

The Influence of Ethical Leadership and Knowledge Sharing on Employee Performance Mediated with Higher College Commitment

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ABSTRACT

This study aims to investigate the relationship between ethical leadership and knowledge sharing on employee performance mediated by organizational commitment at Muhammadiyah Ponorogo universities using the SMART PLS 4 method. The population in this study is staff at Muhammadiyah Ponorogo University using non-probability sampling techniques using a purposive approach. sampling with a sample size of 100 people according to the criteria. The results show that Ethical Leadership has a positive and significant effect on Organizational Commitment, and Knowledge Sharing also has a positive and significant impact on Organizational Commitment, Ethical Leadership has a positive and significant effect on employee performance, but Knowledge Sharing has no positive impact on employee performance, Organizational Commitment has a positive effect on performance employee.

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1. INTRODUCTION

Higher education institutions are responsible for preparing Indonesian individuals with superior abilities and character through higher education. This is done by providing access to cutting-edge science and technology. An organization is a group of individuals who work together to achieve certain goals. In every organization, there are individuals who lead and those who are led. According to Sunyoto (2013), leadership refers to a person's efforts to influence individual or group behavior, with the aim of achieving organizational goals. To carry out government functions well, organizations need maximum performance. This performance includes success in expressing gratitude and understanding for what has happened, such as achieving targets, meeting work standards, or achieving results according to mutual agreement. Performance also involves carrying out tasks well in accordance with everyone's responsibilities, so that the expected results can be achieved.

The focus of this research object is universities. Higher education is something that is quite important because it has a scope that influences many things, for example from morals, behavior, to ways of thinking in solving problems in everyday life. One of the higher education institutions that has an influence on changes in the attitudes of human resources or employees is Muhammadiyah University of Ponorogo. Muhammadiyah University of Ponorogo (UMPO) is a private educational institution owned by Muhammadiyah, focusing on the education sector. The achievements that UMPO has achieved include being ranked first under the auspices of State and Private Universities (PTN-PTS) in the Madiun Peninsula, showing significant achievements.

Knowledge Sharing is very important in companies because one way to improve employee performance is to share knowledge. Knowledge about an organization lies with its members, it is important to know the value of knowledge and the willingness of members to share it with colleagues [1]. This is supported by research conducted [2] which states that the practice of sharing knowledge has a strong relationship with employee performance.

In addition to sharing knowledge, organizational commitment significantly impacts employee performance. Over recent decades, there has been a notable increase in organizational commitment, prompting numerous studies to underscore its pivotal role in shaping the employee-company relationship. This surge in interest has prompted researchers to explore organizational commitment from diverse angles, particularly

within the realm of organizational behavior. For companies aiming to attain sustainable competitive advantages and meet organizational objectives by fostering positive employee behaviors, prioritizing the cultivation of strong commitment is imperative within their human resource development strategies. Employees demonstrating robust commitment exhibit heightened dedication to their work, steadfast loyalty, and a favorable disposition towards the organization.

According to Rune Todnem By & Cliff Oswick, (2012) emphasizes that leadership must be based on a clear ethical system, so that change can be managed effectively. For example, notes that "leaders must have clear moral guidelines. ensuring that they do not abuse the confidence placed in them and the unique freedoms they enjoy. Therefore, ethical leadership is when someone shows behavior that is in accordance with norms through personal actions and interpersonal interactions, and promotes this behavior to followers, in this case employees, through communication involving both parties, and joint decision making. Brown et al, (2005) is very relevant in the context of organizational change. Given the evidence that ethical leadership can reduce employee deviance Neves et al., (2017) this also has the potential to prevent dysfunctional employee resistance in times of organizational change.

Numerous pertinent research findings indicate diverse outcomes, prompting the author's inclination towards further investigation. This pursuit aims to identify gaps in prior studies, aiming to generate comprehensive reference material. Such resources could serve as valuable tools for policymakers seeking to grasp the nuances of ethical leadership's impact on performance enhancement.

Several previous studies put forward by several experts are as follows: according to M. Sharif & Scandura, (2014), it was found that ethical leadership has a direct or negative relationship with employee performance. Rose et al., (2011) found that ethical leadership has a positive relationship with organizational commitment, Allameh et al. (2014). The findings of this study indicate that sharing knowledge has a significant impact on employee performance, which acts as a result. Consequently, researchers propose further examination of this relationship. Specifically, they suggest investigating how ethical leadership and knowledge sharing, mediated by organizational commitment, affect employee performance.

2. RESEARCH METHOD

This study employs a quantitative approach with an associative methodology, which investigates causal relationships between multiple variables. The analytical technique utilized is Partial Least Squares (PLS) as outlined by Sugiono (2015). The independent variables, denoted as X, include ethical leadership and knowledge, while the dependent variables, denoted as Y, consist of employee performance. Additionally, organizational commitment serves as the mediating variable, denoted as Z. Data collection involved distributing questionnaires to 100 respondents from Muhammadiyah College in Ponorogo. The research framework is structured as follows figure 1:

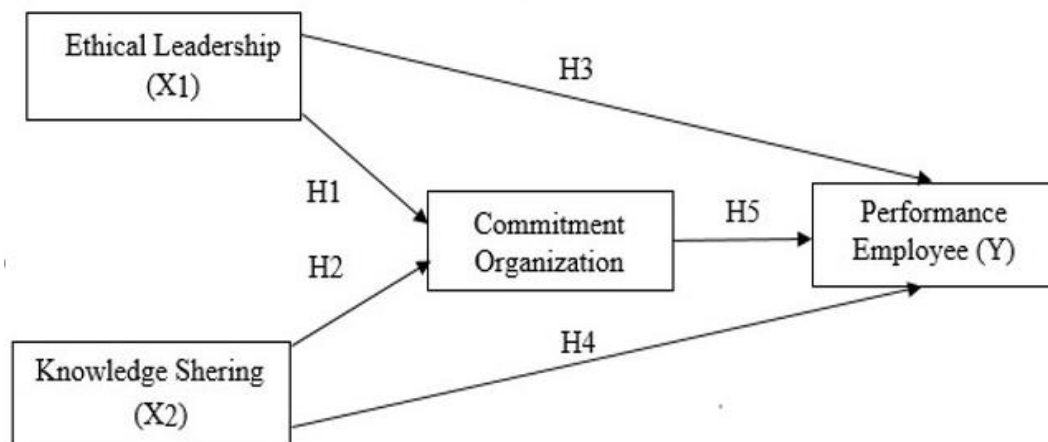


Figure 1. Theoretical Framework

2.1. Hypothesis Development

2.1.1. Ethical Leadership and Organizational Commitment

According to Lambert et al., (2021) found that the relationship between employees and organizations reflects the level of commitment to the organization. Research has shown this. Note that a competent leader will strive to maintain positive relationships with his team through constructive behavior. Believe that group members with ethical leadership will respond to the correct behavior they experience with respect, loyalty and commitment [3]. These guiding principles can create a good connection with organizational commitment in the context of financial institutions. Research findings [4] show that business owners and managers, to increase organizational commitment, must behave positively. These behaviors also influence levels of job satisfaction in an environment that encourages positive organizational engagement. Therefore, ethical leadership has a real

impact on organizational commitment and job satisfaction, as shown by research findings and existing literature. As captured and confirmed by this study, the dimensions of moral people and moral managers have a major role in reflecting ethical leadership in an organization. However, respondents' perceptions were at a medium to high level. It will affect employee performance results were in this research the employee's organizational commitment is also considered weak.

H1: Ethical leadership positively influences Organizational Commitment

2.1.2. Knowledge Sharing and Organizational Commitment

Refers to employee attachment to the organization [5] One might argue that organizational success hinges greatly on the level of commitment from its members. Hence, it is imperative for organizations to actively seek methods to bolster this commitment among employees. Commitment itself is complex, comprising three key facets: the affective component, reflecting the emotional bond between the employee and the organization (wishing to be there); continuance, which considers the practical costs associated with leaving (feeling one must stay); and normative, which entails a sense of duty to remain with the organization (feeling one should stay) [6]. In essence, the dedication employees show impacts their performance in both giving and receiving knowledge, playing a crucial role in fostering a culture of knowledge sharing. Scholars typically posit a beneficial connection between organizational commitment and the act of sharing knowledge. For instance, Tzu-Shian et al. (2010) concur that a strong commitment to the organization tends to promote employees' willingness to share knowledge, suggesting that engaged employees tend to facilitate more extensive knowledge exchange. As employee engagement grows, the effectiveness of knowledge sharing also tends to increase. Also reports that organizational cooperation is closely related to sharing soft knowledge [7]. Considering the course description and research, it appears that there is a relationship between organizational commitment and knowledge sharing.

H2: Knowledge Sharing has a Significant Influence on Organizational Commitment.

2.1.3. Ethical Leadership and Employee Performance

According to the concept of social learning, we believe that leaders who act ethically can improve the performance of their team members by giving them trust and encouraging them to adopt ethical principles. This occurs when team members personally adopt and understand the ethical values upheld by the organization [8]. Morally responsible leaders often build emotional connections or relational attachments with their team members. This allows team members to feel personally connected to their leader. During this process, behaviors demonstrated by ethical leaders such as integrity, trust, concern for the welfare of others, and fairness can strengthen team members' commitment to achieving the goals and vision of the organization they lead [9]. Organizational members often imitate this behavior, which is then reflected in their performance in primary and additional roles (such as caring for customers which can be seen from focusing on customer needs) [10]. Meanwhile, according to Fernandez, (2008), underlining the importance of leadership behavior is to predict the level of job satisfaction and performance in the future. The research findings illustrate the way employees from different countries can analyze several factors that influence their performance. As part of this investigation. It is emphasized that when employees feel trust in their leaders, this will encourage their participation and involvement in work, which in turn will have an impact on their performance [11]. Employees will be more motivated to commit to work because they believe in their leader's ethical ability to make fair and correct decisions regarding work.

H3: Ethical Leadership Has a Positive Influence on Employee Performance

2.1.4. Knowledge Sharing and Employee Performance

According to Suppiah and Sandhu (2011), knowledge sharing involves the interactions and communication between individuals and professional organizations. Its success hinges on the quantity and quality of relationships among employees, as well as their willingness and capability to utilize the shared knowledge. Team members support the organization's aims and objectives, translating these into technical goals and fostering employee development. Human consciousness is challenging to articulate in words and thus needs to be documented and disseminated through books or well-established knowledge resources. Additionally, the process of knowledge sharing significantly and directly influences employee performance. suggest that interpersonal relationships are closely related to knowledge management, which in turn influences innovation performance [12]. It demonstrates that the conversion of shared knowledge positively impacts organizational performance. Specifically, the exchange of job-related and organizational knowledge significantly enhances employee performance. Additionally, the findings indicate that sharing knowledge pertaining to interpersonal relationships greatly and positively affects employee performance. Theoretical and empirical evidence thus confirms a link between knowledge sharing and employee performance.

H4: Knowledge Sharing Influences Employee Performance

2.1.5. Organizational Commitment and Employee Performance

Organizational commitment is seen in a strong belief and acceptance of the values and mission of a company, and strong motivation to remain in it to achieve common goals. To improve employee productivity,

a firm commitment is needed so that the expected goals can be realized. Organizational commitment reflects the employee's willingness to remain loyal to being part of the company and is willing to make extra efforts to improve performance to achieve common goals. According to [13] Employees who show a high level of commitment in these meetings, they last longer, show high performance, and are actively involved in the work environment. Therefore, it is important to develop and strengthen organizational commitment among employees. In their research on government-owned energy companies, Tielung et al. (2013) found that organizational commitment significantly positively influences employee performance. This is different from other studies that have been carried out. This shows that organizational commitment does not affect employee performance because companies pay less attention to employee welfare, especially in terms of disproportionate income with performance, which ultimately makes employees feel uncomfortable working in the organization [14].

H5: Organizational Commitment Influences Employee Performance

3. RESULTS AND ANALYSIS

From the survey results sent via Google form, 100 responses were received. The following is an overview of who responded to this survey: gender, age range, highest level of education, length of service, and their higher education institution of origin.

Based on the data in Table 1, it can be concluded that most respondents were men, reaching 55 people or 55% of the total. This shows that it is likely that male employees are more efficient in completing their tasks. Apart from that, most respondents were over 40 years old, with the number reaching 46 people or 46%. This indicates that most employees have quite mature work experience. In terms of education, most respondents were Bachelor (S1) graduates, 78 people or 78% of the total. This implies that the higher a person's level of education, the more likely they are to perform their duties better. On the other hand, most respondents have also worked for more than 10 years, with the number reaching 53 people or 53%. This shows that the longer someone works, the more likely they are to have valuable experience in developing the Muhammadiyah University of Ponorogo organization.

Table 1. Characteristics of Respondents

Demographic Variables	Frequency	Percentage
Gender		
Man	55	55%
Woman	45	45%
Age		
21 - 30 Years	28	28 %
31 - 40 Years	26	26%
> 40 Years	46	46 %
Education		
SMA/SMK	7	7 %
D3	7	7 %
Strata 1 (S1)	78	78 %
Strata 2 (S2)	8	8 %
Length of work		
< 5 Years	27	27%
6 – 10 Years	20	20 %
> 10 Years	53	53%
Campus		
Muhammadiyah University of Ponorogo	100	100%

This study employs two models: (1) Data Quality Testing (outer model) and (2) Evaluation of the Structural Model (inner model). The findings are as follows:

3.1. Data Quality Testing (Outer Model)

The outer model outlines the connection between indicators and constructs. This preliminary evaluation or measurement test reflects the relationship between convergent validity and construct validity.

3.1.1. Discriminant Validity

3.1.1.1. Loading Factor

An indicator meets the criteria for convergent validity if its outer loading value exceeds 0.70. In the provided table, after testing, there is one indicator with a value below 0.70, which includes EL 3.

After removing one indicator that falls below the standard value, testing is conducted and the results are compared with an indicator that exceeds a value of 7.0 (Figure 2):

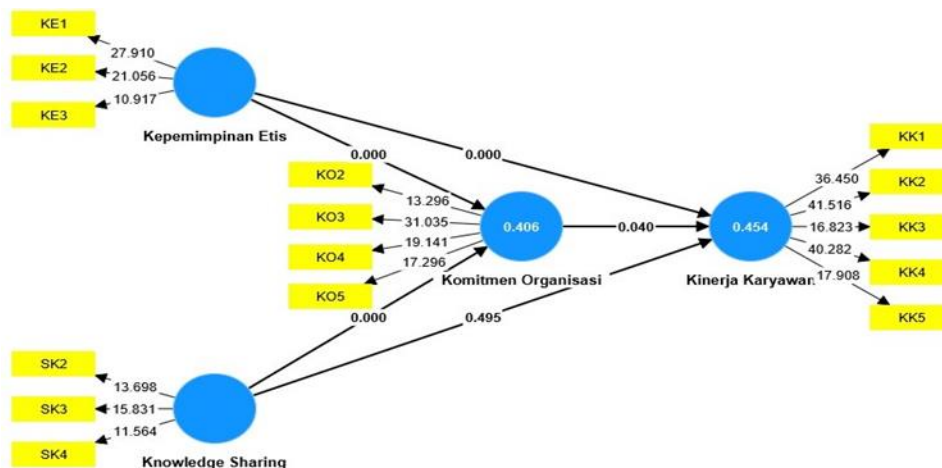


Figure 2. External Model

3.1.1.2. Cross Loader

The Cross Loading Test demonstrates that the loading value of each indicator item within the constructs (X1, X2, Z, and Y) surpasses the cross-loading values. This indicates that all constructs or latent variables possess good discriminant validity, as the indicators within each construct are more strongly correlated with their own construct than with others. Therefore, the cross-loading analysis results suggest that there are no issues with discriminant validity.

3.1.1.3. Trust Test

Based on the results from Table 1, the Cronbach's alpha and composite reliability values for each variable exceed 0.60, while the average variance extracted (AVE) values are greater than 0.50.

Table 2. reliability

Variable	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)	Information
Ethical Leadership	0.737	0.749	0.656	Reliable
Employee performance	0.913	0.918	0.745	Reliable
Knowledge Sharing	0.704	0.704	0.627	Reliable
Organizational Commitment	0.833	0.849	0.665	Reliable

Therefore, it can be concluded that all variables are reliable according to the composite reliability test (Figure 3).

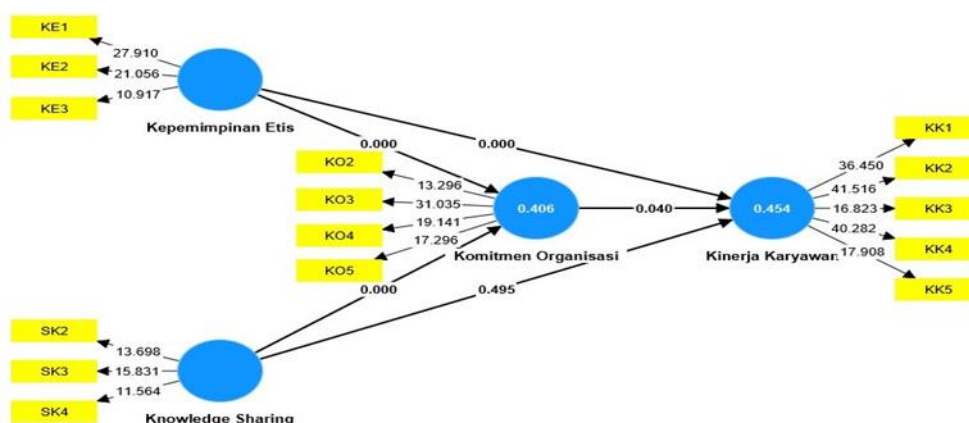


Figure 3. Inner Model

3.1.2. Goodness of Conformity

3.1.2.1. R Square (R²)

The R-Square value for Organizational Commitment is 0.418. This indicates that 41.8% of Organizational Commitment can be explained by ethical leadership and knowledge sharing, while the remaining 58.2% is influenced by other factors not examined by the researchers. The Employee Performance variable has an R-Square value of 0.471, meaning that ethical leadership and knowledge sharing account for

47.1% of the influence on employee performance, with the remaining 52.9% being attributed to other variables not studied by the researchers (table 3):

Table 3. Square R (R2)

Variable	R-square	Information
Employee Performance (Y)	0.471	Big
Organizational Commitment (Z)	0.418	big

3.1.2.2. Predictive Relevance (Q2)

Results testing Predictive Relevance done and explained on table 4 indicates that the Q-Square/Predictive Relevance value for the endogenous variable is above 0, specifically 0.454, demonstrating a strong observation value. The mediating variable, as shown in the Q-Square table, also has a value of 0.454, signifying a solid observation value for this variable as well.

Table 4. Predicate relevance (Q2)

Variable	Q2
Employee Performance (Y)	0.454
Organizational Commitment (Z)	0.454

3.1.2.3. U Effect Size (F2)

Submission of Effect Size is carried out and explained in the following table 5 regarding the effect size of the ethical leadership variable on organizational commitment and ethical leadership on employee performance, there is a large category of 0.35. Knowledge sharing regarding organizational commitment has a large category of 0.35. The variable organizational commitment to employee performance is in the small category.

Table 5. Effect Size (F2)

X1	YZ	X2
Ethical Leadership	0.347	0.131
Employee performance		
Knowledge Sharing	0.008	0.394
Organizational Commitment	0.083	

3.1.2.4. Hypothesis test

As a result of the research used in this research to answer this statement, the test can be analyzed by comparing the t value and p value. The hypothesis is considered accepted if the p-value is less than 0.05. These results complement the direct and indirect regression tests.

Table 6. Hypothesis Testing

variable	Original sample (O)	P values	Information
Ethical Leadership -> Employee Performance	0.476	0,000	Hypothesis accepted
Ethical Leadership -> Organizational Commitment	0.289	0,000	hypothesis accepted
Knowledge Sharing -> Employee Performance	0.081	0.495	Hypothesis rejected
Knowledge Sharing -> Organizational Commitment	0.500	0,000	Hypothesis accepted
Organizational Commitment -> Employee Performance	0.275	0.040	Hypothesis accepted

Table 7. (Specific Indirect Effects)

variable	Original sample (O)	P values	Information
Ethical Leadership -> Organizational Commitment -> Employee Performance	0.079	0.078	Hypothesis rejected
Knowledge Sharing -> Organizational Commitment -> Employee Performance	0.137	0.086	Hypothesis rejected

3.2. Discussion

3.2.1. The Influence of Ethical Leadership on Organizational Commitment

Based on the results of the hypothesis analysis in this research, ethical leadership has a positive and significant effect on the organizational commitment of university employees. (North House, 2013). using a common currency. Definition: The rule of law involves the use of force to help team members navigate value conflicts in a dynamic work environment, as well as adapt to rapid cultural change. The essence of ethical leadership is service to subordinates as the leader's main priority. This service concept includes aspects such as guiding, supporting, and providing authority to team members. Leaders are expected to be able to accompany team members to develop themselves, increase their wisdom, and increase their readiness to take on responsibilities. Apart from that, leaders must also understand and meet the needs of team members well. Proves that ethical leadership has a significant and positive influence on organizational commitment [15]. This means that the higher the level of ethical leadership or the stronger the organizational commitment, the more successful the employees will be. This means that the more guidelines implemented by management, the better the organizational structure will be.

3.2.2. The Effect of Knowledge Sharing on Organizational Commitment

Based on the research results, it appears that knowledge sharing has a significant influence on the organizational commitment of academic staff. Knowledge sharing is the dissemination of knowledge from one person to another, both within an environment and within an organization. sharing your knowledge will lead to increasing the value of the knowledge you have, as stated Md. Aftab Uddin, (2013) it will motivate people to think logically, thereby producing something innovative [16] Sharing knowledge is a process of exchange or transfer facts, ideas, concepts, notions, principles, and models within and between different organizations, including responses and changes on the part of those sending and receiving information. According to a study supported by Tandayong (2019), it was found that involvement in knowledge sharing has an important and good impact on organizational interventions. Higher levels of commitment within an organization can be attributed to the level of individual willingness to share knowledge. This shows that employees tend to have a positive attitude towards sharing knowledge because of the emotional involvement between colleagues and feelings of responsibility for the progress of the organization.

3.2.3. The Influence of Ethical Leadership on Employee Performance

Based on the results of this research, it shows that Ethical Leadership has a significant effect on the performance of higher education employees. This means that ethics-based leadership strengthens employee performance confidence. When performing employees have confidence in their leader's integrity and positive values, they are more likely to feel supported and motivated to give their best. Ethical leaders generally provide positive motivation and active involvement to employees, encouraging active participation, providing rewards, and giving meaning to their work. This leadership approach contributes to the establishment of a positive organizational culture, creating an environment where values such as integrity, responsibility and fairness are valued. In this way, performance enthusiasm and productivity can increase. Research conducted Sharif and Scandura, (2014). Ethical leadership has a significant positive impact on employee productivity. The analysis shows a positive correlation between ethical leadership and employee performance. Ethical leadership refers to a leadership style that is based on correct moral principles and values. Leaders who implement ethical leadership act with integrity, honesty, and fairness. They make decisions that consider their impact on employee performance, and they strive to create a fair and sustainable work environment.

3.2.4. The Effect of Knowledge Sharing on Employee Performance

Presentation of the results of this study shows that sharing knowledge does not have a positive effect on the performance of higher education employees. Based on the results of the analysis, it can be explained that the most prominent aspect in the knowledge sharing variable is the indicator of employee motivation to share knowledge within the organization. This indicates that employees already have the urge to exchange knowledge between fellow employees in the organization. However, research conducted Yuni Anggreyana (2017) shows that knowledge sharing activities do not have a significant impact on improving employee performance, and conversely, employee performance is not greatly influenced by knowledge sharing. In other words, it can be concluded that knowledge sharing is not one of the main factors influencing employee performance. There are various other factors that play a role in determining employee performance. So, increasing or decreasing the level of knowledge sharing is not expected to have a major impact on improving employee performance, considering that the employee performance system in higher education is already running well. Apart from that, many respondents had a bachelor's degree (S1) and had long work experience, ranging from 6 to 10 years. This shows that they have the ability, experience, self-confidence, and a good understanding of their job description. As a result, they can complete work tasks well. Therefore, it can be concluded that the level of knowledge sharing between organizational employees does not have a significant influence on employee performance.

The results of this research are different from the results of research (Kumalasari (2013), Mandadasari (2016) which states that sharing knowledge has a significant influence on employee performance. However,

the results of this study show that sharing knowledge has a significant influence on employee performance. This is different from the results of research Annisa (2013) that the implementation of knowledge sharing in higher education is still difficult to implement because there are still many obstacles, namely employees only know a little about knowledge sharing, namely morning briefings. When there is no organization, employees who experience work conflicts become an obstacle in organization, so that it appears that there are people who care while there are those who do not. The motivation of employees is different, sometimes making employees reluctant to take the time to share both online and offline. Likewise, the results of research Rashed et al (2010) state that knowledge sharing has a small impact on employee performance.

3.2.5. The Effect of Organizational Commitment on Employee Performance

Based on the findings presented in this research, organizational commitment has a positive and significant effect on employee performance. college staff [13]. Employees who show a high level of commitment to their organization will stay longer, show high performance, and be productive. Therefore, it is important to support and encourage employees. Organizational commitment refers to an employee's level of involvement, loyalty, and dedication to the organization for which they work. This commitment can include an emotional component, a permanent principle in the organization. Various studies show that organizational commitment has a significant influence on employee performance.

The results of research conducted by Tielung et al. (2013) that organizational commitment has a significant positive effect on employee performance. This means that a high level of commitment from employees to the organization can provide several positive benefits for the organization. Committed employees tend to be more motivated, productive, and satisfied with their work. This commitment can also reduce employee turnover rates, improve team collaboration, encourage innovation, and support individual skills development. In addition, employees who are committed to the organization are more active in supporting company policies and values, act as good citizens, and contribute more than expected. Overall, cultivating a high level of commitment among employees can create a positive work environment and have a positive impact on the performance and success of the organization.

3.2.6. Ethical Leadership, Employee Performance and Organizational Commitment as Mediating Variable.

Ethical leadership refers to a leadership style that is based on moral principles and ethical values. Leaders who apply ethical leadership carry out actions that are fair, honest, responsible, and consider the interests of all parties involved. They are mindful of the social and environmental impacts of their decisions and actions, and strive to maintain integrity and morality in their leadership roles Northouse, PG (2019). Performance, on the other hand, is the level of achievement of goals and results produced by an individual, team, or organization in achieving their mission and vision. Good performance is characterized by consistent and effective achievement of set goals. This contribution includes various aspects, such as the quantity and quality of work output, consistent attendance, and cooperative attitudes. Luthans (2011) explains that organizational commitment involves employee loyalty to the company and is an ongoing process in which organizational members show more attention to the company.

Mediation of organizational commitment in relation to ethical leadership and performance refers to the process by which a person's level of organizational commitment mediates the relationship between the ethical leadership style practiced by their leaders and the performance of individuals or groups within that organization. In this context, organizational commitment acts as a link between ethical leadership practices and performance outcomes. The results of this research according to Mayer, DM, Aquino, K., Greenbaum, RL, & Kuenzi, M. (2012) show that ethical leadership has a positive effect on employee performance. In addition, organizational commitment also moderates the relationship between ethical leadership and performance employees. This means that ethical leadership has a positive impact not only on employee performance, but also through its impact on organizational commitment. The implication of this research is the importance of building ethical leadership and creating an organizational environment that encourages employee commitment, so that it can improve their performance.

3.2.7. Knowledge Sharing, Employee Performance and Organizational Commitment as Mediating Variables.

Knowledge Sharing is a process in which individuals or organizational members share knowledge, experience, and information with their colleagues. It involves the transfer of knowledge possessed by an individual to others in the organization. Organizational commitment, on the other hand, refers to an employee's level of attachment and dedication to the organization they work for.

The relationship between knowledge sharing and employee performance can be mediated by organizational commitment. A mediating variable is a variable that explains the relationship between the independent variable (Knowledge Sharing) and the dependent variable (employee performance). In this context, organizational commitment acts as a mediating variable. When employees are actively involved in Knowledge Sharing, they share knowledge and information with their coworkers. This can increase knowledge

accessibility, improve collaboration, and strengthen team capabilities overall. When knowledge is shared effectively, employees can develop skills, overcome challenges, and improve their performance.

Organizational commitment plays a role in this process as a mediating variable. When employees feel involved in Knowledge Sharing, they feel a stronger connection with the organization where they work. They feel valued, have a sense of ownership, and feel committed to making positive contributions. This organizational commitment can influence employee performance in various ways, such as increasing motivation, job satisfaction, and engagement. Thus, Knowledge Sharing can have a positive impact on employee performance through the mediation mechanism of organizational commitment. When employees actively engage in knowledge sharing, they strengthen their relationship with the organization and improve their performance as a result. It is important to note that the relationship between Knowledge Sharing, organizational commitment, and employee performance can be influenced by other factors such as organizational culture, management support, and work environment.

4. CONCLUSION

Based on research findings, it shows that ethical leadership has a significant impact on organizational commitment. The second hypothesis states that knowledge sharing has a significant effect on organizational commitment. The third hypothesis states that ethical leadership has a significant influence on employee performance. The fourth hypothesis states that knowledge sharing has no significant effect on employee performance. The fifth hypothesis states that organizational commitment has a significant effect on employee performance.

Based on the results of this research, implications are stated, including the existence of factors that influence the performance of higher education workers. Changes in ethical leadership have an impact on employee performance. In fact, long-term employees will gain good morale related to work experience. Employees who have a lot of experience will easily understand the tasks given to them by their managers or superiors. Ethical leadership has a significant influence on organizational commitment. Because ethical guidance has a positive and important impact on the organizational commitment of higher education personnel. Ethical leadership involves serving subordinates and creating an environment where values such as integrity, accountability, and fairness are used. The more effectively governance is implemented, the more likely it is to engage the organization's staff. Knowledge sharing has a positive and significant effect on the organizational commitment of university employees. Because sharing knowledge between employees can increase the value of knowledge, stimulate rational thinking, and create new things. The level of organizational commitment may be related to a person's willingness to share knowledge.

The limitations of this research lie in the process of distributing questionnaires to respondents within the Muhammadiyah Ponorogo University College environment. Researchers used the distribution method via WhatsApp and email to university employees. However, because employees were busy, they did not actively open WhatsApp and their emails, which resulted in researchers needing sufficient time to get responses from respondents. Apart from that, some quizzes are also shared online or offline. A suggestion for further research is to consider posting the interview online with the help of the university. In this way, the team can help in communicating to other employees to fill out the questionnaire more efficiently.

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