

The Effect Of Digital Transformation And Knowledge Sharing On Employee Performance By Mediating Organizational Commitment At The Land Office In East Nusa Tenggara Province

Novan Triswandana¹, Sarwo Edy Handoyo², Ikhwan HS³

¹ Universitas Terbuka

² Universitas Tarumanagara

³ Universitas Gunadarma

Email: novan.aremania2@gmail.com¹, bandoyo.bcg@gmail.com², Ikhwan.faturiah@gmail.com³

Keywords:

Digital Transformation,
Knowledge Sharing,
Organizational Commitment,
Employee Performance.

Abstract

Digital transformation has become an urgent necessity for modern organizations, including higher education institutions, to enhance employee performance in the face of increasingly competitive work environments. This process relies not only on the adoption of technology but also on the ability of individuals to effectively engage in knowledge sharing. This study aims to analyze the effect of digital transformation and knowledge sharing on employee performance, with organizational commitment as a mediating variable. A quantitative approach was employed, using Partial Least Square-Structural Equation Modeling (PLS-SEM) on a sample of employees within a university setting. The results indicate that digital transformation has a significant positive effect on employee performance, both directly and indirectly through organizational commitment. Knowledge sharing was also found to play a crucial role in improving performance, with organizational commitment serving as a mediator that strengthens this relationship.

INTRODUCTION

The development of digital technology has brought major changes in various sectors, including the public sector, which continue to strive to improve employee performance in order to provide the best service to the community. One of the main challenges faced is how to increase the effectiveness of employee performance through the application of digital technology, as well as how supporting factors, such as knowledge sharing and organizational commitment, can strengthen the process. In this context, digital transformation is not only related to the application of new technologies, but also to changes in work culture and collaboration patterns between employees.

The Ministry of ATR/BPN, which has the task of organizing government affairs in the agrarian/land and spatial planning sectors, does not stay silent in realizing the vision and strategy of the Government of the Republic of Indonesia. The positive response was shown by the Ministry of ATR/BPN by launching a digital transformation roadmap. It should be noted that the commitment to change towards digital has actually been carried out by the Ministry of ATR/BPN before the concept of this dikan, precisely since 2001. In 2001 the Ministry of ATR/BPN began by developing the Land Office Computerization Application. The Land Services Computerization Application, hereinafter referred to as KKP, is an e-government application owned by the Ministry of ATR/BPN that digitizes the flow of land service processes that were previously still done

manually, such as to track files, give certain numbers, namely building identification numbers, survey letter numbers, rights numbers, and so on (Adinegoro, 2023).

The land sector, especially in the East Nusa Tenggara Provincial Land Office (NTT), is one of the areas that is undergoing a digital transformation process. Although several digital applications have been implemented to speed up and simplify land administration, the implementation has not always gone as expected. Many challenges have arisen, such as low understanding of technology among employees, limited knowledge sharing practices, and organizational commitment that has not been maximized in supporting change. Therefore, it is important to delve deeper into the influence of digital transformation, knowledge sharing, and organizational commitment on employee performance, as well as how the relationship between these factors can affect employee performance at the East Nusa Tenggara Provincial Land Office.

The performance of employees at the East Nusa Tenggara Provincial Land Office showed a significant decline during the 2018-2023 period. In 2018, 72% of tasks could not be completed on time even though digital transformation has already begun. The situation worsened in 2019 with a data error rate of 68%, indicating the inability of employees to manage the new system. Public satisfaction declined in 2020 with 65% of service users feeling dissatisfied. The quality of online services in 2021 is also low with 60% of services experiencing technical problems. The year 2022 was marked by an increase in public complaints of up to 75%, reflecting a decline in overall service quality.

The decline in service quality can also be seen from the low level of public satisfaction (65%) in 2020 and poor online service quality (60% experienced technical disruptions in online services) in 2021. Sanosra et al. (2022) in their research found that knowledge sharing has a positive and significant effect on employee performance, but it has no effect on work culture. This shows that direct knowledge sharing can improve performance without having to go through a change in work culture first. The study also found that leadership style has a positive effect on work culture and employee performance, emphasizing the importance of leadership aspects in the work environment. According to Purwanto et al. (2023), digital transformation does have a positive influence on Organizational Citizenship Behavior (OCB), but it does not have a significant direct effect on performance. This may explain why despite digitalization efforts at the NTT Land Office, employee performance is still not optimal.

Data in 2022 shows an increase in the number of public complaints of up to 75%, which is the highest indicator of poor service performance over the last six years. In 2023, the inhibition of digitalization projects will reach 70%, indicating that digital transformation efforts are not running optimally. Shwedeh et al. (2023) in their research found that organizational digital transformation has a positive and significant impact on employee performance when mediated by digital leadership and organizational culture. This shows that digital transformation requires digital-oriented leadership support and an adaptive organizational culture to be able to improve employee performance. Meanwhile, Agustin and Rahyuda (2023) highlight the important role of self-efficacy and job satisfaction in influencing employee performance. Their findings show that self-efficacy has a positive and significant effect on performance, while self-esteem has a positive but insignificant effect. This indicates that employees' confidence in their own abilities plays an important role in their performance.

Based on a comparison with previous studies, it can be concluded that the low performance of employees at the NTT Provincial Land Office has a complex root problem. According to Napitupulu and Siregar (2023), self-efficacy and job satisfaction have a significant

influence on employee performance, while self-esteem has no significant effect. These results are consistent with the findings of Agustin and Rahyuda (2023), which emphasize the role of self-efficacy in improving performance. Zahoor et al. (2023) also highlight the importance of green transformational leadership and organizational culture in influencing performance, in line with the findings of Pangathousands and Satrya (2024) on the role of transformational leadership and organizational commitment. From the overall performance data of NTT Land Office employees which decreased from 2018 to 2023, it can be seen that there is a need to increase knowledge sharing (Pealeu, 2022; Sanosra et al., 2022), strengthen transformational leadership (Pangathousands & Satrya, 2024), and build better organizational commitments, as well as implement digital transformation with a more integrated approach (Shwedeh et al., 2023; Purwanto et al., 2023).

Based on the above background and problems, the author is interested in conducting a research entitled "The Influence of Digital Transformation and Knowledge Sharing on Employee Performance by Mediating Organizational Commitment at the Land Office in East Nusa Tenggara Province".

METHODS

This study is a quantitative research that aims to examine the influence and cause-and-effect relationship between digital transformation variables and knowledge sharing on employee performance, with organizational commitment as a mediating variable. This study uses a quantitative method to test the influence of digital transformation and knowledge sharing on employee performance by mediating organizational commitment through measurable hypothesis testing. The quantitative approach makes it possible to analyze the causal relationship between variables with statistical techniques so that it can produce objective conclusions.

The population in this study is all employees who work at the Land Office in East Nusa Tenggara Province. The number of employees registered in the office is around 450 people, namely civil servants and non-civil servants, spread across 22 districts/cities in East Nusa Tenggara Province. To determine the number of samples used in this study, the researcher used the Slovin formula with a margin of error of 10%. The research population is 450 people, so the research sample was set as 83 respondents.

Outer models or measurement models are used to test the measurement quality of the indicators used to measure each construct or variable in the research model. Validity test is a test used to show the extent to which the measuring instrument used in a measurement is what is measured (Maulana, 2022). The validity test is used to measure whether a questionnaire is valid or not. Reliability tests are needed to measure the stability and consistency of an instrument in measuring a concept or variable. Reliability tests with composite reliability can be strengthened using Cronbach's alpha value.

After confirming that the measurement model (outer model) is valid and reliable, the next stage is to test the inner model or structural model. The value of R Square is the coefficient of determination on endogenous constructs. The determination coefficient (R square Adjusted) is used to show how much influence the influencing variable has on the affected variable. Effect size (f^2) is done to determine the effectiveness of the model. It is hoped that the value is more than 0.15 so that the model is maintained at least quite well (moderate). Q-square test (Predictive Relevance) Stone-Geisser Q-square test for predictive relevance and t-test and significance of structural path parameter coefficients.

The model goodness test aims to assess the extent to which the constructed structural model matches the available data. In PLS, the goodness of fit test cannot be performed by the same method as in covariance-based SEM analysis (such as AMOS or LISREL), as PLS is non-parametric. However, there are several indicators that are used to assess the goodness of the model in PLS. The evaluation of the Goodness of Fit model was measured using dependent latent variables with the same interpretation as regression. A model is said to be good if the gof value is above 0.38 (Sihombing et al., 2024).

RESULTS AND DISCUSSION

Result

A. Test Instruments

The instrument test is carried out in several stages, namely validity and reliability tests.

1) Validity Test

The test results based on the questionnaire that have been distributed are explained, namely the loading factor value in the convergent validity test above 0.6 so that all items in the employee performance variable (Y) are declared valid. All loading factor values in the convergent validity test are above 0.6 so that all items in the organizational commitment variable (Z) are declared valid. All loading factor values in the convergent validity test are above 0.6 so that all items in the digital transformation variable (X1) are declared valid. All loading factor values in the convergent validity test are above 0.6 so that all items in the knowledge sharing variable (X2) are declared valid.

B. Reliability Test

The instrument is declared to have passed if Cronbach's alpha value > 0.07 . All variables, namely employee performance (Y), digital transformation (X1), knowledge sharing (X2), and organizational commitment (Z), were declared reliable. Meanwhile, when measured through composite reliability measurement, the reliability test results on all variables are between 0.07 and 0.9 or can be interpreted as reliability test results in exploration research are acceptable.

C. Structural Model (Inner Model)

In determining the R Square test, there are the following provisions if the test result is

0.67, then it has a strong influence, 0.33 includes having a moderate influence and 0.19 has a weak influence. The provisions of the R Square test are declared good if they have an effect on strong or moderate classification. The results of the R Square test are presented in the following table:

Table 1. R-Square Test Results

	<i>R Square</i>
Employee Performance	0.670
Organizational Commitment	0.657

Source: Researcher Data Processing (2025)

Based on the table above, it is known that the r-Square value in the z and y variables is 0.670 and 0.657, respectively. This means that the value of r square on the variable Y is 0.67 or 67%. Meanwhile, the value of r square for the Z variable is 0.657 or 65.7%. The r-square value of the y and z variables is classified as a strong classification.

The value criteria on the test are known through the prediction relevance value (Q-square). If the value of Q-square is more than 0, it is stated that there is prediction relevance, while if the value is less than 0, it is stated that there is no prediction relevance. In addition, it can be classified if the Q-Square value of 0.02 is relatively small, 0.15 is classified as medium and 0.35 is classified as large.

Table 2. Q-square Test Results

	Q2
Employee Performance - Organizational Commitment	0,686782

Source: Primary Data Processing (2025)

Based on the test results above, it is known that the Geisser stone test value is 0.686, which means that the Q-Square test results are relatively large

D. Goodness Test

Path analysis is the result of modification or development of the regression model. In mathematical modeling this analysis can be divided into 2 models. The mathematical model of this analysis is presented in detail on the following equation:

1. Equation of Path Analysis of the Influence of Digital Transformation (X1) and Knowledge Sharing (X2) on Organizational Commitment (Z)

$$Z = \rho_{zx1} + \rho_{zx2} + \epsilon_1$$

2. Equation of Path Analysis of the Influence of Digital Transformation (X1), Knowledge Sharing (X2) and Organizational Commitment (Z) on Employee Performance (Y)

$$Y = \rho_{yx1} + \rho_{yx2} + \rho_{yz} + \epsilon_2$$

Information:

Y = Employee Performance

Z = Organizational Commitment

X1 = Digital Transformation

X2 = Knowledge Sharing
 ϵ_1 = Standard Error 1
 ϵ_2 = Standard Error 2

Table 3. Direct Impact Test Results

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standrart Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
X1 → Y	0.542	0.540	0.109	4.968	0.000
X1 → Z	0.422	0.427	0.112	3.756	0.000
X2 → Y	0.293	0.305	0.111	2.646	0.008
X2 → Z	0.474	0.476	0.121	3.924	0.000
Y → Z	0.505	0.534	0.163	3.101	0.002

Source: Researcher Data Processing (2025)

Based on the table above, the results of the study can be explained in detail as follows:

1. Based on the results of the hypothesis test on the influence of digital transformation (X1) on organizational commitment (Z) of $0.00 < 0.05$. This means that digital transformation (X1) affects the organization's commitment (Z) or H1 is accepted.
2. Based on the results of the hypothesis test on the effect of knowledge sharing (X2) on organizational commitment (Z) of $0.00 < 0.05$. This means that knowledge sharing (X2) affects the organization's commitment (Z) or H2 is accepted.
3. Based on the results of the hypothesis test regarding the effect of digital transformation (X1) on employee performance (Y) of $0.00 < 0.05$. This means that digital transformation (X1) affects employee performance (Y) or H3 is accepted.
4. Based on the results of the hypothesis test regarding the influence of knowledge sharing (X2) on employee performance (Y) of $0.008 < 0.05$. This means that knowledge sharing (X2) affects employee performance (Y) or H4 is accepted.
5. Based on the results of the hypothesis test on the influence of organizational commitment (Z) on employee performance (Y) of $0.002 < 0.05$. This means that the organization's commitment (Z) affects the performance of employees (Y) or H5 is accepted.

After performing the sobel test to find out the indirect effects it is necessary to know T counts. The calculated t value is explained in detail as follows:

Table 4. Results of the Influence of Digital Transformation (X1) on Employee Performance (Y) through Organizational Commitment (Z)

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
X1 → Z → Y	0.213	0.230	0.098	2.176	0.030

Source: Researcher Data Processing (2025)

Based on the results of the t-test, it is known that the calculated t-value is $2.176 > 1.99006$ and the p value is $0.030 < 0.05$. It can be concluded that there is an indirect influence or organizational commitment (Z) mediating the influence of digital transformation (X1) on employee performance (Y).

Table 5. Results of the Influence of Knowledge Sharing (X2) on Employee Performance (Y) through Organizational Commitment (Z)

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
X2 → Z → Y	0.239	0.257	0.111	2.159	0.031

Source: Researcher Data Processing (2025)

Based on the results of the t-test above, it is known that the calculated t-value is $2.159 > 1.96927389$ and the p value is $0.031 < 0.05$. It can be concluded that there is an indirect influence or organizational commitment (Z) mediating the influence of knowledge sharing (X2) on employee performance (Y).

DISCUSSION

The Influence of Digital Transformation on Organizational Commitment at the East Nusa Tenggara Provincial Land Office

The results of the study show that digital transformation has a significant effect on organizational commitment. The path coefficient value was 0.422 with a statistical t-value of 3.756 and a significance of $0.000 < 0.05$. These findings indicate that the better the implementation of digital transformation at the East Nusa Tenggara Provincial Land Office, the higher the level of commitment of employee organizations. The effect size value of 0.310 shows that digital transformation has a moderate influence on organizational commitment. This proves that the digitization of work processes and the use of information technology plays an important role in shaping employees' positive attitudes towards the organization.

The results of this study are in line with attribution theory, especially in the fourth phase of the intrapersonal attribution process (causal assumption). Land Office employees tend to attribute success in adapting to digital systems as evidence that the organization cares about the progress and well-being of employees (positive external attribution). When employees see digital transformation as an organization's effort to make their work easier, then according to attribution

theory, this will create psychological consequences in the form of increased affective and normative commitment to the organization.

These findings reinforce the concept put forward by Westerman et al. (2014) that digital transformation is the process of adapting technology to increase efficiency and added value in organizations. When an organization provides a digital system that supports employee work, it can increase the sense of belonging to the organization. Conceptually, digital transformation in the context of this research includes the use of information technology, digital applications, and technology-based work systems. When technology is applied optimally, work becomes more efficient and transparent. This situation encourages the creation of trust and loyalty of employees to the organization.

The implementation of a structured digital system can facilitate internal communication, accelerate the flow of information, and facilitate collaboration between employees. This creates a supportive work climate, which indirectly strengthens the commitment of the employee organization. From a practical point of view, Land Offices that successfully adopt digital technology will find it easier to create a modern work environment. This environment encourages employees to survive and perform better, because they feel that their organization continues to grow and care about today's digital needs.

A more in-depth analysis shows that digital transformation not only has a direct impact on organizational commitments, but also creates a more dynamic and responsive work environment. Employees who work with adequate digital technology support tend to feel more valued and supported by the organization. This condition will psychologically strengthen the emotional bond between employees and the organization, which ultimately increases their organizational commitment.

The Effect of Knowledge Sharing on Organizational Commitment at the East Nusa Tenggara Provincial Land Office

Based on the test results, the knowledge sharing variable was proven to have a significant effect on organizational commitment. The path coefficient value was 0.474 with a statistical t of 3.924 and a significance of $0.000 < 0.05$. These findings indicate that the higher the intensity of knowledge sharing activities among employees, the higher their level of commitment to the organization. The effect size value of 0.390 shows that knowledge sharing has a moderate influence on organizational commitment. These results prove that the practice of exchanging knowledge, experience, and information among employees has a substantial contribution in forming loyalty and emotional attachment to the organization.

The results of this study are in line with attribution theory in the fifth (causal dimension) and sixth (psychological consequences) phases. Employees who are active in knowledge sharing attribute positive knowledge sharing experiences as a result of a supportive organizational culture (external attribution). This attribution process then produces psychological consequences in the form of a sense of appreciation and becomes an important part of the organization. As predicted by attribution theory, positive attribution to these organizational factors strengthens the emotional bond and commitment of employees to the organization.

The findings of this study show that knowledge sharing has a greater path coefficient value than digital transformation (0.474 compared to 0.422), which indicates that knowledge sharing practices make a more dominant contribution to the formation of organizational commitment. This is understandable because knowledge sharing involves more intensive social

and interpersonal aspects. Employees who actively share knowledge tend to have a wider social network within the organization, which in turn reinforces a sense of belonging and identification with the organization.

Thus, the results of this research are consistent with the foundation of previous theories and research. Knowledge sharing plays an important role in strengthening employee organizational commitment, because it creates positive social relationships and increases a sense of belonging to the organization. The greater contribution of knowledge sharing than digital transformation shows that the aspects of human capital and social capital remain fundamental elements in building organizational commitment in the public sector.

The Effect of Digital Transformation on Employee Performance at the East Nusa Tenggara Provincial Land Office

The results of the study show that digital transformation has a significant effect on employee performance. The path coefficient value was 0.542 with a statistical t-value of 4.968 and a significance of $0.000 < 0.05$. These findings indicate that the higher the level of digital transformation implementation implemented, the higher the performance of employees at the East Nusa Tenggara Provincial Land Office. The effect size value of 0.149 shows that digital transformation has a relatively weak influence on employee performance. Although the influence is relatively weak, the sizable path coefficient shows that digital transformation still plays an important role in improving employee productivity and work quality.

The results of this study are in line with the theory of attribution in the seventh phase (consequent behavior). Although the effect size is weak, employees who attribute ease of work to the digital system (positive external attribution to the organization) will show consequential behavior in the form of improved performance. However, the weak effect size indicates that some employees may also engage in internal attribution, where they attribute the performance improvement more to personal ability to master technology.

Thus, digital transformation is proven not only as a work tool, but also as a strategic factor that encourages employee performance improvement. The results of this study are in line with previous theories and research, and provide practical implications for human resource management at the Land Office. Although its impact is relatively weak directly, digital transformation remains an important investment that can provide long-term benefits for improving overall organizational performance.

The Effect of Knowledge Sharing on Employee Performance at the East Nusa Tenggara Provincial Land Office

Based on the test results, the knowledge sharing variable has a significant effect on employee performance. The value of the path coefficient was 0.293 with a statistical t of 2.646 and a significance of $0.008 < 0.05$. These findings show that the higher the intensity of knowledge sharing activities between employees, the higher the level of employee performance at the East Nusa Tenggara Provincial Land Office. The effect size value of 0.004 shows that knowledge sharing has a very weak influence or almost no effect on employee performance. Although statistically significant, the practical contribution of knowledge sharing to employee performance is relatively limited compared to other variables in this research model.

The results of this study are in line with the attribution theory in the third phase (causal antecedent). Employees may attribute their performance improvements to internal factors such as personal abilities and experience, rather than to knowledge sharing received from colleagues.

According to attribution theory, when a person considers his success to come from internal factors, the influence of external factors (knowledge sharing) on behavior (performance) becomes minimal, although it is still statistically significant.

These findings also support the theory from Westerman et al. (2011), which states that digital transformation is a form of adopting digital technology in organizational activities to create more value. In public organizations such as the Land Office, the use of digital systems in services and internal management has been proven to increase work efficiency. This increase in efficiency has an impact on employees' perception of the organization. When employees see that the organization has an orientation to progress and innovation, the sense of trust and attachment to the organization increases.

Thus, digital transformation also has an influence on the psychological and affective aspects of employees. High organizational commitment is important to maintain the stability and sustainability of institutional performance. Therefore, organizational leaders need to continue to encourage digital transformation as a strategy to strengthen employee loyalty to the agency, as well as develop a more effective knowledge sharing system to maximize its impact on employee performance.

The Effect of Organizational Commitment on Organizational Performance at the East Nusa Tenggara Provincial Land Office

Based on the results of the study, organizational commitment has a significant effect on employee performance. The value of the path coefficient was 0.505 with a statistical t of 3.101 and a significance of $0.002 < 0.05$. This finding indicates that the higher the level of commitment of the employee organization, the higher their level of performance at the East Nusa Tenggara Provincial Land Office. The effect size value of 0.264 shows that organizational commitment has a moderate influence on employee performance. These results prove that employees' emotional attachment, loyalty, and sense of belonging to the organization play an important role in driving their productivity and work quality.

The results of the study are in line with the theory of attribution in the seventh phase (consequent behavior). Highly committed employees have gone through an attribution process that leads them to consider organizational success as personal success as well. According to attribution theory, when a person has a strong emotional bond with the organization, they will attribute good performance as a contribution to the achievement of a common goal.

With a path coefficient of 0.505, organizational commitment shows a considerable influence on employee performance, even greater than knowledge sharing (0.293) even though it is smaller than digital transformation (0.542). A moderate effect size (0.264) indicates that investment in building organizational commitment can provide significant returns in the form of improving employee performance. This shows the importance of a management strategy that focuses on the psychological and emotional aspects of employees.

Thus, knowledge sharing has a significant influence on shaping organizational commitment. Organizations that encourage employees to share experiences and insights will create a work atmosphere that supports employee loyalty and engagement. In public services such as the Land Office, this activity is an important capital in creating sustainable organizational performance. A strong organizational commitment will ensure that employees not only work to fulfill obligations, but also to achieve common goals with dedication and enthusiasm.

Organizational Commitment to Mediate the Influence of Digital Transformation on

Employee Performance at the East Nusa Tenggara Provincial Land Office

The results of the study show that organizational commitment successfully mediates the influence of digital transformation on employee performance. The value of the indirect path coefficient was 0.213 with a statistical t of 2.176 and a significance of $0.030 < 0.05$. These findings indicate that digital transformation not only has a direct effect on employee performance, but can also improve performance through increasing organizational commitment first. The statistical t -value of 2.176 was greater than the t -table of 1.99, which confirmed the presence of a significant mediating effect. These results prove that the implementation of digital technology at the East Nusa Tenggara Provincial Land Office has a double impact on improving employee performance.

The results of this study are in line with the attribution theory from the first to the seventh phase. Digital transformation becomes "outcomes" (phase 1) that employees observe, then they make causal attribution that the organization cares about progress (phase 4), produce psychological consequences in the form of commitment (phase 6), and finally manifest in consequential behavior in the form of performance improvement (phase 7). This mediation process proves that attribution theory can explain the psychological mechanisms that connect employees' perceptions of digital transformation with their performance.

The mediating role of organizational commitment in this relationship shows that digital transformation first increases emotional attachment and employee loyalty to the organization, then has an impact on improving performance. This indicates that employees who see their organization adopt digital technology feel proud and believe in the organization's future vision. This sense of trust and pride then drives them to give their best performance. This mediation process shows that the psychological aspect of employees plays an important role in optimizing the benefits of digital transformation for organizational performance.

Thus, digital transformation makes an important contribution to improving employee performance. The implementation of a structured and integrated digital system allows employees to work more professionally, accountably, and responsively. This transformation is an important foundation in creating a modern bureaucracy that is oriented towards results and public satisfaction. The mediating role of organizational commitment reinforces the argument that transformation becomes an investment in building an adaptive and high-performance-oriented organizational culture.

Organizational Commitment to Mediate the Influence of Knowledge Sharing on Employee Performance at the East Nusa Tenggara Provincial Land Office

Based on the results of the study, organizational commitment successfully mediated the influence of knowledge sharing on employee performance. The value of the indirect path coefficient was 0.239 with a statistical t of 2.159 and a significance of $0.031 < 0.05$. These findings indicate that knowledge sharing not only has a direct effect on employee performance, but can also improve performance through increasing organizational commitment first. The statistical t -value of 2.159 was greater than the t -table of 1.96, which confirmed the presence of a significant mediating effect. These results prove that knowledge sharing activities at the East Nusa Tenggara Provincial Land Office have a double impact in improving employee performance through psychological pathways involving organizational commitment.

The results of this study are in line with the attribution theory of interpersonal attribution. Knowledge sharing involves direct interaction with colleagues, so the attribution process becomes more complex and involves a social dimension. Employees attribute positive

experiences of knowledge sharing to organizational policies and the quality of interpersonal relationships. This dual attribution (to the organization and colleagues) creates stronger psychological consequences in the form of commitments that drive more optimal performance behaviors.

However, the effectiveness of knowledge sharing is still influenced by internal factors of the individual, such as willingness to share and openness to input. At the NTT Provincial Land Office, the results of the study show that the value of cooperative and the desire to learn together has grown well among employees. Knowledge sharing is one of the key factors in improving employee performance.

The mediating role of organizational commitment in this relationship shows that knowledge sharing first strengthens the emotional bond and loyalty of employees to the organization, then has an impact on improving performance. The indirect path coefficient of 0.239 shows that the mediating effect of knowledge sharing through organizational commitment is greater than that of digital transformation mediation (0.213). This indicates that the social and interpersonal aspects of knowledge sharing have a stronger psychological impact on building organizational commitment.

Thus, knowledge sharing plays an important role in shaping the quality of employee performance within the East Nusa Tenggara Provincial Land Office. The process of sharing knowledge can improve individual competencies and create work synergies that are able to encourage the achievement of organizational targets. The mediating role of organizational commitment strengthens the argument that knowledge sharing is a tool to build a collaborative and high-performance oriented organizational culture through strengthening the psychological and emotional aspects of employees.

CONCLUSION

Digital transformation has a significant positive effect on organizational commitment and indirectly improves employee performance. Knowledge sharing has a positive and significant effect on organizational commitment compared to digital transformation. Digital transformation has a positive and significant effect on employee performance. Knowledge sharing has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect in mediating the influence of digital transformation on employee performance. Organizational commitment has a positive and significant effect in mediating the influence of knowledge sharing on employee performance which is greater than digital transformation mediation.

REFERENCES

- Adinegoro, K. R. R. (2023). Analysis of Digital Transformation of Land Public Services: Electronic Dependent Rights at the Ministry of Agrarian and Spatial Planning. *Journal of Public Administration*, 19(1), 26–49. <https://doi.org/10.52316/jap.v19i1.135>
- Agus Wibowo. (2023). *Organizational & Management Theory Group: Vol. 9(1) (1 ed.)*. The Prima Agus Engineering Foundation collaborates with the University of Computer Science & Technology (Stekom University).

- Agustin, E., & Rahyuda, K. (2023). The Role of Job Satisfaction in Mediating the Effect of Self Efficacy and Self Esteem on Employee Performancet. *European Journal of Business and Management Research*, 8(1), 59–63. <https://doi.org/10.24018/ejbmr.2023.8.1.1733>
- Maulana, A. (2022). Analysis of the Validity, Reliability, and Feasibility of Student Confidence Assessment Instruments. *Journal of Educational Quality*, 3(3), 133–139. <https://doi.org/10.51651/jkp.v3i3.331>
- Napitupulu, T. A., & Siregar, F. (2023). The Effect of Self-Efficacy, Self-Esteem, and Job Satisfaction on Employee Performance. *International Journal of Social and Management Studies*, 4(3), 75–86. <https://doi.org/10.5555/ijsmas.v4i3.417>
- Pelealu, D. R. (2022). The Effect of Knowledge Management System and Knowledge Sharing on Employee Performance and Loyalty. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 5(1), 371-389. e-ISSN: 2621-606X.
- Pangaribuan, L., & Satrya, A. (2024). The Role of Knowledge Management, Transformational Leadership, and Organizational Commitment on Employee Performance: Empirical Study in Public Sector. *Journal of Theoretical and Applied Management*, 17(3). <https://doi.org/10.20473/jmtt.v17i3.56264>
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2023). Investigating the Role Digital Transformation and Human Resource Management on the Performance of the Universities. *International Journal of Data and Network Science*, 7. <https://doi.org/10.5267/j.ijdns.2023.6.011>
- Sanosra, A., Hakim, A. R., Cahyono, D., Qomariah, N., & Thamrin, M. (2022). Role of Knowledge Sharing and Leadership Style in Improving Employee Performance with Work Culture as an Intervening Variable. *Journal of Management Applications*, 20(4), 920–937.
- Shwedeh, F., Aburayya, A., & Mansour, M. (2023). The Impact of Organizational Digital Transformation on Employee Performance: A Study in the Uae. *Migration Letters*, 20(S10), 1260–1274. <https://doi.org/10.59670/ml.v20iS10.1440>
- Sihombing, P. R., Arsani, A. M., Oktaviani, M., Nugraheni, R., Wijaya, L., & Muhammad, I. (2024). Smartpls 4.0 app for beginner statistics. *Minhaj Pustaka*.
- Zahoor, S., Panatik, S. A., & Saeed, I. (2023). Green HRM, Green Transformational Leadership, Green Organizational Culture and Sustainable Performance: Evidence from Malaysian Manufacturing Firms. *Heliyon*, 9(9), e20108. <https://doi.org/10.1016/j.heliyon.2023.e20108>.

