefore, the banking industry continues to update and adjust the management. Human resources as the main pillar of the company's competitiveness must get attention from management. through skills training program expected employee competency will be improved. For the next research is suggested to add variables such as leadership variables, organizational culture and job satisfaction. all of these variables are likely to have an impact on job involvement and knowledge-sharing behavior. Employee loyalty issues also need attention due to employee turnover is still often occur. management attention should be more emphasized creating a conducive working climate including reward system.

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