



(RESEARCH ARTICLE)



## Analysis of knowledge sharing culture and competence on performance mediated by commitment (Study on Emergency Room Nurses at Citra Medika Hospital Sidoarjo)

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### Abstract

The development of businesses across various industrial sectors continues to show significant dynamics, in terms of economic growth, technological innovation, and marketing strategies. The aim of this study is to analyse the influence of knowledge sharing culture and competence on performance, mediated by commitment, among nurses in the Emergency Department at Citra Medika Hospital Sidoarjo. This type of research is quantitative, and the sample was selected using the Convenience Sampling technique, which involves taking the entire population as the sample. Therefore, the sample size consists of 100 nurses in the Emergency Department at Citra Medika Hospital Sidoarjo. The analysis technique used is Structural Equation Modelling – Partial Least Square (SEM-PLS). The results indicate that knowledge sharing culture does not have a significant impact on the performance of nurses in the Emergency Department at Citra Medika Hospital Sidoarjo. Competence has a positive and significant impact on the performance of these nurses. Knowledge sharing culture has a positive and significant impact on performance when mediated by commitment. Similarly, competence has a positive and significant impact on performance when mediated by commitment in the Emergency Department at Citra Medika Hospital Sidoarjo.

**Keywords:** Knowledge Sharing Culture; Competence; Commitment; Performance

### 1. Introduction

The development of businesses across various industrial sectors continues to show significant dynamics, both in terms of economic growth, technological innovation, and marketing strategies. With the progress of time, various industrial sectors such as information technology, healthcare, manufacturing, and energy are experiencing rapid growth, driving the creation of new opportunities and paradigm shifts in the business world. Therefore, to ensure the continued existence of industrial sectors, it is essential that these sectors can quickly adapt to changing market conditions.

The industrial sector, which is required to adapt quickly to market conditions, includes the healthcare sector. The Ministry of Health, in collaboration with the International Finance Corporation, has established a healthcare sector development programme in Indonesia aimed at enhancing the resilience and growth of the healthcare sector while attracting investment and technology transfer as an economic move post-pandemic. The initial step taken by the Ministry of Health and IFC was to sign a Memorandum of Understanding (MoU) regarding the development programme for healthcare sector projects in Indonesia in the fields of pharmaceuticals, vaccines, and health technology, aligned with the transformation of Indonesia's health system (Kementrian Kesehatan, 2023).

However, the programme initiated by the Ministry of Health and IFC will not succeed without the support of good performance from medical personnel. Performance is a form of evaluation, identification, assessment, and improvement of employee achievement results within the company's structure and culture, encompassing the essential components needed for evaluation to become more effective (Vuong & Nguyen, 2022). One of the healthcare centres currently

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focused on improving the quality of healthcare services and the performance of healthcare workers is Citra Medika Hospital Sidoarjo, located on Jalan Raya Surabaya-Mojokerto KM 44, Tarik-Sidoarjo.

The performance of the emergency room nurses at Citra Medika Hospital Sidoarjo can be enhanced through the commitment of the nurses. Commitment is also the willingness of organisation members to devote their energy, thoughts, and loyalty to the social system and to be bound by the social system to form social relationships within the organisation, so that individual goals and organisational goals become integrated (Ulabor & Bosede, 2019). Nurses with high affective commitment to the organisation tend to be more motivated and want to remain involved in every task. This commitment creates a strong sense of emotional involvement, which can boost motivation to give their best, thus improving performance. Additionally, nurses who are committed to the organisation are more likely to put in greater effort to achieve organisational goals. This can certainly enhance work quality and productivity, as nurses feel compelled to make a significant contribution. Therefore, it can be said that commitment positively influences performance (Anugrahadi et al., 2023).

At the emergency room of Citra Medika Hospital Sidoarjo, it was found that the implementation of policies in the emergency room has not yet complied with the regulations of the Ministry of Health, as they do not align with patient emergencies. Additionally, a gap still exists between senior and junior staff due to nursing competency certification, resulting in low organisational fairness and corporate social responsibility in terms of commitment. If the emergency room nurses at Citra Medika Hospital Sidoarjo have high commitment, it indicates a strong attachment to Citra Medika Hospital Sidoarjo, which would positively impact the performance of the nurses. This is evidenced by a decrease in nurse absenteeism and the success in implementing the healthcare sector development programme in Indonesia.

Based on data obtained from the Emergency Department of Citra Medika Hospital Sidoarjo for the year 2022, it was found that from January to December 2022, approximately 8 to 10 nurses each month were recorded as absent from their duties due to illness, leave, or being absent without notice. The highest number of absences occurred in June 2022, mainly due to the high number of nurses absent without explanation. The lowest number of absences was recorded in January, October, and November 2022. In 2023, there was a change in absenteeism numbers, with only 5 to 9 emergency room nurses being absent, and in December 2023, only 5 nurses were absent. The unexplained absences were due to reasons such as the death of a distant family member, the death of a close neighbour, or personal homecare activities outside of hospital practice. Nurse absences without explanation are considered as being absent without notice (alpha) based on the priority scale set by the Human Resource Management of Citra Medika Hospital Sidoarjo. The high number of unexplained absences (alpha) indicates low performance among the emergency room nurses at Citra Medika Hospital Sidoarjo.

The performance of the emergency room nurses at Citra Medika Hospital Sidoarjo can also be improved if the management of Citra Medika Hospital, especially the emergency room nurses, can implement a knowledge-sharing culture. This culture of sharing knowledge is a key stage in generating knowledge that is beneficial for enhancing the quality of human resources, based on the desire to share knowledge (Mustika et al., 2022). A knowledge-sharing culture encourages collaboration and the exchange of ideas among organisation members, giving each member greater access to information relevant to their work. Additionally, a knowledge-sharing culture can create an environment that supports innovation and creativity, fostering new ideas that lead to more innovative solutions, thereby enhancing performance. Therefore, it can be said that a knowledge-sharing culture positively influences performance (Azzahra, 2019). If the emergency room nurses can implement a knowledge-sharing culture, it is expected to enhance their performance in supporting the success of Citra Medika Hospital Sidoarjo in contributing to the healthcare sector development programme in Indonesia, designed by the Ministry of Health and the IFC.

The knowledge-sharing culture activities in the emergency department at Citra Medika Hospital Sidoarjo are conducted daily, weekly, monthly, and quarterly. It is hoped that these knowledge-sharing culture activities will enhance the knowledge and skills of the nurses in the emergency department at Citra Medika Hospital Sidoarjo.

In addition to a knowledge-sharing culture, the competence of the nurses is also necessary for measuring nurse performance to support the success of Citra Medika Hospital Sidoarjo in the healthcare sector development programme. Competence is the ability of an individual to transfer, integrate, and apply information, skills, and resources to achieve improved daily performance and create economic and social value for both individuals and organisations (Ghazali et al., 2023). Competence includes the skills, knowledge, and abilities required to perform job tasks and responsibilities. Someone with high competence in their tasks tends to achieve better results, demonstrating their best performance at work. Additionally, a competent individual can complete tasks more quickly and efficiently, ultimately enhancing productivity both in individual and team responsibilities, so it can be said that competence positively influences performance (Anugrahadi et al., 2023).

According to the Citra Medika Hospital Sidoarjo Staffing Guide, competence for emergency department nurses can be achieved by undergoing training for more than 20 hours per year. Out of 100 emergency department nurses, 17% (17 nurses) have undergone training for less than 20 hours in a year, indicating a need to enhance competence to improve the performance of the emergency department at Citra Medika Hospital Sidoarjo. If the competence of the emergency department nurses at Citra Medika Hospital Sidoarjo is high, it will result in better performance in terms of knowledge, skills, attributes, motives, and self-concept (Ghazali et al., 2023b).

The aim of this research is to analyse the impact of knowledge-sharing culture and competence on performance, mediated by commitment, among the emergency department nurses at Citra Medika Hospital Sidoarjo.

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## 2. Literature Review

### 2.1. Knowledge Sharing Culture

Knowledge is a valuable resource in a knowledge-based economy, as it enables organisations to adapt more swiftly to the global environment. Knowledge-sharing culture, on the other hand, is the culture of sharing knowledge, which is a crucial stage in generating beneficial knowledge that enhances the quality of human resources, based on the desire to share knowledge (Mustika et al., 2022). The indicators used to measure Knowledge Sharing Culture include (Mustika et al., 2022):

- Knowledge Sharing Self-Efficacy is the level of an individual's confidence in their ability to share knowledge with others, reflected in the extent to which they feel capable of overcoming obstacles or challenges that may arise in the process of sharing knowledge.
- Enjoyment in Helping Others is the level of satisfaction or pleasure someone feels when helping others, typically related to sharing knowledge or information.
- Intention to Share Knowledge is an individual's intention or desire to share knowledge or information with others, reflecting their commitment to engaging in knowledge-sharing behaviour.

A knowledge-sharing culture encourages collaboration and the exchange of ideas among organisation members, allowing each member greater access to information relevant to their work. Additionally, a knowledge-sharing culture can create an environment that supports innovation and creativity, fostering new ideas that lead to more innovative solutions, which can enhance performance (Azzahra, 2019).

### 2.2. Competance

Competence is the ability of an individual to transfer, integrate, and apply their information, skills, and resources to achieve improved daily performance, as well as to create economic and social value for both the individual and the organization. Competence refers to observable personality traits of individuals within an organization that lead to better performance, encompassing knowledge, skills, traits, motives, and self-concept (Ghazali et al., 2023). The indicators used to measure Competence include (Ghazali et al., 2023):

- Self-Development is the effort an individual makes to enhance their skills, knowledge, and personal potential. This activity includes training, self-learning, and skill development that can improve the quality of an individual.
- Personal Effectiveness is the ability of an individual to achieve personal and professional goals efficiently. This involves time management, wise decision-making, and the ability to handle tasks and responsibilities effectively.
- Teamwork is the ability of an individual to work effectively within a group. This involves communication, collaboration, and synergy among group members to achieve common goals.
- Interpersonal is the skills of communication and relationships between individuals. This includes the ability to communicate well, build strong relationships, and handle conflicts effectively.

An individual with high competence in performing their tasks tends to achieve better results, demonstrating their best performance at work. Additionally, a competent person can complete tasks more quickly and efficiently, ultimately enhancing productivity both in individual responsibilities and within a team (Anugrahadi et al., 2023).

### 2.3. Commitment

Commitment is the connection that naturally occurs between the members of an organization and the system within the organization. Commitment can also be described as the willingness of organizational members to dedicate their energy, thoughts, and loyalty to the social system, as well as their readiness to engage with the social system to form

social relationships within the organization, thereby integrating individual goals with organizational objectives (Ulabor & Bosede, 2019). The indicators used to measure Commitment include (Ulabor & Bosede, 2019):

- Leadership Style is the manner in which a leader directs and manages the organization, encompassing authoritarian, democratic, transformational, or other various leadership approaches.
- Organizational Fairness is employees' perception of the extent to which policies, decisions, and treatments within the organization are considered fair, including distributive, procedural, and interactional justice.
- Corporate Social Responsibility is the organization's efforts to operate sustainably, thereby having a positive impact on the organizational environment.
- The Nature of the Job is the characteristics and tasks involved in a job role, including the level of responsibility, task complexity, and degree of autonomy.
- Promotion and Length of Service is the organization's policies regarding employee promotions and the relationship between the length of service and the available career opportunities.

Commitment is still rarely discussed in research because it is often too complex to explain, making it difficult to measure consistently. Additionally, the lack of resources with insufficient commitment is marked by low work discipline and a desire to leave the job, which often makes commitment not genuinely felt by employees (Wisnuharnowo et al., 2020).

#### 2.4. Performance

Performance is a form of evaluation, identification, assessment, and enhancement of employee achievement within the company's structure and culture. It includes essential components necessary for effective evaluation. The role of managers in assessing performance is crucial as it reshapes employee productivity by altering specific aspects of the organization (Kahya & Oral, 2018). The indicators used to measure Performance in Nurses include (Kahya & Oral, 2018):

- Altruism is the behaviour of nurses based on the desire to help or improve the well-being of other nurses without prioritising personal interests.
- Conscientiousness is the responsibility, discipline, carefulness, and hard work in carrying out duties as a nurse.
- Allegiance is strong loyalty or allegiance to the ideology, group, individual, or hospital.
- Compliance is adherence to the regulations or instructions given by the head nurse or enforced by the hospital.
- Job Dedication is the level of sincerity, commitment, and involvement of nurses in their work.

An individual's performance can be improved by creating a comfortable environment for sharing information and knowledge, enhancing their competencies, and being supported by the strong commitment of employees within the organisation (Purnama & Widayati, 2023a).

#### 2.5. Hypothesis

A Knowledge Sharing Culture encourages collaboration and the exchange of ideas among members of the organisation, enabling each member to have greater access to information relevant to their work. Additionally, a knowledge sharing culture can create an environment that supports innovation and creativity, leading to new ideas and more innovative solutions, which can enhance performance. Therefore, it can be said that a Knowledge Sharing Culture positively influences Performance (Azzahra, 2019).

**H1: Knowledge Sharing positively influences the Performance of Emergency Department Nurses at Citra Medika Hospital Sidoarjo.**

Competence encompasses the skills, knowledge, and abilities required to perform job tasks and responsibilities. An individual with high competence in their duties tends to achieve better results, demonstrating their best performance at work. Additionally, a competent person can complete tasks more quickly and efficiently, ultimately enhancing productivity both in individual responsibilities and within a team. Therefore, it can be said that Competence positively influences Performance (Anugrahadi et al., 2023).

**H2: Competence positively influences the Performance of Emergency Department Nurses at Citra Medika Hospital Sidoarjo.**

A Knowledge Sharing Culture is a vital activity within an organisation to enable members to interact and learn together, fostering a sense of belonging and commitment to personal and organisational development. The commitment created establishes a strong emotional involvement, thereby enhancing the motivation to give their best, as evidenced by

improved performance. Therefore, it can be said that a Knowledge Sharing Culture positively influences Performance, mediated by Commitment (Purnama & Widayati, 2023).

### **H3: Knowledge Sharing positively influences Performance, mediated by the Commitment of Emergency Department Nurses at Citra Medika Hospital Sidoarjo.**

Someone who feels they have competence and skills can advance their career within the organisation and is more likely to remain committed and stay longer with the company. Furthermore, an individual with high affective commitment towards the organisation tends to be more motivated and wants to stay engaged in their work. The commitment creates a strong emotional involvement, thereby enhancing motivation to give their best, as evidenced by improved performance. Therefore, it can be said that Competence positively influences Performance, mediated by Commitment (Purnama & Widayati, 2023).

### **H4: Competence positively influences Performance, mediated by the Commitment of Emergency Department Nurses at Citra Medika Hospital Sidoarjo.**

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## **3. Method**

This type of research is quantitative, which involves using numerical measurements and statistical analysis to collect and analyse data. It involves gathering data that can be measured quantitatively, such as numbers, statistics, or other numerical data. The research design is experimental, aiming to test causal relationships between variables (Sahir, 2021)

The population used in this research consists of all the nurses in the Emergency Department at Citra Medika Hospital Sidoarjo, totalling 100 individuals. The sample was then selected using the Convenience Sampling technique, which involves taking the entire population as the sample. Therefore, the sample size used also consists of 100 nurses in the Emergency Department at Citra Medika Hospital Sidoarjo.

The analysis technique chosen aligns with the conceptual framework that connects multiple variables with many correlations (multivariate). Therefore, the most appropriate analysis technique is Structural Equation Modelling – Partial Least Square (SEM-PLS), a multivariate statistical analysis method used to test and model complex relationships between variables in a conceptual model. SEM-PLS is often used in research involving complex theoretical constructs with many latent variables (Hoyle, 2021)

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## **4. Results and Discussion**

### **4.1. Demographic Statistic**

Based on the profile of Citra Medika Hospital Sidoarjo, a study was conducted to explore the knowledge sharing culture, competence, commitment, and performance of nurses, particularly in the Emergency Department (ED), in order to maintain the quality of hospital services. The researcher distributed questionnaires to 100 nurses, and the results were classified as follows:

The majority of Emergency Department (ED) nurses at Citra Medika Hospital Sidoarjo are male, accounting for 70% (70 individuals), while female nurses make up 30% (30 individuals). This indicates that the ED nurses at Citra Medika Hospital Sidoarjo are predominantly male at 70%.

The majority of ED nurses at Citra Medika Hospital Sidoarjo are in the age group of 26-35 years, with a percentage of 49% (49 individuals). This is followed by the age group of 36-45 years at 33% (33 individuals), the age group of 17-25 years at 11% (11 individuals), and the age group over 45 years at 7% (7 individuals). This indicates that the ED nurses at Citra Medika Hospital Sidoarjo are predominantly in the age group of 26-35 years at 49%.

The majority of ED nurses at Citra Medika Hospital Sidoarjo hold the position of Staff Nurse, with a percentage of 40% (40 individuals). This is followed by Senior Nurse at 34% (34 individuals), Supervisory Nurse at 23% (23 individuals), and Head Nurse at 3% (3 individuals). This indicates that the ED nurses at Citra Medika Hospital Sidoarjo are predominantly in the position of Staff Nurse at 40%.

The majority of ED nurses at Citra Medika Hospital Sidoarjo have been working for more than 5 years, with a percentage of 48% (48 individuals). This is followed by those who have worked for 3-5 years at 37% (37 individuals) and those

who have worked for less than 3 years at 15% (15 individuals). This indicates that the ED nurses at Citra Medika Hospital Sidoarjo are predominantly those who have worked for more than 5 years at 48%.

#### 4.2. Construct Validity

**Tabel 1** Construct Validity

Indikator	Knowledge Sharing Culture (X1)	Competence (X2)	Commitment (Z)	Perfomance (Y)
X1.1	0.799			
X1.2	0.868			
X1.3	0.891			
X2.1		0.824		
X2.2		0.749		
X2.3		0.837		
X2.4		0.810		
Z.1			0.780	
Z.2			0.784	
Z.3			0.865	
Z.4			0.817	
Z.5			0.819	
Y.1				0.831
Y.2				0.871
Y.3				0.889
Y.4				0.808
Y.5				0.866

Source: SmartPLS, 2024

Construct Validity is the first stage of validity testing using the Loading Factor values. The table shows that all values in the Loading Factor are greater than 0.6. This indicates that all indicators are valid and suitable for use in further research.

#### 4.3. Discriminant Validity

**Tabel 2** Discriminant Validity

Indikator	Knowledge Sharing Culture (X1)	Competence (X2)	Commitment (Z)	Perfomance (Y)
X1.1	0.799	0.469	0.455	0.262
X1.2	0.868	0.596	0.547	0.469
X1.3	0.891	0.653	0.630	0.509
X2.1	0.617	0.824	0.665	0.554
X2.2	0.495	0.749	0.498	0.509
X2.3	0.537	0.837	0.680	0.678
X2.4	0.551	0.810	0.668	0.621
Z.1	0.418	0.598	0.780	0.640

Z.2	0.519	0.623	0.784	0.639
Z.3	0.635	0.694	0.865	0.735
Z.4	0.553	0.606	0.817	0.642
Z.5	0.495	0.669	0.819	0.662
Y.1	0.448	0.674	0.709	0.831
Y.2	0.458	0.620	0.729	0.871
Y.3	0.408	0.599	0.657	0.889
Y.4	0.413	0.614	0.665	0.808
Y.5	0.416	0.638	0.721	0.866

Source: SmartPLS, 2024

Discriminant Validity is the second stage of validity testing using the Cross Loading values. The table shows that all values in the Cross Loading are greater than 0.6. This indicates that all indicators are valid and suitable for use in further research.

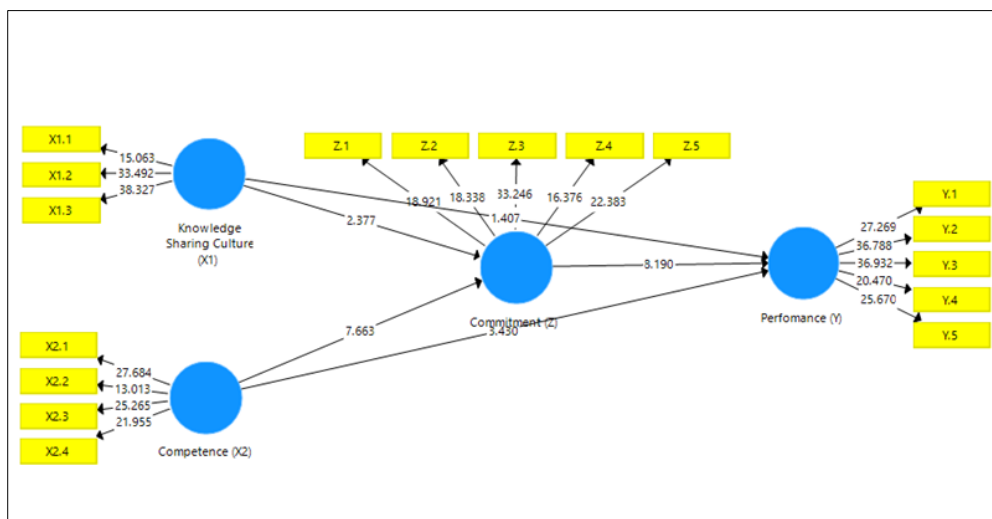
#### 4.4. Composite Reliability

**Tabel 3** Composite Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Knowledge Sharing Culture (X1)	0.816	0.848	0.889	0.728
Competence (X2)	0.820	0.829	0.881	0.650
Commitment (Z)	0.872	0.875	0.907	0.662
Performance (Y)	0.907	0.907	0.931	0.729

Source: SmartPLS, 2024

Composite Reliability is the stage of reliability testing using Cronbach’s Alpha and Composite Reliability values. The table shows that all values for Cronbach’s Alpha and Composite Reliability are greater than 0.6. This indicates that all indicators are reliable and suitable for use in further research.



Source: SmartPLS, 2024

**Figure 1** Outer Model

#### 4.5. R-Square

**Tabel 4** R-Square

Variable	R Square	R Square Adjusted
Commitment (Z)	0.641	0.633
Performance (Y)	0.702	0.692

Source: SmartPLS, 2024

Commitment shows an R-Square value of 0.641, meaning that the variables knowledge sharing culture and competence are able to influence commitment by up to 64.1%, while the remaining 35.9% is influenced by other variables not used in this study, such as nurse discipline. Furthermore, Performance shows an R-Square value of 0.702, meaning that the variables knowledge sharing culture, competence, and commitment are able to influence performance by up to 70.2%, while the remaining 29.8% is influenced by other variables not used in this study, such as nurse discipline.

#### 4.6. Path Coefficient

**Tabel 5** Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Knowledge Sharing Culture (X1) -> Performance (Y)	-0.139	-0.141	0.099	1.407	0.160
Competence (X2) -> Performance (Y)	0.313	0.313	0.091	3.430	0.001

Source: SmartPLS, 2024

The results of the analysis based on the path coefficient are as follows:

Knowledge sharing culture does not have a significant impact on performance, as indicated by a p-value of  $0.160 > 0.05$ , resulting in the rejection of H1. This analysis contradicts Azzahra's (2019) study, which states that knowledge sharing culture positively and significantly influences performance. Knowledge sharing culture encourages collaboration and the exchange of ideas among organisation members, providing each member with greater access to information relevant to their work. Additionally, knowledge sharing culture can create an environment that supports innovation and creativity, leading to new ideas and more innovative solutions, which can enhance performance. Therefore, it can be said that knowledge sharing culture positively influences performance (Azzahra, 2019). However, this study shows different results, as knowledge sharing culture does not significantly affect performance. This means that briefing or meeting activities in the ED of Citra Medika Hospital, whether daily, weekly, or monthly, have not directly improved performance. Instead, the performance of nurses in the ED of Citra Medika Hospital is improved by the competence of both Senior and Junior nurses.

Competence has a positive and significant impact on performance, with a p-value of  $0.001 < 0.05$ , leading to the acceptance of H2. This analysis aligns with Azzahra's (2019) study, which explains that knowledge sharing culture positively and significantly influences performance. Competence encompasses the skills, knowledge, and abilities required to perform job tasks and responsibilities. An individual with high competence in their duties tends to achieve better results, demonstrating their best performance at work. Additionally, a competent person can complete tasks more quickly and efficiently, ultimately enhancing productivity both in individual responsibilities and within a team. Therefore, it can be said that competence positively influences performance (Anugrahadi et al., 2023). This statement also aligns with the reality for nurses in the ED of Citra Medika Hospital, as each nurse is required to undergo more than 20 hours of training per year, thus increasing their competence and improving performance



#### 4.7. Specific Indirect Effect

**Tabel 6** Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Knowledge Sharing Culture (X1) -> Commitment (Z) -> Performance (Y)	0.138	0.139	0.062	2.229	0.026
Competence (X2) -> Commitment (Z) -> Performance (Y)	0.426	0.427	0.077	5.523	0.000

Source: SmartPLS, 2024

The results of the analysis based on the specific indirect effect are as follows:

Knowledge sharing culture has a positive and significant impact on performance mediated by commitment, with a p-value of  $0.026 < 0.05$ , leading to the acceptance of H3. This analysis aligns with the study by Purnama & Widayati (2023), which explains that knowledge sharing culture positively and significantly influences performance mediated by commitment. Knowledge sharing culture is a crucial activity within an organisation to enable members to interact and learn together, fostering a sense of belonging and commitment to personal and organisational development. The commitment created establishes a strong emotional involvement, thereby enhancing motivation to give their best, as evidenced by improved performance. Therefore, it can be said that knowledge sharing culture positively influences performance mediated by commitment (Purnama & Widayati, 2023). This statement also aligns with the reality for nurses in the ED of Citra Medika Hospital, who engage in knowledge sharing culture activities daily, weekly, monthly, and quarterly to enhance their knowledge, skills, and commitment to providing the best care to patients, thus improving the performance of nurses in the ED of Citra Medika Hospital Sidoarjo.

Competence has a positive and significant impact on performance mediated by commitment, with a p-value of  $0.000 < 0.05$ , leading to the acceptance of H4. This analysis aligns with the study by Anugrahadi et al. (2023), which explains that competence positively and significantly influences performance mediated by commitment. Competence encompasses the skills, knowledge, and abilities required to perform job tasks and responsibilities. An individual with high competence in their duties tends to achieve better results, demonstrating their best performance at work. Additionally, a competent person can complete tasks more quickly and efficiently, ultimately enhancing productivity both in individual responsibilities and within a team. Therefore, it can be said that competence positively influences performance (Anugrahadi et al., 2023). This statement also aligns with the reality for nurses in the ED of Citra Medika Hospital, as each nurse is required to undergo more than 20 hours of training per year, increasing their competence. The increased competence of nurses in the ED of Citra Medika Hospital leads to enhanced commitment, as demonstrated by the implementation of policies in the ED, even if not fully aligned with the Ministry of Health's emergency regulations. Nonetheless, all staff strive to save emergency patients and provide the best performance to patients in the ED of Citra Medika Hospital Sidoarjo.

## 5. Conclusion

Based on the analysis of the results and discussion on knowledge sharing culture, competence, commitment, and performance of nurses in the Emergency Department at Citra Medika Hospital Sidoarjo, the following conclusions are drawn:

- Knowledge sharing culture does not have a significant impact on the performance of nurses in the Emergency Department at Citra Medika Hospital Sidoarjo.
- Competence has a positive and significant impact on the performance of nurses in the Emergency Department at Citra Medika Hospital Sidoarjo.
- Knowledge sharing culture has a positive and significant impact on performance when mediated by commitment in the Emergency Department at Citra Medika Hospital Sidoarjo.
- Competence has a positive and significant impact on performance when mediated by commitment in the Emergency Department at Citra Medika Hospital Sidoarjo.

### *Suggestion*

Knowledge sharing culture does not have a direct significant impact on performance. This means that the various briefing and meeting activities conducted in the Emergency Department at Citra Medika Hospital, whether daily, weekly, or monthly, have not yet been able to directly improve performance. The performance improvement of nurses in the Emergency Department at Citra Medika Hospital is due to the competence of both Senior and Junior nurses. Therefore, changes need to be made by rewarding nurses who actively share knowledge and contribute to enhancing performance, especially within the team.

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### **Compliance with ethical standards**

#### *Disclosure of conflict of interest*

No conflict of interest to be disclosed.

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