



The Effect of Trust, Knowledge Sharing, on Employee Performance through Organizational Commitment as an Intervening Variable in Shipping Companies in Surabaya

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ABSTRACT: Organizations strive to achieve success because the business environment is very competitive. Regardless of the size of the company and the company's market share, every organization strives to manage employees so that they are able to work well. The company will manage its employees so that they run in line with the company's goals, because one of the things that must be paid attention to in the company is the performance of its employees. Good employee performance can be seen from quality work results, producing quantities according to company standards, being on time, having high attendance, and being able to work together with fellow employees (Mathis and Jackson, in Damayanti et al., 2018). According to Mahmudi (2015:21), employee performance can be influenced by various factors, one of which is personal factors such as commitment. Based on Zehir et al. (2012), organizational commitment is a driver of organizational success, having the desire to fight for the organization, and belief in the goals and values of the organization. Organizational commitment is a variable that is influenced by several factors. One factor that can influence organizational commitment is trust (Redha et al., 2022). Aziz and Abadiyah (2022) confirmed that there is a real influence of organizational commitment on employee performance, whereas Kertabudi and Aripin (2014) proved that there is no influence of organizational commitment on employee performance. Mukri et al. (2017), Hardiani and Prasetya (2018) prove the influence of trust on employee performance, however, research by Prasetyo et al. (2018) proves the opposite, namely that trust has no effect on employee performance. Meanwhile, trust has been proven to have no effect on employee performance with organizational commitment as an intervening variable by Aziz and Abadiyah (2022). Referring to the background described previously, it can be seen that there are still inconsistent research results regarding the influence of Trust, Knowledge Sharing, on Employee Performance through Organizational Commitment as an Intervening Variable.

KEYWORDS: Employee Performance, Knowledge Sharing, Organizational Commitment, Trust.

INTRODUCTION

Almost certainly all organizations strive to achieve success because the business environment is very competitive. Regardless of the size of the company and the company's market share, every organization strives to manage employees so that they are able to work well. The company will manage its employees so that they run in line with the company's goals, because one of the things that must be paid attention to in the company is the performance of its employees.

Referring to the definition, employee performance is the result of carrying out work, both physical/mental and non-physical/non-mental (Hadari, in Fachreza et al., 2018). Employee performance assessment is considered important for companies and employees themselves in order to improve or increase organizational performance through increasing the performance of the organization's human resources.

Good employee performance can be seen from quality work results, producing quantities according to company standards, being on time, having high attendance, and being able to work together with fellow employees (Mathis and Jackson, in Damayanti et al., 2018). According to Mahmudi (2015:21), employee performance can be influenced by various factors, one of which is personal factors such as commitment.

Organizational commitment is a situation where an employee identifies with the organization, the organization's goals and the desire to maintain membership in the organization (Robbins and Judge, 2015: 47). improve or enhance organizational performance through improving the performance of the organization's human resources. An employee's organizational commitment



can be measured by indicators of organizational commitment according to Allen and Meyer (2003), namely affective commitment, sustainable commitment and normative commitment.

Based on Zehir et al. (2012), organizational commitment is a driver of organizational success, having the desire to fight for the organization, and belief in the goals and values of the organization. With employees' high level of organizational commitment, these employees tend to be encouraged to always make their best contribution to the company, thus encouraging high employee performance.

Organizational commitment is a variable that is influenced by several factors. One factor that can influence organizational commitment is trust (Redha et al., 2022). Robinson (in Hardiani and Prasetya, 2018) defines trust as "an expectation, belief or assumption regarding the actions that will be taken by another party will be useful, profitable, or at least not damage their interests". In this case, trust means the employee's belief that the action the company will take will be mandated, profitable, or at least not damage the interests or harm the employee himself.

Changes in employee trust in the company can be seen from five main dimensions, including integrity, competence, consistency, loyalty and openness (Robbins, 2015). Nicholson and Johns (in Apfisiari et al., 2021) note that employees with high trust in the organization will have a work ethic which in turn fosters strong organizational commitment.

Apart from being influenced by trust, organizational commitment is also influenced by knowledge sharing (Tanjung and Putri, 2019). Knowledge sharing is a systematic process of sending, distributing and disseminating multidimensional knowledge and context from a person or organization to other people or organizations that need it through varied methods and media (Widuri, 2018).

The level of knowledge sharing can be seen from the dimensions of communication, social interaction, experience, relationships and trust (Muizu et al., 2018). Employees in an organization who have knowledge sharing make other employees have more knowledge or can expand the knowledge of other employees and have an impact on their ability to complete work, thus encouraging employee work commitment.

One organization that requires organizational commitment as well as high employee performance is a shipping company. Shipping Companies are companies that operate in the field of transportation or sea transportation. This company requires high employee performance to produce good service for consumers or passengers. However, there are still many ups and downs in the quality provided by shipping companies to their customers, resulting in work results that are sometimes less than the company's expectations, completion of work that falls behind deadlines, as well as conflicts between employees caused by a lack of good cooperation.

Research by Badar and Seniati (2017) and Redha et al. (2022) show that trust has an effect on organizational commitment, on the other hand, Aziz and Abadiyah (2022) show that trust has no effect on organizational commitment. Praningrum and Febrianto's (2019) research states that there is a real impact of knowledge sharing and trust on employee performance.

Tanjung and Putri (2019) in their research found that knowledge sharing influences organizational commitment. Syifani's research (2016), Masni et al. (2018) showed that knowledge sharing had an effect on employee performance, while Saragih and Harisno (2015) found that knowledge sharing had no effect on employee performance.

Aziz and Abadiyah (2022) confirmed that there is a real influence of organizational commitment on employee performance, whereas Kertabudi and Aripin (2014) proved that there is no influence of organizational commitment on employee performance. Mukri et al. (2017), Hardiani and Prasetya (2018) prove the influence of trust on employee performance, however, research by Prasetyo et al. (2018) proves the opposite, namely that trust has no effect on employee performance. Meanwhile, trust has been proven to have no effect on employee performance with organizational commitment as an intervening variable by Aziz and Abadiyah (2022).

Referring to the background described previously, it can be seen that there are still inconsistent research results regarding the influence of Trust, Knowledge Sharing, on Employee Performance through Organizational Commitment as an Intervening Variable. Researchers are interested in conducting research with the title "The Effect of Trust, Knowledge Sharing, on Employee Performance through Organizational Commitment as an Intervening Variable in Shipping Companies in Surabaya".



THEORETICAL FOUNDATION AND HYPOTHESIS

Trust

1. Definition of Trust

Trust is a very important variable that employees must have in an organization. Robinson in Hardiani and Prasetya, (2018) defines trust as an expectation, belief or assumption regarding the actions that another party will take that will be useful, profitable, or at least not damage their interests.

Trust is confidence in the integrity, ability, character of someone or something. In organizations, trust is important because it will help manage complexity, develop capacity for action, increase collaboration and increase organizational learning capabilities. Trust in superiors is an important element that influences the emergence of commitment in employees (Hajar, Lubis, and Lubis, 2018).

Referring to several definitions of trust, it can be stated that trust is the level of confidence that a person has regarding the competence and willingness of other people to be fair, ethical and predictable. Trust refers to the integrity of character and competence that exists in a person in an organization.

2. Trust Dimension

According to Robbins (in Aidina & Prihasanti, 2017) there are five main dimensions that form the concept of trust, namely:

- Integrity, Integrity is the belief that an individual or organization will do what it has promised to do and will act without contradiction.
- Competency, Competency refers to individual qualifications, based on the skills and knowledge possessed by an individual.
- Consistency, Consistency means someone can be relied on, has the ability to predict and overcome every problem.
- Loyalty, Loyalty is an individual's loyalty to the organization they own and have a strong desire to protect and look after each other in the organization.
- Openness, Openness means that individuals and organizations share ideas and information freely with nothing to hide.

3. Factors that Form Trust

Factors that influence individual trust in developing expectations regarding how someone can trust other people. Factors forming trust according to Lewicki (Fahriah, 2015: 307):

- Personality predisposition, that each individual has a different predisposition to trust other people. The higher the level of an individual's predisposition towards trust, the greater the hope of being able to trust other people.
- Reputation and stereotypes. Even though individuals do not have direct experience with other people, individual expectations can be formed through what they learn from friends or from what they have heard. The reputation of others usually creates strong expectations that lead individuals to see elements for trust and distrust and lead to approaches to relationships of mutual trust.
- Actual experience: In most people, individuals build facets of experience for speaking, working, coordinating and communicating. Some of these facets are very strong in trust, and some are strong in distrust. Over time, both elements of trust and distrust begin to dominate the experience, to stabilize and simply define the relationship. When the pattern is stable, individuals tend to generalize a relationship and describe it as high or low trust or distrust.
- Psychological Orientation, Individuals build and maintain social relationships based on their psychological orientation. This orientation is influenced by the relationships formed and vice versa. In other words, in order for their orientation to remain consistent, individuals will look for relationships that suit their souls. Building trust in other people is not easy. It depends on our behavior and the ability of others to trust and take risks.

Knowledge Sharing

1. Definition of Knowledge Sharing

One of the conditions needed by organizations to progress and develop is knowledge sharing. Knowledge sharing is a systematic process of sending, distributing and disseminating multidimensional knowledge and context from a person or organization to other people or organizations that need it through varied methods and media (Widuri, 2018). Knowledge sharing is an important and inseparable part of knowledge management (Andika, 2016). Knowledge sharing is the main part of knowledge



management (Andika, 2016). Knowledge sharing has various benefits, including: Knowledge sharing encourages the spread of individual learning throughout the organization (Yang, in Andika, 2016).

2. Dimensions of Knowledge Sharing

There are seven main dimensions of knowledge sharing. Nonaka and Takeuchi (1995) explain how organizations create and disseminate knowledge through general modes consisting of latent and explicit knowledge. There are four dimensions in the knowledge sharing process which have become known as the SECI model and Lin (2007) with the IoT model can then be compiled as follows:

- a. Socialization is the process of sharing knowledge between one person and another in the organization, through the creation of a skills model. The indicators are, 1) Sharing knowledge, namely the attitude of employees who are willing to share the knowledge they have, 2) The opportunity to become a model is the opportunity to provide model skills.
- b. Externalization is how to change hidden knowledge into knowledge that can be seen in the organization. In this case, this dimension refers to how individuals process in their groups (Nezafati et al., 2009). The indicators are, 1) Various ideas/ideas, namely employees are willing to share ideas/ideas to improve performance, 2) Sharing process, namely the process of sharing knowledge between employees.
- c. Combination is the process of forming a new form of knowledge by combining two existing sources of knowledge. Furthermore, according to Lemon and Sahota (2004) combination is the process of exchanging knowledge by groups in an organization. The indicators are, 1) Combining knowledge, namely the process of acculturating knowledge with one another, 2) Exchange with teams, namely the process of exchanging knowledge between individuals and teams in the organization.
- d. Internalization is the process of changing visible (explicit) knowledge into invisible (tacit) knowledge. In this process knowledge is absorbed by other individuals in the organization. Furthermore, according to Nonaka and Takeuchi (1995), invisible knowledge is carried out by company owners. The indicators are, 1) Idea transformation, namely the process of changing ideas/ideas into knowledge models, 2) Absorption is the process of absorption in the organization
- e. Individual factors are the attitude of employees who are willing to help other employees and employees who have self-efficacy knowledge. The indicator is willingness to help, namely the attitude between employees to help each other succeed in the knowledge sharing process.
- f. Organizational factors, namely the existence of management (organization) support in the various processes and transfer of knowledge and appreciation from the organization for employees who carry out practices and share knowledge. The indicators are: 1) Organizational support, namely the role of the organization in providing support during the knowledge sharing process, 2) Rewards, namely the organization's efforts to give awards to employees who are willing to share knowledge.
- g. Technology factors are the information and communication technology used. The indicators are, 1) Media is a tool or vehicle for sharing information. 2) Information technology is a set of technologies used to disseminate information.

Organizational Commitment

1. Definition of Organizational Commitment

Organizational commitment is the main variable in an organization. Quest (in Setiadi, Winarti, and Taufiq, 2016) states that commitment is a central value in realizing organizational solidarity. Meanwhile, Meyer and Allen (2003) state that commitment can also mean an individual's strong acceptance of the goals and values of the organization, and the individual makes efforts and works and has a strong desire to remain in the organization. Steers (in Soekidjan, in Setiadi, Winarti, and Taufiq, 2016) defines organizational commitment as a sense of identification (belief in organizational values), involvement (willingness to try as best as possible for the benefit of the organization) and loyalty (desire to remain a member of the organization concerned) expressed by an employee against his organization.

2. Factors that Encourage Organizational Commitment

According to Malayu S.P Hasibuan (2014:78) the formation of an organization's commitment is influenced by several factors, namely:



- a. Awareness Factor, Awareness shows a state of a person's soul which is the meeting point of various considerations so that a belief, determination and continuity are obtained in the soul concerned.
- b. Rules Factor, Rules are an important tool in all a person's actions and deeds. The role of rules is very large in social life, so that rules must be made and supervised which in the end can achieve management's goals as the authority and regulate everything in the work organization. the.
- c. Organizational factors, service organizations, for example education services, are basically no different from organizations in general, there are only slight differences in their implementation, because the service targets are aimed specifically at humans who have multi-complex characters and desires.
- d. Income Factor, Income is a person's receipt as compensation for energy, thoughts that have been devoted to other people or organizational bodies in the form of money.
- e. Skills Ability Factor, Ability comes from the word capable which means being able to carry out tasks or work so as to produce goods or services as expected. Ability can be interpreted as a characteristic/state that is determined by the condition of a person who can carry out tasks or the basis of existing provisions. Skills are the ability to do work using the limbs and equipment available.
- f. Service Facilities Factor: Service facilities include all types of work equipment and other facilities which function as main/auxiliary tools in carrying out work, and also have a social function in order to fulfill the interests of people who are in contact with the work organization.

3. Organizational Commitment Indicators

According to Allen and Meyer (2003) there are three separate dimensions of organizational commitment, namely:

- a. Affective commitment: namely emotional feelings for the organization and belief in its values.
- b. Continuance commitment: namely the perceived economic value of remaining in an organization when compared to leaving the organization. An employee may be committed to an employer because he is well paid and feels that resigning from the company would destroy his family.
- c. Normative commitment: namely the obligation to stay in the organization for moral or ethical reasons.

Employee performance

1. Definition of Employee Performance

In a company, there are many things that must be paid attention to, such as the company must pay a lot of attention to the performance of its employees so that the employee's performance continues to run well and obtain maximum results in accordance with the responsibilities given to them.

Good performance will always reflect a great sense of responsibility in every task given by the company. So in this case it is stated that employee performance can encourage employee enthusiasm, therefore leaders must always try to pay attention to their subordinates so that their employees' performance runs well without constraint. Performance has several different meanings, the definition of performance according to several experts is as follows:

According to Griffin (in Sinambela, 2016: 481), performance is a total collection of work within the worker. Meanwhile, Hadari (in Fachreza, Musnadi, & Majid, 2018), defines employee performance as the result of carrying out a job, both physical/mental and non-physical/non-mental. Finriyani et al (2015) stated that performance is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective responsibilities and authority in an effort to achieve organizational goals.

From the definition above, it can be concluded that performance is the availability of a person or group to carry out an activity and perfect it in accordance with their responsibilities with the results expected by a company.

Employee performance appraisal is useful for the company and must be useful for employees. As explained by Hasibuan (2016) that the objectives of employee performance appraisal are as follows:

- a. As a basis for decision making used for promotions, demotions, dismissals, and determining the amount of remuneration.
- b. To measure performance, namely the extent to which employees can be successful in their work.
- c. As a basis for evaluating the effectiveness of all activities within the company.



The purpose of performance appraisal is to improve or enhance organizational performance through increasing the performance of the organization's human resources. More specifically, the objectives of performance assessment according to Mangkunegara (2015) are:

- a. Improve mutual understanding between employees regarding performance requirements.
- b. Record and acknowledge the results of an employee's work, so that they are motivated to do better, or at least achieve the same as their previous achievements.
- c. Provide opportunities for employees to discuss their desires and aspirations and increase awareness about their career or the job they currently hold.
- d. Define or reformulate future goals, so that employees are motivated to achieve according to their potential.
- e. Checking the implementation and development plan according to training needs, specifically the training plan, and then approving the plan if there are no things that need to be changed.

The objectives of employee performance assessment, according to Rivai (2015: 552), basically include:

- a. Improve work ethic
- b. Increase work motivation.
- c. To find out the level of employee performance so far.
- d. To encourage accountability from employees.
- e. Providing matching rewards, for example providing periodic salary increases, basic salary, special salary increases and monetary incentives
- f. To distinguish one employee from another.
- g. HR development can still be differentiated into reassignments, such as transfers, company rotation, promotions and training.
- h. As a tool to help and encourage employees to take initiative in order to improve performance.
- i. Identify and eliminate obstacles to good performance.
- j. To encourage accountability from employees.
- k. As a tool to obtain feedback from employees to improve job design, work environment and future career plans.
- l. Termination of employment, giving sanctions or gifts.
- m. Strengthen relationships between employees and supervisors through discussions about their work progress.
1. As a channel for complaints related to work problems.

2. Performance Standards

According to Sedarmayanti in Bandari (2016:19), good performance standards have criteria, namely:

- a. Achievable: in accordance with the efforts made under the expected conditions.
- b. Economical: low/reasonable cost, related to the activities covered.
- c. Applicable: according to existing conditions. If conditions change, standards must be established that can be adapted at any time to existing conditions.
- d. Consistent: will help uniform communication and operations throughout the organization's functions.
- e. Comprehensive: covers all interrelated activities.
- f. Understandable: expressed easily and clearly to avoid communication errors/vagueness, instructions used must be specific and complete.
- g. Measurable: must be able to be communicated with precision.
- h. Stable: must have a sufficient time period to predict and provide for the effort that will be carried out.
- i. Adaptable: must be designed so that elements can be added, changed, and made current without making changes to the entire structure.
- j. Legitimacy: officially approved.

3. Factors that Influence Performance Improvement

The factors that influence performance according to Davis in Mangkunegara (2015:67) are ability factors and motivation factors, including:



a. Ability Factor (Ability)

Psychologically, abilities consist of potential abilities (IQ) and reality abilities (knowledge + skills). This means that leaders and employees who have an IQ above the average (IQ 110-120), especially superior, very superior, gifted and genius IQ with adequate education for their position and skilled in doing daily work, will find it easier to achieve performance. maximum.

b. Motivation Factors (Motivation)

Motivation is defined as an attitude (attitude) of leaders and employees towards the work situation (situation) in the organizational environment. Those who have a positive (pro) attitude towards their work situation will show low work motivation. The work situation in question includes, among other things, work relationships, work facilities, work climate, leadership policies, work leadership patterns and working conditions.

According to Simamora in Mangkunegara (2015:14), performance is influenced by three factors, namely:

- 1) Individual factors consisting of: Abilities and expertise, background, demographics
- 2) Psychological factors consisting of: Perception, Attitude, Personality, Learning, Motivation
- 3) Organizational factors consisting of: Resources, Leadership, Rewards, Structure, Job design

4. Dimensions of Employee Performance

According to Mathis and Jackson (in Damayanti, Hanafi, and Cahyadi, 2018) performance is basically what employees do or do not do. One way to measure performance is to look at the dimensions of employee performance. The dimensions and indicators of employee performance are:

a. Quality

It is the result of the hard work of employees in accordance with the goals previously set by the company. If the results achieved by the employee are high then the employee's performance is considered good by the company or in accordance with the standards that have been set. This means that it is a level that shows the work process or results achieved on a job are close to perfection.

b. Quantity

It is the result of hard work from employees who can reach the maximum scale determined by the company. With the results set by the company, the performance of the employees is appropriate and correct.

c. Timeliness (Timeliness)

Employees can work according to the standard working hours set by the company. By working according to the predetermined time standards, the employee's performance is good. With timeliness, which is a level that shows that a job can be completed more quickly than the specified time, the employee's performance is good.

d. Presence

Attendance is something that employees must maintain. Employee attendance can be a measure of whether employees like their work. Employees who have more attendance usually perform better than employees who have less attendance.

e. Ability to Collaborate

By having employees who have a high sense of self-esteem towards their work, employees try to achieve the best results in their work. Therefore, with a high sense of self-esteem towards their work, it is hoped that employees can improve their performance at work. The ability to work together, which is a level of condition of employees, can create a comfortable atmosphere at work, self-confidence, good communication between colleagues so as to create increased performance.

Previous Research

1. Nova Syifani's research (2016) with the title "The Influence of Knowledge Sharing Enablers on Employee Performance at PT Semen Indonesia (Persero) Tbk". This research aims to see the joint and significant influence of knowledge sharing enablers on employee performance at PT. Semen Indonesia (PERSERO) Tbk. From the results of survey data analysis on 78 respondents, it was found that there was a significant influence of knowledge sharing enablers on employee performance at PT. Indonesian Cement. Partially, only the trust and learning ability variables have an influence with T test results of 1.854 for the trust variable and 5.854 for the learning ability variable.

2. Research by Imam Mukri, Mei Indrawati, and Hidayat (2017) with the title "The Influence of Leadership Style and Trust on Employee Performance in the Redrying Employee Cooperative (Kareb) Bojonegoro Regency". This research aims to



analyze leadership style and trust, both partially and simultaneously influencing the performance of employees of the Bojonegoro Regency Redrying Employees Cooperative (Kareb). The research results show that simultaneously the leadership style and trust variables have a significant effect on employee performance. Partially, leadership style and trust have a significant influence on the performance of employees of the Bojonegoro Regency Redrying Employee Cooperative (Kareb). Among the leadership and trust styles that have greater significance on employee performance is trust.

3. Research by Adella Devi Hardiani and Arik Prasetya (2018) with the title "The Influence of Organizational Trust and Competence on Employee Performance through Work Motivation (Study of Employees of PT. PLN Persero West Java Distribution Bekasi Area)". The background of this research is how organizational trust and competence can motivate employees to provide maximum work results. (1) The results of this research show that the variables Organizational Trust, Competence, Work Motivation, Employee Performance have a very positive and significant influence. (2) The research results show that the Organizational Trust variable has a positive and significant effect on Work Motivation (Z). (3) The research results show that the competency variable has a positive and significant effect on Work Motivation (Z). (4) The research results show that the Organizational Trust variable has a positive and significant effect on employee performance (Y). (5) The research results show that the Competency variable has a positive and significant effect on employee performance (Y). (6) The research results show that the Work Motivation variable has a positive and significant effect on employee performance (Y)

4. Research by Arief Yudho Prasetyo, Andi Sularso, and Handriyono (2018) with the title "The Influence of Trust in Leadership, Transfers and Organizational Culture on Work Motivation and Employee Performance at the Regional Revenue Agency of Jember Regency". The research results show that trust in leaders, transfers, and organizational culture have a significant effect on work motivation; transfers and work motivation have a significant effect on performance. However, trust in leadership and organizational culture do not have a significant effect on the performance of Jember Regency Regional Revenue Agency employees.

5. Research by Masni, Ansir, and Sinarwati (2018) with the title "The Effect of Knowledge Sharing, Trust and Work Culture on Employee Performance (The Effect of Knowledge Sharing, Trust and Work Culture on Performance of Employees)". The research results show that: (1) Sharing knowledge, trust and work culture has a positive and significant effect on employee performance at the UHO Chancellor. (2) Sharing knowledge has a positive and significant influence on employee performance at the UHO Chancellor. (3) Trust has a positive and significant influence on employee performance at the UHO Chancellor. (4) Work culture has a positive and significant effect on employee performance. Changes in work culture are positive and real in improving employee performance.

Conceptual framework

This conceptual framework or framework of thought was created based on research objectives and various theories used to support research. The conceptual framework describes the relationship and influence between independent variables on the dependent variable, both simultaneously and partially. The conceptual framework in question is described as follows:

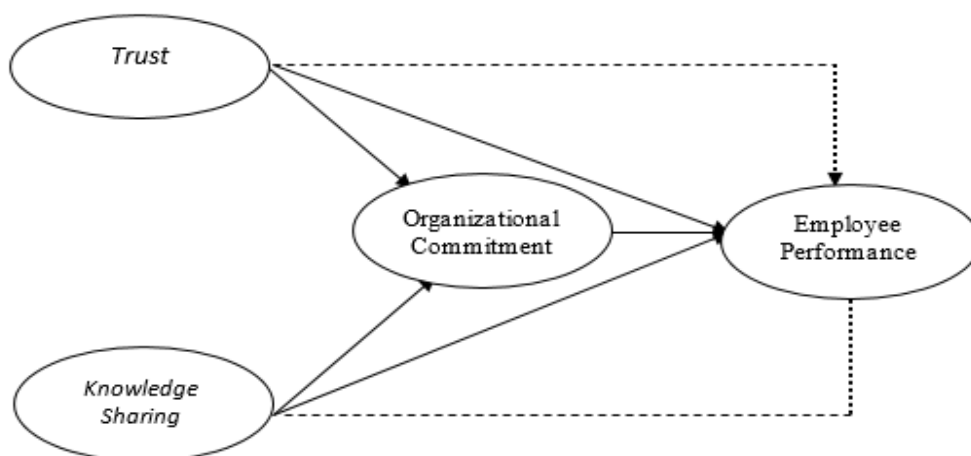


Figure 1. Conceptual framework



Hypothesis

Referring to the problem formulation and theory as well as previous research, this research hypothesis can be formulated as follows:

1. Trust influences organizational commitment to shipping companies in Surabaya (H1)
2. Knowledge sharing influences organizational commitment in shipping companies in Surabaya (H2)
3. Trust influences employee performance at shipping companies in Surabaya (H3)
4. Knowledge sharing influences organizational commitment in shipping companies in Surabaya (H4)
5. Organizational commitment influences organizational commitment to shipping companies in Surabaya (H5)
6. Organizational commitment can mediate the influence of trust on employee performance at shipping companies in Surabaya (H6)
7. Organizational commitment can mediate the influence of knowledge sharing on employee performance at shipping companies in Surabaya (H7).

RESEARCH METHODS

Types and Research Approaches

In this research, the type of research used is quantitative research. Quantitative research methods according to Sugiyono (2019) can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with The aim is to test the established hypothesis.

The quantitative research approach uses associative research. According to Sugiyono (2019), the associative method is research that aims to determine the relationship between two or more variables. In this research, a theory can be built that can function to explain, predict and control a phenomenon.

The aim of associative research in this study is to determine the influence of trust and knowledge sharing on employee performance through organizational commitment.

Operational Definition of Variables

There are three types of variables used in this research, namely the dependent variable (Y), intervening variable (Z), and independent variable (X). Included in the independent variables are trust (X1) and knowledge sharing (X2). Meanwhile, what is included in the dependent variable is employee performance (Y). Meanwhile the intervening variable in this research is organizational commitment (Z).

Trust (X1)

Trust is trust in an organization or company leader for whatever is done and believing that the action benefits various parties and does not damage the interests of other parties. The trust indicators used in this research are trust indicators based on Robbins (2017), including: Integrity, Competence, Consistency, Loyalty, Openness

Knowledge sharing (X2)

Knowledge sharing is a systematic process of sending, distributing and disseminating multidimensional knowledge and context from a person or organization to other people or organizations who need it through varied methods and media (Widuri, 2018). The indicators are (Muizu et al., 2018): Communication dimension, Social interaction dimension, Experience dimension, Relationship dimension, Trust dimension

Organizational Commitment (Z)

Organizational commitment is an employee's attachment to the company where the employee works so that the employee tries and is always willing to improve the company's performance. The indicators are (Allen and Meyer, 2003): Affective commitment, Continuing commitment, Normative commitment
Employee performance



Performance is the availability of a person or group to carry out an activity and perfect it in accordance with their responsibilities with the results expected by a company. Performance is measured by performance indicators according to Bangun (2012:233): quality, quantity, punctuality, attendance, ability to work together

Research sites

In this research, the researcher took the research location at a shipping company in the Surabaya area. This research involved several employees who worked at shipping companies in the Surabaya area, namely 49 companies.

Sample Population and Sampling Techniques

The population in this study were employees of shipping companies in Surabaya based on recorded data of 988 people. The sampling technique in this research used quota sampling with a questionnaire distribution technique using accidental sampling. The sample size for this study was obtained using the Slovin formula.

$$n = \frac{N}{1 + e^2}$$

n= sample

N= Population

E= error (10%)

Through this formula calculation, a sample of 92.81 (rounded to 93) was obtained, so that the sample for this research was 93 employees who worked at shipping companies in Indonesia

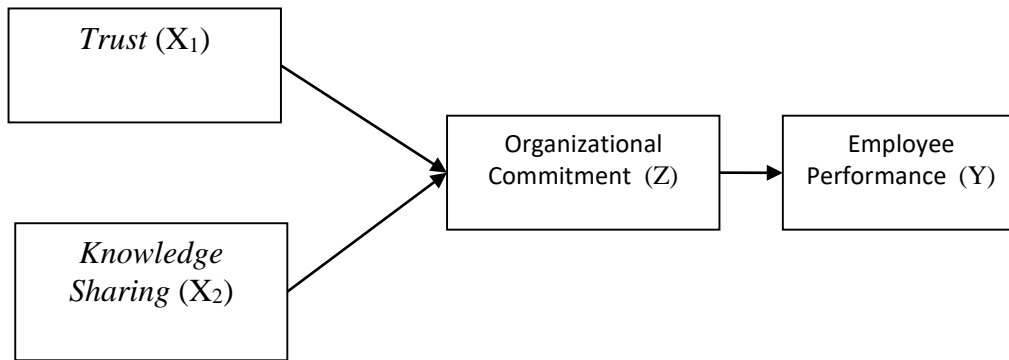
Method of collecting data

According to Arikunto (2014) data collection methods are the methods used by researchers to collect data. In this research, data collection was carried out using: Questionnaires, namely data collection techniques carried out by submitting a list of questions or written statements to respondents to ask for information, answers and required information, and Documentation, which is used to perfect existing data in the form of notes obtained. from various sources related to the research object.

Data Analysis Methods

This research data was analyzed using statistical methods with Partial Least Square (PLS) Structural Equation Modeling (SEM).

1. Measurement Model (Outer Model), the Outer model is often also called (outer relation or measurement model) which defines how each indicator block is related to the latent variable. Furthermore, the reliability test can be seen from the Cronbach's alpha value and the composite reliability (PC) value. To be able to say that a statement item is reliable, the Cronbach's Alpha value must be > 0.6 and the composite reliability value must be > 0.7 .
2. Structural Equation Analysis Model. The structural model (inner model) is a structural model for predicting causal relationships between latent variables. Through the bootstrapping process, the T-Statistic test parameters are obtained to predict the existence of a causal relationship.
3. Initial Structural Equation Analysis Model, The structural equation analysis model explains the relationship between variables and items. This research contains several independent and dependent variables. The final structural equation model describes the relationships between variables and items at the start of the model.
4. Final Structural Equation Analysis Model, The structural equation analysis model explains the relationship between variables and items. This research contains independent variables and dependent variables. The final structural equation model describes the relationships between variables and items at the end of the model
5. Hypothesis Testing, Hartono (2008) in Jogiyanto and Abdillah (2009) explains that a significant measure of hypothesis support can be used by comparing the T-table and T-statistic values. If the T-Statistic is higher than the T-table value, it means the hypothesis is supported or accepted. In this research, for a confidence level of 95 percent (alpha 95 percent), the T-table value for the one-tailed hypothesis is > 1.68023 . The PLS (Partial Least Square) analysis used in this research was carried out using the Smart PLS version 2.0.m3 program which was run on a computer.



RESULTS AND DISCUSSION

Data Analyst

Partial Least Square (PLS) Model Scheme

In this research, hypothesis testing uses the Partial Least Square (PLS) analysis technique with the smartPLS 3.0 program. The following is a schematic of the PLS program model being tested:

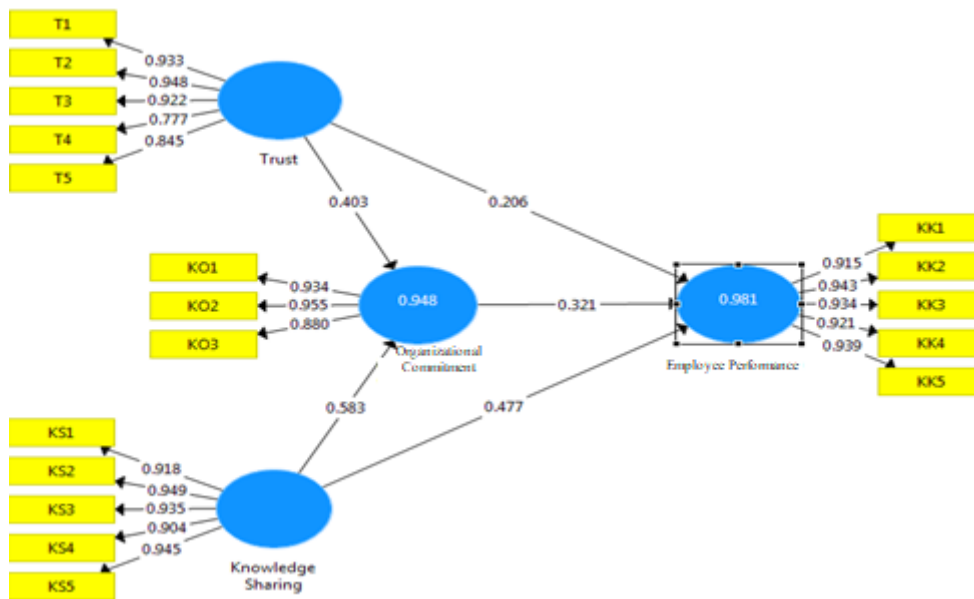


Figure 2. Outer Model

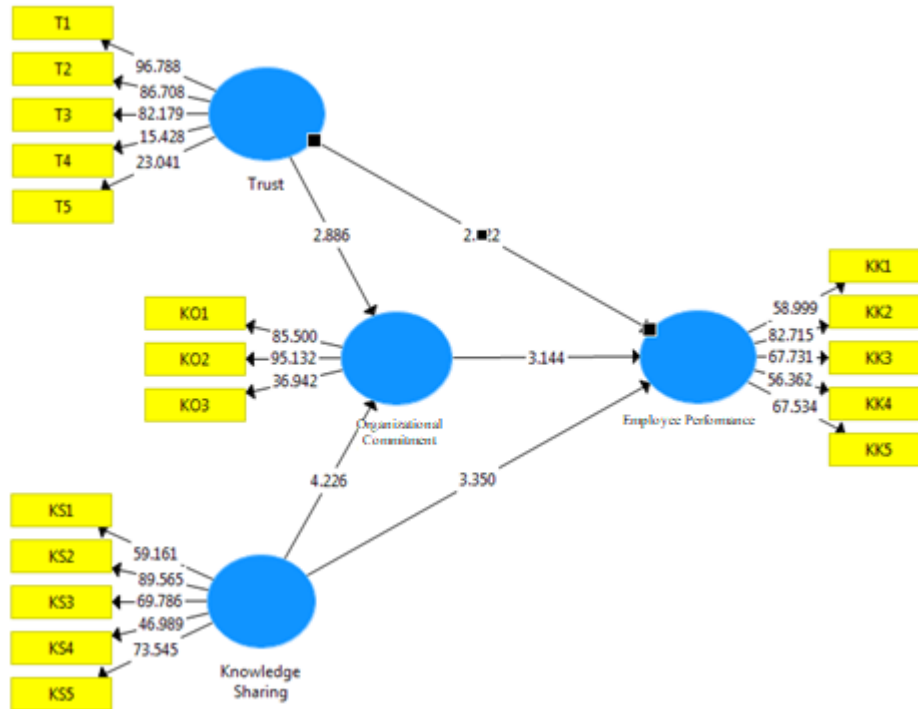


Figure 3. Inner Model

Outer Model Evaluation

a. Convergent Validity

To test convergent validity, the outer loading or loading factor value is used. An indicator is declared to meet convergent validity in the good category if the outer loading value is > 0.7. The following are the outer loading values for each indicator in the research variables:

Table 1. Outer Loading

Variable	Indicator	Outer loading
Employee Performance	KK1	0.915
	KK2	0.943
	KK3	0.934
	KK4	0.921
	KK5	0.939
Organizational Commitment	KO1	0.934
	KO2	0.955
	KO3	0.880
Knowledge Sharing	KS1	0.918
	KS2	0.949
	KS3	0.935
	KS4	0.904
	KS5	0.945
Trust	T1	0.933
	T2	0.948
	T3	0.922



<i>Variabel</i>	<i>Indicator</i>	<i>Outer loading</i>
	T4	0.777
	T5	0.845

Resource: PLS 2023 Data Processing

Based on the data presented in table 4.5 above, it is known that each research variable indicator has an outer loading value > 0.7. The data above shows that there are no variable indicators whose outer loading value is below 0.7, so that all indicators are declared suitable or valid for research use and can be used for further analysis.

b. Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following is the cross loading value of each indicator:

Table 2. Cross Loading

Indicator	Variabel			
	Performance	Commitment	Knowledge sharing	Trust
KK1	0.915	0.892	0.905	0.884
KK2	0.943	0.922	0.920	0.901
KK3	0.934	0.925	0.912	0.897
KK4	0.921	0.904	0.919	0.898
KK5	0.939	0.908	0.912	0.908
KO1	0.884	0.934	0.875	0.853
KO2	0.934	0.955	0.930	0.928
KO3	0.890	0.880	0.866	0.863
KS1	0.902	0.881	0.918	0.860
KS2	0.930	0.928	0.949	0.901
KS3	0.917	0.896	0.935	0.891
KS4	0.891	0.857	0.904	0.847
KS5	0.929	0.925	0.945	0.906
T1	0.904	0.897	0.893	0.933
T2	0.918	0.918	0.915	0.948
T3	0.895	0.880	0.872	0.922
T4	0.760	0.744	0.718	0.777
T5	0.790	0.784	0.788	0.845

Resource: 2023 PLS data processing results

Based on the data presented in table 4.6 above, it can be seen that each indicator in the research variable has the largest cross loading value on the variable it forms compared to the cross loading value on the other variables. Based on the results obtained, it can be stated that the indicators used in this research have good discriminant validity in compiling their respective variables. Apart from observing the cross loading value, discriminant validity can also be determined through other methods, namely by looking at the average variant extracted (AVE) value for each indicator, the required value must be > 0.5 for a good model.



Table 3. Average Variant Extracted (AVE)

Variabel	AVE
Employee Performance	0.866
Organizational Commitment	0.866
<i>Knowledge Sharing</i>	0.852
<i>Trust</i>	0.787

Resource: 2023 PLS data processing results

Based on the data presented in table 4.7 above, it is known that the AVE value of the internal audit variables, account officer competency and effectiveness of financing risk management is > 0.5 . Thus, it can be stated that each variable has good discriminant validity.

c. Composite Reliability

Composite Reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.6 . The following are the composite reliability values for each variable used in this research:

Table 4. Composite Reliability

Variabel	Composite Reliability
Employee Performance	0.970
Organizational Commitment	0.970
<i>Knowledge Sharing</i>	0.945
<i>Trust</i>	0.948

Resource: 2023 PLS data processing results

d. Cronbach Alpha

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or meets Cronbach alpha if it has a Cronbach alpha value > 0.7 . The following are the Cronbach alpha values for each variable:

Table 5. Cronbach Alpha

Variabel	Cronbach alpha
Employee Performance	0.961
Organizational Commitment	0.961
<i>Knowledge Sharing</i>	0.913
<i>Trust</i>	0.931

Resource: 2023 PLS data processing results

Based on the data presented above in table 4.9, it can be seen that the Cronbach alpha value for each research variable is > 0.7 . Thus, these results can show that each research variable has met the Cronbach alpha value requirements, so it can be concluded that all variables have a high level of reliability.

1. Evaluation of the Inner Model

This research will explain the results of the path coefficient test, goodness of fit test and hypothesis test.

a. R Square

Based on data processing that has been carried out using the smartPLS 3.0 program, the R-Square values are obtained as follows:



Table 6. R-Square Value

Variabel	Nilai R Square
Employee Performance	0,981
Organizational Commitment	0,948

Resource: 2023 PLS data processing results

Based on the data presented in table 4.10 above, it can be seen that the R-Square value for the employee performance variable is 0.981. Obtaining this value explains that the percentage of employee performance can be explained by organizational commitment, knowledge sharing and trust, which is 98.1%. Then the R-Square value obtained for the organizational commitment variable is 0.948. This value explains that Organizational Commitment can be explained by knowledge sharing and trust of 94.8%.

b. Q Square

The goodness of fit assessment is known from the Q-Square value. The Q-Square value has the same meaning as coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the better or more fit the model can be to the data. The results of calculating the Q-Square value are as follows:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0,981) \times (1 - 0,948)] \\
 &= 1 - (0,019 \times 0,052) \\
 &= 1 - 0,000988 \\
 &= 0,999
 \end{aligned}$$

Based on the calculation results above, a Q-Square value of 0.999 is obtained. This shows that the large diversity of research data that can be explained by the research model is 99.9%. A value close to 1 indicates that the model in this study can be used to express. Thus, from these results, this research model can be stated to have good goodness of fit.

2. Hypothesis Testing

Based on the data processing that has been carried out, the results can be used to answer the hypothesis in this research. Hypothesis testing in this research was carried out by looking at the T-Statistics values and P-Values values. The research hypothesis can be declared accepted if the P-Values < 0.05. The following are the results of hypothesis testing obtained in this research through the inner model:

Table 7. Hypothesis testing

Hypothesis	Influence	T-statistics	P-Values	Results
H1	T -> KO	2,886	0,004	Accepted
H2	KS -> KO	4,226	0,000	Accepted
H3	T -> KK	2,522	0,012	Accepted
H4	KS -> KK	3,350	0,000	Accepted
H5	KO -> KK	3,114	0,002	Accepted
H6	T -> KO ->KK	2,165	0,010	Accepted
H7	KS -> KO ->KK	2,571	0,031	Accepted

Resource: 2023 PLS data processing results

- Based on the data presented in table 4.11 above, it can be seen that the six hypotheses proposed in this research are as follows:
- a. The influence of Trust on Organizational Commitment has a P value of 0.004 < 0.05. This means that Trust influences Organizational Commitment.
 - b. The effect of knowledge sharing on organizational commitment has a P value of 0.000 < 0.05. This means that Knowledge Sharing has an effect on Organizational Commitment.



- c. The influence of Trust on Employee Performance has a P value of $0.012 < 0.05$. This means that Trust influences employee performance.
- d. The effect of knowledge sharing on employee performance has a P value of $0.000 < 0.05$. This means that Knowledge Sharing influences employee performance.
- e. The influence of organizational commitment on employee performance has a P value of $0.002 < 0.05$. This means that Organizational Commitment influences employee performance.
- f. The influence of Trust on Employee Performance through Organizational Commitment has a P value of $0.010 < 0.05$. This means that Trust influences employee performance through employee commitment.
- g. The influence of knowledge sharing on employee performance through organizational commitment has a P value of $0.031 < 0.05$. This means that knowledge sharing influences employee performance through employee commitment.

DISCUSSION

The Influence of Trust on Organizational Commitment

Trust has a high average value. The average shows that the majority of respondents agree with the variable measurements that have been carried out. High trust indicates that respondents have a perception that employees have trust in the company organization which is demonstrated by integrity, consistency, loyalty and openness.

Based on statistical tests, it can be seen that trust has a positive effect on organizational commitment. The greater the trust, the impact on organizational commitment. On the other hand, the lower the organizational commitment.

Forms of integrity, competence, consistency, loyalty and openness will encourage the creation of organizational commitment. Having trust will make employees prouder, happier, ready to stay and work for the company. Employee trust will encourage sincerity and seriousness in carrying out their duties at the company.

Research by Badar and Seniati (2017) states that trust will encourage employees to be more committed to the company organization. Employee trust will create high organizational commitment.

A person, in this case an employee, tries to give trust to the company organization which will create intention and use in working both affectively, normatively and sustainably. Employees will assess that the trust given will give rise to high commitment in the organization

Based on descriptive data from respondents' answers to the questionnaire, it can be seen that Trust is high. Respondents have a positive view of their beliefs. High trust encourages high levels of commitment

The Effect of Knowledge Sharing on Organizational Commitment

Knowledge Sharing has a high average value. The average indicates that most respondents agree with the measurement of existing variables. High Knowledge Sharing shows that respondents have a perception that employees have the willingness and ability to share knowledge within the company organization as demonstrated by the ability to share knowledge, support and share information with each other.

Referring to statistical tests, it can be seen that Knowledge Sharing has a positive effect on Organizational Commitment. The greater the desire for various knowledge, the impact it has on organizational commitment. Conversely, the smaller the willingness to share knowledge, the lower organizational commitment.

The form of willingness to share, taking time for discussions and various knowledge transfer information will encourage the creation of organizational commitment. The willingness to share will make employees prouder, happier, ready to survive and work for the company. Willingness to share knowledge encourages commitment to work in the company.

Knowledge sharing has various benefits, including: Knowledge sharing encourages the spread of individual learning throughout the organization (Yang, in Andika, 2016). The existence of learning in employees will foster a sense of responsibility at work which is a form of organizational commitment

A person, in this case an employee, tries to share knowledge with fellow colleagues in the company organization which will create sincerity in carrying out their duties and foster a sense of ownership of the knowledge gained to be shared with others.



Based on descriptive data from respondents' answers to the questionnaire, it can be seen that knowledge sharing is high. Respondents have a positive view of the availability of various knowledge. High levels of knowledge sharing encourage the creation of high levels of commitment.

The Effect of Trust on Employee Performance

Referring to statistical tests, it can be seen that trust has a positive effect on employee performance. The greater the trust, the impact on employee performance. On the contrary, employee performance will become increasingly low.

The manifestation of integrity, competence, consistency, loyalty and openness will encourage employee performance. Having trust will make employees prouder, happier, ready to stay and work for the company. Employee trust will encourage the creation of work that meets targets, is of high quality, is able to meet expectations, can work together and achieve good performance.

Research by Mukri, Indrawati, and Hidayat (2017) states that trust will make employees achieve high levels of work in the company organization. Employee performance reaches expectations if it is supported by the employee's trust in the company.

Employees who trust the company organization will tend to work fully, maintaining their integrity and being loyal to the company. If this exists within employees, the company will be a place to devote all their abilities. In the end, the performance that is formed is high performance.

Referring to the descriptive data of respondents' answers to the questionnaire, it can be seen that Trust is high. Respondents have a positive view of their beliefs. High trust encourages high employee performance as well.

The Effect of Knowledge Sharing on Employee Performance

Based on statistical tests, it can be seen that Knowledge Sharing has a positive effect on employee performance. The greater the desire for various knowledge, the effect it will have on employee performance. Conversely, the smaller the willingness to share knowledge, the lower employee performance will be.

The manifestation of a willingness to share, taking time for discussions and various knowledge transfer information will encourage employee performance. The willingness to share knowledge will make employees work well, work together, arrive on time, and be able to meet targets and produce quality results. Employees who have the will and sincerity in sharing knowledge create employee performance.

Knowledge sharing has various benefits, including: Knowledge sharing encourages the spread of individual learning throughout the organization (Yang, in Andika, 2016). The existence of learning in employees will foster a sense of responsibility at work which is a form of organizational commitment

Syifani (2016) states that someone, in this case an employee, tries to share knowledge with fellow colleagues in the company organization which will create good performance. Knowledge sharing has a significant influence on employee performance. The form of sharing knowledge is the use of information technology, organizational structure, and the support of leaders, trust and learning abilities.

Based on descriptive data from respondents' answers to the questionnaire, it can be seen that knowledge sharing is high. Respondents have a positive view of the availability of various knowledge. High levels of knowledge sharing encourage the creation of high employee performance.

The Effect of Organizational Commitment on Employee Performance

Referring to statistical tests, it can be seen that organizational commitment has a positive effect on employee performance. The greater the integrity of work in an organization in the form of affective, normative and continuity, the impact it will have on employee performance. Conversely, the smaller the organizational commitment, the smaller the employee performance.

Organizational commitment which is reflected in a feeling of enjoyment at work, willingness to stay and have a career in the company and not being tempted to leave will shape employee sincerity in their work. Employees will work better, work together, arrive on time, be able to meet targets and produce quality results if supported by organizational commitment. Employees who have the will and seriousness to work will create employee performance.

Organizational commitment has various benefits, including: it will create a feeling of enjoyment at work. Loyal to the company. Maintain sincerity in carrying out duties. Commitment will create enthusiasm for work which will ultimately create quality work.



Research by Kertabudi and Aripin (2014)) states that someone, in this case an employee who is highly committed, will have an impact on their work achievement. Employees will be more able to achieve productivity by trying to share their enthusiasm supported by organizational commitment.

Referring to the descriptive data of respondents' answers to the questionnaire, it can be seen that organizational commitment is high. Respondents have a positive view of their organizational commitment. High organizational commitment creates high employee performance as well.

The Effect of Trust on Employee Performance Through Organizational Commitment

Referring to statistical tests, it can be seen that trust has a positive effect on employee performance through organizational commitment. The greater the trust, the impact on organizational commitment if it is supported by organizational commitment. Integrity, competence, consistency, loyalty and openness will encourage employee performance if supported by organizational commitment. The existence of trust will make employees achieve more productivity if it is supported by a sense of pride, joy, readiness to survive and work for the company. Employee trust will encourage sincerity and seriousness in carrying out their duties at the company.

Research by Badar and Seniati (2017) states that organizational commitment is able to mediate the influence of trust on employee performance. The existence of organizational commitment makes employees who have high trust encouraged to show high performance.

A person, in this case an employee, tries to give trust to the company organization which will create intention and use in working both affectively, normatively and sustainably. Employees will assess that the trust given will produce high performance.

The Effect of Knowledge Sharing on Employee Performance Through Organizational Commitment

Referring to statistical tests, it can be seen that Knowledge Sharing has a positive effect on Employee Performance through Organizational Commitment. This means that high commitment will encourage an influence between knowledge sharing and employee performance. Organizational commitment is able to mediate two variables, namely the willingness to share knowledge and employee performance.

Having a sense of pride, loyalty and staying in the company will be able to encourage the influence of willingness to share, taking time for discussions and various knowledge transfer information on employee performance. The existence of organizational commitment makes the willingness to share influence employee performance.

Knowledge sharing will influence performance with the mediation of organizational commitment. Knowledge sharing encourages the spread of individual learning throughout the organization (Yang, in Andika, 2016). Furthermore, supported by organizational commitment, it will create high employee performance

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the research carried out, it can be concluded that:

1. Trust influences organizational commitment to shipping companies in Surabaya.
2. Knowledge sharing influences organizational commitment in shipping companies in Surabaya
3. Trust influences employee performance at shipping companies in Surabaya
4. Knowledge sharing influences employee performance at shipping companies in Surabaya.
5. Organizational commitment influences employee performance at shipping companies in Surabaya.
6. Organizational commitment can mediate the influence of trust on employee performance at shipping companies in Surabaya.
7. Organizational commitment can mediate the influence of knowledge sharing on employee performance at shipping companies in Surabaya.

Suggestion

Based on the existing conclusions, the author can provide the following suggestions:

1. Academic Advice



This research can provide information about the relationship between the variables Trust, Knowledge Sharing, Organizational Commitment, and Employee Performance. This study also contributes to the development of research literature on the real conditions of employee performance and the influencing factors. The subjects of this research are limited to employees of service companies in Surabaya. Therefore, the results of this research could be different if it was carried out outside the company.

2. Practical Advice

- a. Considering that Trust, Knowledge Sharing, and Organizational Commitment influence employee performance, companies need to make continuous efforts to improve and maintain these three variables to create high employee performance.
- b. Considering that organizational commitment is able to mediate the influence of trust and knowledge sharing on employee performance, companies need to pay special attention to the condition of employees' organizational commitment. Organizational commitment can be increased through various programs, one of which is by improving affective, normative and continuity factors.

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