

THE INFLUENCE OF ORGANIZATIONAL COMMITMENT ON EMPLOYEE KNOWLEDGE SHARING IN CLASS IIA METRO CORRECTIONAL INSTITUTIONS



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ABSTRACT

The research aimed to find out the influence of organizational commitment on knowledge sharing at Class IIA Metro Correctional Institutions. Researchers used quantitative methods with data collection techniques; questionnaires were distributed to a sample of 81 employees at the Class IIA Metro Correctional Institution. Data analysis in this research used simple regression analysis, significance tests, and determination tests, with previously conducted validity, reliability, and normality tests. Based on the research results, there is a significant influence that occurs between organizational commitment and knowledge sharing. Then it can be seen from the research results that organizational commitment has an influence of 60.2% on knowledge sharing, and then the remaining 39.8% is influenced by other variables that are not in this research.

Keywords: *Organizational Commitment, Knowledge Sharing ; Employee ; Correctional Institutions*



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INTRODUCTION

Human Resources (HR) are the key factor determining the development of an organization; therefore, managing human resources is essential for correctional institutions to perform their functions and duties as an organization. Correctional institutions must have human resources with high integrity and competence in the correctional field, as well as loyalty and awareness of the importance of staff commitment to the organization. Staff commitment to the organization is seen as crucial because the organization's goals will not be achieved if its employees lack commitment to their work. Organizational commitment is defined as a psychological concept that influences an individual's decision to remain a member of an organization and characterizes the bond between the member and the organization. Meyer et al. (1993) emphasized that members who have commitment to their organization are more likely to stay compared to those who do not.

Organizational commitment can be classified into three dimensions: affective commitment, continuance commitment, and normative commitment (Meyer et al., 1993). Affective commitment is an emotional bond that ties an employee to the organization and helps them stay connected to it. Continuance commitment relates to an individual's view of the risks and costs of leaving their current organization, causing employees driven by continuance commitment to stay because they need to and have no other options. Lastly, normative commitment refers to employees' sense of obligation to remain in the organization, characterized by moral responsibility and duty towards the organization (Meyer et al., 1993). All types of commitment are important in fostering a productive and healthy work environment, helping the organization achieve its goals through employee commitment.

Individuals who have organizational commitment demonstrate a strong acceptance of the organization's principles and objectives, and are capable of dedicating themselves to the organization. One of the Correctional Technical Units (UPT) under the Lampung Regional Office of the Ministry of Law and Human Rights that carries out the function of rehabilitating inmates is the Class IIA Metro Correctional Institution. In the development of an organization, knowledge plays a very important role. More organizations are recognizing the importance of knowledge as a capital asset to gain competitive advantage, including the Class IIA Metro Correctional Institution. An organization becomes more competitive as its knowledge base becomes more advanced. Informal communication through processes involving knowledge exchange among colleagues is viewed as a form of knowledge sharing behavior. Knowledge sharing is defined as a culture of social interaction that involves the exchange of knowledge, expertise, and employee experience throughout the organization (Lin, 2007). When organizational members share knowledge, they become better equipped with skills and information (The & Sun, 2012).

Therefore, an organization can be considered successful when every employee is willing to contribute and engage in the organization's activities, one way of doing this is by sharing knowledge. For this reason, the Class IIA Metro Correctional Institution, with its diverse staff from various educational backgrounds, training, and work experience, needs to promote knowledge-sharing behavior, which is considered the primary communication method among organization members to achieve organizational goals. Knowledge sharing is a culture of social interaction that involves sharing knowledge, skills, and experience among all members of the organization (Lin, 2007). According to Lin (2007), knowledge sharing can be measured using two dimensions: knowledge donating and knowledge collecting. Knowledge sharing is influenced by organizational

commitment, as employees who are committed to the organization are more likely to share their knowledge freely, contributing to better job performance and supporting value-adding activities within the organization. Therefore, organizations aiming to encourage knowledge sharing among their employees must take effective steps to ensure employees are committed to the organization.

This research focuses on the influence of organizational commitment on employee knowledge sharing. Previous studies on this topic are relatively scarce, especially within the correctional institution context. This study aligns with research conducted by Imamoglu et al. (2019) on organizational commitment and knowledge sharing. Knowledge sharing among employees in public sector organizations is worth studying as it relates to organizational development, making it a useful metric for understanding employees' perceptions of the organization and the extent of their commitment. Thus, this study aims to explore the relationship between organizational commitment and knowledge sharing among employees in public sector organizations, specifically within the Class IIA Metro Correctional Institution.

LITERATURE REVIEW

The research conducted by Imamoglu et al. (2019) discusses the importance of organizations having employees who possess organizational commitment to achieve the organization's goals. The main determinants of organizational commitment include organizational justice and knowledge sharing. This study also investigates issues related to the relationship between organizational justice, organizational commitment, knowledge sharing, and strong employee performance within a company. There are similarities and differences between Imamoglu et al.'s (2019) research and the current study. The similarity lies in the aim of both studies, which is to evaluate the impact of organizational commitment on employee knowledge sharing. The difference, however, is that Imamoglu's research also seeks to examine the influence of organizational justice. Additionally, another distinction is in the research locus, as Imamoglu's study focuses on company employees, while the current research is within a different context.

The similarity lies in the Setiawan's (2021) study objective, which is to understand how organizational commitment affects employee knowledge sharing. Additionally, both studies share the same research locus, focusing on the public sector. The difference, however, is that Setiawan's research also examines the influence of emotional intelligence as well as its impact on team conflict and team performance.

The research conducted by Han et al. (2016) addresses human resources in South Korean state-owned enterprises, where the South Korean government implemented a constitutional law related to knowledge management, which impacted private sector organizations. This study examines the fundamental process through which transformational leadership influences employees' knowledge-sharing intentions, focusing on the mediating role of psychological empowerment and employee commitment to the organization. There are both similarities and differences between Han et al.'s (2016) research and the current study. The similarity lies in both studies' aim to investigate the influence of organizational commitment on knowledge sharing. The differences, however, are in the sample and research locus, as Han's study focuses on the private sector in Korean companies and also explores the impact of transformational leadership and psychological empowerment.

METHOD

In this study, the researcher applied a quantitative research method. The research stages included formulating the problem, reviewing relevant theories, formulating hypotheses, collecting data related to the research problem, processing the data, analyzing the results, and drawing conclusions. The population of this study consisted of employees at the Class IIA Metro Correctional Facility. The sample was determined using the Krejcie and Morgan table, resulting in a sample size of 81 employees. The data collection method related to the influence of organizational commitment on employee knowledge sharing involved distributing questionnaires directly to randomly selected employees.

The data was then processed using SPSS v27. Prior to data collection through questionnaires, all instruments underwent validity testing using correlation tests between the calculated r-value and the table r-value, and reliability testing using Cronbach's alpha. The data analysis technique used in this study was simple regression analysis, preceded by prerequisite testing through normality tests. To test the hypothesis, significance testing and the determination coefficient test (R^2) were used.

RESULTS AND DISCUSSION

This study was conducted on employees at the Class IIA Metro Correctional Facility. After collecting data by distributing questionnaires to respondents, a prerequisite data analysis test was carried out, specifically the normality test. Based on the SPSS output table, the results of the normality test using the non-parametric Kolmogorov-Smirnov (K-S) statistic, as shown in the One-Sample Kolmogorov-Smirnov table, indicated an asymptotic significance (2-tailed) value of 0.200, which exceeds 0.05. This result suggests that the data is normally distributed. The calculation results can be seen in the One-Sample Kolmogorov-Smirnov Test on Table 1.

Tabel 1
Normality Test

<i>One-Sample Kolmogorov-Smirnov Test</i>		
		Unstandardized Residual
N		81
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.66440423
Most Extreme Differences	Absolute	.081
	Positive	.081
	Negative	-.078
Test Statistic		.081
Asymp. Sig. (2-tailed)		.200 ^d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source : SPSS 27.0, 2024

The results of data analysis and hypothesis testing in this study used simple linear regression, significance testing, and determination testing, obtained through SPSS version 27.0. The results of the simple linear regression test can be seen in Table 2;

Table 2
Results of Simple Linear Regression Test

		<i>Coefficients^a</i>			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	10.970	1.819		6.031	<,001
	Organizational Commitment	.252	.023	.776	10.935	<,001

a. Dependent Variable: Knowledge Sharing
Source : SPSS 27.0, 2024

The hypothesis testing in this study was conducted using significance testing and determination testing. The significance test aims to determine whether the independent variable has an effect on the dependent variable. The significance level used in this study is 5% or 0.05. The condition for significance testing is that the significance value must be < 0.05. This condition indicates that if the significance value is below 0.05, H₀ is rejected and H_a is accepted, meaning that there is an effect of the independent variable on the dependent variable.

Meanwhile, the determination test measures how much influence the independent variable has on the dependent variable in this study. The following shows the results of hypothesis testing through significance and determination tests on Table 3 and 4.

Table 3
Results of Significance Test

		<i>ANOVA^a</i>			
Model		Sum of Squares	df	Mean Square	F
1	Regression	335.442	1	335.442	119.574
	Residual	221.619	79	2.805	
	Total	557.062	80		

a. Dependent Variable: Knowledge Sharing
b. Predictors: (Constant), Organizational Commitment
Source : SPSS 27.0, 2024

Table 4
Determination Test Results

<i>Model Summary^b</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776	.602	.597	1.675

a. Predictors: (Constant), Organizational Commitment
b. Dependent Variable: Knowledge Sharing
Source : SPSS 27.0, 2024

The influence of organizational commitment on knowledge sharing among employees at Lembaga Pemasyarakatan Kelas IIA Metro was analyzed using simple linear regression with the help of SPSS version 27.0. Based on Table 2, the regression coefficient was found in the Unstandardized Coefficients column, specifically in the B sub-column. The constant value was 10.970, and the regression coefficient was 0.252, leading to the regression equation: $Y = 10.970 + 0.252X$. This equation indicates that for every 1%

increase in organizational commitment (X), knowledge sharing (Y) increases by 0.252. Therefore, higher organizational commitment leads to greater knowledge sharing, and vice versa.

This finding aligns with the research of Imamoglu, Turkcan, and Atakay (2019), which suggests a positive relationship between organizational commitment and knowledge sharing. Employees who are committed to the organization are more likely to contribute knowledge as a way to enhance organizational values.

Hypothesis testing using significance testing showed a p-value of 0.001, which is less than 0.05. This means H₀ is rejected, and H_a is accepted, confirming a positive influence of organizational commitment on knowledge sharing among employees at Lembaga Pemasyarakatan Kelas IIA Metro. The positive correlation implies that stronger organizational commitment leads to higher levels of knowledge sharing.

The determination test results in Table 4 show an R² value of 0.602, meaning that 60.2% of the variation in knowledge sharing is influenced by organizational commitment, while the remaining 39.8% is influenced by other factors. The correlation coefficient (R) of 0.776 indicates a strong positive relationship between the two variables.

These results reflect that a high level of organizational commitment among employees increases their emotional and psychological connection with the organization. Therefore, organizations seeking to enhance knowledge sharing must implement effective strategies to foster organizational commitment. This is consistent with Meyer et al.'s (1993) theory, which states that organizational commitment significantly affects employees' attachment to the organization and influences their behavior and performance at work.

The description above presents the results of data analysis using formulas processed numerically with SPSS version 27.0. The research data also refers to the respondents' assessments of organizational commitment and knowledge sharing. These assessments are categorized into three categories: low, medium, and high. Below are the research results compiled in the form of percentages for each category according to the respondents' assessments.

Table 5
The Results of Organizational Commitment Category

		<i>Organizational Commitment</i>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	4	4.9	4.9	4.9
	Mid	72	88.9	88.9	93.8
	High	5	6.2	6.2	100.0
	Total	81	100.0	100.0	

Source : SPSS 27.0, 2024

Based on Table 5, the categorization results of organizational commitment among 81 respondents indicate that there are 4 respondents (4.9%) in the low category, 76 respondents (88.9%) in the medium category, and 5 respondents (6.2%) in the high category. These results suggest that organizational commitment at Lembaga Pemasyarakatan Kelas IIA Metro is predominantly in the medium category.

The perception of employees in the medium category reflects a sense of loyalty towards the organization and a willingness to contribute to its success, indicating that they are somewhat active participants. However, it also suggests that there may be aspects that need improvement. Furthermore, these findings illustrate that organizational

commitment is functioning positively and constructively, with employees feeling a connection to the organization.

This perception may be influenced by various factors within the organization, such as a good balance between the rewards received and the performance delivered, organizational policies and culture that prioritize employee well-being, strong relationships between supervisors and coworkers, and a clear organizational mission. All these elements contribute to creating a supportive work environment within the organization.

Table 6
The Results of Knowledge Sharing Category

		<i>Knowledge Sharing</i>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	11	13.6	13.6	13.6
	Mid	67	82.7	82.7	96.3
	High	3	3.7	3.7	100.0
	Total	81	100.0	100.0	

Source : SPSS 27.0, 2024

Based on Table 6, the categorization results of knowledge sharing among 81 respondents indicate that there are 11 respondents (13.6%) in the low category, 67 respondents (82.7%) in the medium category, and 3 respondents (3.7%) in the high category. These results suggest that knowledge sharing at Lembaga Pemasyarakatan Kelas IIA Metro is predominantly in the medium category.

The perception of employees in the medium category indicates that they feel sufficiently engaged in sharing knowledge, experiences, and skills with their colleagues. Employees also recognize that the behavior of sharing knowledge among them is important for achieving the organization's goals and objectives. This process is considered a fundamental means of communication among individuals within the organization.

CONCLUSION AND SUGGESTION

This study aims to determine the positive influence of organizational commitment on employee knowledge sharing at Lembaga Pemasyarakatan Kelas IIA Metro. Based on the data analysis conducted by the researcher, it can be concluded that there is a positive influence of organizational commitment on employee knowledge sharing at Lembaga Pemasyarakatan Kelas IIA Metro. This indicates that organizational commitment significantly affects employees' willingness to share knowledge. The level of influence of organizational commitment on employee knowledge sharing at Lembaga Pemasyarakatan Kelas IIA Metro is 60.2%, while the remaining 39.8% is influenced by other variables. This suggests that employee knowledge sharing at Lembaga Pemasyarakatan Kelas IIA Metro is also affected by factors beyond organizational commitment, necessitating further research on what other variables impact employee knowledge sharing.

Based on the findings regarding the influence of organizational commitment on employee knowledge sharing at Lembaga Pemasyarakatan Kelas IIA Metro, the researcher recommends that to enhance employee knowledge sharing, the organization should focus on strengthening aspects of organizational commitment. This is important because organizational commitment is a strong driver for increasing knowledge sharing.

Therefore, efforts are needed to ensure that Lembaga Pemasyarakatan Kelas IIA Metro fosters an inclusive, collaborative, and supportive work environment. This will encourage employees to feel valued and committed to the organization, leading to active contributions. When employees are committed to their organization, they are more likely to feel inclined to share knowledge with their colleagues, as employees with high commitment tend to add value to the organization, and knowledge sharing is one of the best ways to achieve this.

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