

The Effect of Organizational Communication on Knowledge Sharing and Human Resource Performance in The Indonesian Islamic Student Community Organization

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Abstract. The entire organization, during this pandemic, is required to be able to maintain its sustainability. In this case, the performance of human resources is very important to encourage organizational performance in achieving its goals. The level of performance of human resources is influenced by the knowledge and skills of individuals. This study aims to describe and analyze the level of organizational communication, knowledge sharing, and human resource performance and examine the effect of organizational communication on human resource performance directly or indirectly through knowledge sharing in The Indonesian Islamic student community organizations such as the Higher Education Commissariat (PKPT) of the Nahdlatul Ulama Student Association (IPNU) – Nahdlatul Ulama Female Student Association (IPNU) at Brawijaya University (UB) and The Islamic University of Malang (UNISMA). This study uses a quantitative approach with the type of explanatory research, which is used to examine the effect between variables. The results showed that the level of organizational communication, knowledge sharing, and human resource performance in both PKPT IPNU was high. While the results of the hypothesis test show that organizational communication has a significant positive effect on human resource performance ($0.011 < 0.05$), organizational communication has a significant positive effect on knowledge sharing ($0.000 < 0.05$), and knowledge sharing has a significant positive effect on human resource performance. ($0.002 < 0.05$), and organizational communication has a significant positive effect on human resource performance through knowledge sharing ($0.000 < 0.05$). This study concludes that the implementation of organizational communication in both organizations is good, so the intensity of knowledge sharing is frequent. This ultimately has an impact on the good performance of human resources as well.

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Keywords: Organizational communication, knowledge sharing, human resource performance, non-profit organization, Islamic student community, information management.

1 Introduction

Organizations are divided into profit and non-profit organizations. Profit-oriented organizations such as companies, firms, limited liability companies, and so on. While those that include non-profit organizations are public organizations, political, community, religious, and so on. During the Covid-19 pandemic, the entire organization is required to be able to maintain its sustainability. This sustainability is influenced by the human resources that are owned. According to Duha (2020, p. 172), the more quality human resources are the better the organization.

One tool to measure the quality of human resources is performance. Human resource performance is the result of work in quality and quantity achieved by human resources in carrying out their duties by the responsibilities given (Suryani et al., 2020, p. 2). For an organization to level and improve the quality of its human resources, good knowledge management is needed. In the concept of knowledge management, knowledge-sharing activities are a major aspect of the formation of knowledge.

Knowledge sharing is the process of sharing and distributing knowledge that already exists in the organization so that it can be utilized for the betterment of the organization (Hendrawan & Putra, 2022, p. 10). Through this process, knowledge in organizations that are still isolated can be distributed and utilized properly. However, sharing knowledge does not work immediately. Because the process is an interaction, then of course the success is determined by communication. Savolainen (2017, p. 1) states that knowledge sharing is based on the communication process.

The communication process in general is the communicator conveys the message to the communicant through a medium, then the communicator obtains reciprocity from the communication of the message conveyed. In organizations, the communication process is designed in such a way that it can facilitate activities in it. Organizational communication is the interaction between members of the organization carried out by the provisions in the organization (formal) and free (informal) (Hardjana, 2016, pp. 47–48; Silviani, 2020, p. 97). Effective and intensive organizational communication can encourage the results of knowledge sharing. Effective means, the use of formal and informal communication is regulated and applied by the rules, thus giving rise to communication order that leads to the accuracy of communication objectives. While intensive means, communication is done regularly, both through a program and of their own will. In addition to supporting knowledge sharing, the organization's communication can also support human resource performance. This is because the ease of organizational communication will encourage the spirit and ease of human resources in carrying out their responsibilities.

Based on these explanations, it can be concluded that organizational communication can affect the performance of human resources, either directly or through knowledge-

sharing intermediaries. Speaking of the direct influence of organizational communication, in the study by Triana et al. (2016, p. 91), it is proven that organizational communication has a significant direct effect on human resource performance. Similarly, the results of the study are also strengthened by the research of Aulia & Syarifuddin (2017, p. 3013); Rumijati (2020, p. 240); Hendrawan et al. (2020, p. 180); and Luberti & Azizah (2020, p. 462). Meanwhile, to find out the indirect influence, it is worth exploring first, whether knowledge sharing can be influenced by organizational communication and can affect human resource performance. Based on the research by Triana et al. (2016, p. 91); Islamy & Mubarok (2019, p. 28); as well as Luberti & Azizah (2020, p. 461), organizational communication proved to have a significant positive influence on knowledge sharing. In addition, the study by Triana et al. (2016, p. 91); Aulia & Syarifuddin (2017, p. 3013); Rumijati (2020, p. 240); Hendrawan et al. (2020, p. 180); as well as Luberti & Azizah (2020, p. 462), it is noted that knowledge sharing has a significant positive effect on human resource performance. However, after indirect influence tests, according to the study of Triana et al. (2016, p. 90) and Luberti & Azizah (2020, p. 463), it turns out that knowledge sharing is not meaningful enough in bridging organizational communication with human resource performance. From this, it is the seat from previous research found a mismatch between the results of the study with the theory. Therefore, the researcher intends to retest it.

The research was conducted at the Head of The Higher Education Commissariat (PKPT) of the Nahdlatul Ulama Student Association (IPNU) – Nahdlatul Ulama Female Student Association (IPPNU) at Brawijaya University (UB) and The Islamic University of Malang (UNISMA). Location selection is based on rationalization, namely the lack of studies related to knowledge sharing in public organizations, especially Islamic student community organizations in Indonesia (such as PKPT). PKPT is one of the NU (Nahdlatul Ulama) autonomous bodies located at the college level. By its name, PKPT IPNU – IPPNU consists of students.

PKPT UB was established in 2014. In the 2019-2020 management year, PKPT UB was able to implement the wiring quite well (not just a mere formality). In addition, it is also able to bring up new ideas that are more democratic in the process of regeneration. While PKPT UNISMA which was established in 2015, in the management of 2019-2020 was able to establish three PAKPTs (Head of Children of Higher Education Commissariat) at a young age. In addition, PKPT has also gone to a financially independent organization. Although both have good achievements, if you review the performance of each department, it will be seen that the human resources performance in each PKPT is still not maximal. Based on the accumulation of the results of the work program recapitulation, PKPT UB was able to realize 78% of the program that had been launched. While PKPT UNISMA realizes 80% of the program that has been launched. Both have relatively the same performance but are still not maximal. Therefore, it is necessary to analyze the factors that cause the lack of human resource performance by focusing on organizational communication and knowledge sharing.

Based on this background, the purpose of this study is to describe the level of organizational communication, knowledge, and human resource performance; analyze the influence of organizational communication on knowledge sharing and partial performance of human resources; as well as analyze the indirect influence of organizational

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communication on human resource performance by mediated knowledge sharing. This research implies that it can be a means of improvement for PKPT UB and UNISMA, especially in terms of organizational communication. PKPT UB and UNISMA can follow up on this research by formulating an organizational communication strategy--especially informal communication--which is interesting and triggers the activeness of the management to be involved in PKPT activities. In addition, this research also contributes to the development of knowledge, especially related to the influence of organizational communication on knowledge sharing and human resource performance in community organizations. In addition, this research is also intended to contribute to the development of science, especially related to the influence of organizational communication on knowledge sharing and human resource performance in community organizations.

2 Literature Review

2.1 Theory of Organization

An organization is a group of people who have goals and are organized systematically, and have their roles, functions, and duties (Nugroho, 2017, p. 3). In general, organizations are divided into two types, namely profit and non-profit organizations. Profit organizations are profit-oriented. Non-profit organizations are not profit-oriented. Non-profit organizations are further divided into two, namely public organizations and non-profit organizations. Public organizations refer to government policy organizers. While non-profit organizations are all forms of organizations that are not profit-oriented.

2.2 Theory of Development Administration

Development administration is a process carried out by administrators to encourage multi-dimensional modernization administratively (Hakim, 2011, p. 40). That is, to encourage the change of a country in a better direction from all sides, it is necessary to make management efforts. Development administration is dynamic and innovative because it concerns efforts that rely on social changes. In its efforts, the development administration is involved in the deployment of resources and allocating them for development. The resources managed are not only natural resources, capital, and information, but also human resources as the most important aspect.

2.3 Theory of Human Resource

Human resources are resources that have a reason, feelings, desires, skills, knowledge, drive, power, and work (Sutrisno, 2017, p. 3). Human resources are an important factor in driving an organization's success. No matter how advanced the technology is used, it will not function without adequate human resources. Thus, the more quality human resources owned, the easier the organization will achieve its goals. High-

quality human resources are human resources that can create comparative, competitive, generative, and innovative value using the highest energy (intelligence, creativity, and imagination), not just using brute force (raw materials, land, water, muscle power, and so on) (Sutrisno, 2017, p. 4). The quality of these human resources is then manifested in their performance.

2.3.1 Theory of Human Resource

Human resource performance is everything done by human resources to carry out their duties and responsibilities (Surajiyo et al., 2020, p. 8). Meanwhile, according to Suryani et al. (2020, p. 2), human resource performance is an individual or individual performance of the work provided to the organization where he works. Thus, it can be concluded that the performance of human resources is the efforts of individuals made in fulfilling the tasks and responsibilities given to achieve maximum work results.

This increase or decrease in performance is influenced by several factors. According to Sulaksono (2015, pp. 103–105), human resource performance is influenced by mental attitude, education, skills, leadership, income level, discipline, communication, infrastructure facilities, and achievement opportunities. Meanwhile, according to Michel Beer (Mukhtar et al., 2016, p. 52), the level of human resource performance contributes to the individual commitment to the organization. In contrast to previous opinions, Dessler (2008, pp. 14–16) placed more emphasis on management factors. Here are the factors driving human resource performance according to Dessler (2008, pp. 14–16): technology-based management, effective human resource practices, and high-performance work system. In this work system, it is necessary to include important aspects, including job security, selective recruitment, extensive training, self-managed teams, decentralized decision-making, reducing the difference in the status of managers and workers, sharing information, performance-based rewards, transformational leadership, management practice measurement, and emphasis on high-quality work. The indicators for measuring human resource performance according to Subrata (2017, p. 133) are as follows: quantity, attendance, and ability to work together.

2.4 Theory of Knowledge Sharing

Knowledge sharing is the process of sharing and distributing existing knowledge in an organization to convert isolated information and experiences into knowledge that can be utilized for the betterment of the organization (Hendrawan & Putra, 2022, p. 10). Such knowledge can be either tacit or explicit. Tacit knowledge is knowledge derived from the dark, beliefs, assumptions, habits, and culture or the process of climbing that describes facts and science formed in individuals and groups, which are difficult to identify, store, map, and divide (Hendrawan & Putra, 2022, p. 38). While explicit knowledge is knowledge derived from tacit knowledge that is articulated, documented, codified, and organized in certain media with the help of information technology so that it is easily accessible and disseminated to others in need (Hendrawan, 2019, pp. 41–42).

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Attempting to transfer knowledge to another individual is certainly not as easy as it seems. If the communicator has not been able to convey information effectively, the communicant will likely be difficult to capture the content of the information, so there may be differences in understanding. Savolainen (2017, p. 1) stated that knowledge sharing is based on the communication process. That is, communication and knowledge sharing are two inseparable aspects.

To support the success of these activities, several factors need to be considered in the organization. According to Nugroho (2020, pp. 323–324), the driving factors of knowledge sharing include organizational culture, human resource competence, leadership support, institutional, and strictness. Meanwhile, according to Aulia & Syarifuddin (2017, p. 3009), knowledge sharing is driven by the trust factor to share and the culture of teamwork or collaboration. Then, according to Lewaherilla et al. (2021, p. 66), knowledge sharing in organizations is driven by factors of willingness to share, the dependence on tasks with each other, and skills in using information technology. Thus, it can be concluded, that the driving factor of knowledge sharing comes from the internal individual and his organization.

The indicators used to calculate how well the application of knowledge sharing in an organization based on the opinions of Ichijo & Nonaka (2007, p. 46), are as follows: socialization (the process of creating tacit knowledge through shared experiences), externalization (the process of articulating tacit knowledge into explicit knowledge), combination (the conversion process from explicit knowledge to new explicit knowledge, and internalization, the process of realizing explicit knowledge into tacit knowledge or individual experience).

2.5 Theory of Organizational Communication

An organization is a detailed system developed to collect, assess, combine, and disseminate information so that the organization's ability to manage information determines its effectiveness. To disseminate information, communication becomes an absolute core element for the organization (Hendrawan & Mukhlis, 2021 p. 19; Hardjana, 2016, p. 38)). Organizational communication according to Hardjana (2016, pp. 47–48) is the process of exchanging messages that takes place between people who play a role in a network of established organizational relationships. In its application, organizational communication is separated into two lines, including formal communication and informal communication. According to Romli (2014, p. 2), formal communication is communication that is conducted based on the agreement of all members of the organization, bound by hierarchy, and oriented to work or tasks. Informal communication is not tied to hierarchies or organizational rules. This communication occurs between individuals and groups without any specific rules.

The factors that can drive the success of organizational communication are skills (speaking, writing, listening, reading, etc.) (Setiadi et al., 2016, p. 66). The communicator must convey information briefly, clearly, and not ramblingly so that it is easy for the communicant to understand. Another factor that can drive the success of organizational communication is the leader. According to Alvonco (2014, p. 145), in organizations, leaders play a role in establishing formal and informal communication. A leader

certainly needs to communicate with his subordinates. In a working context, the communication used is formal. However, the leader must also be able to apply informal communication with his subordinates to gain closeness. Leaders who are closer to subordinates will be easier to influence subordinates.

To measure how well the application of communication in an organization, Triana et al. (2016, p. 89) uses three indicators:

- communication from top to bottom, carried out by giving directions to subordinates, coordinating subordinates, and motivating subordinates;
- communication from the bottom up, carried out by submitting reports to superiors, explaining work problems to superiors, and conveying ideas or opinions to superiors; and
- horizontal communication, carried out by making invitations, giving influence, and providing information to friends who are in the same position.

2.6 Relationship Between Variables

2.6.1. Organizational Communication to Knowledge Sharing

Tasnim et al. (2020, p. 15) explain that communication is a means of meaningfulness in experience. Communication will be a way for humans to discover new views of the world. This new view is obtained through the synthesis of observations with the results of dialogue. Furthermore, Savolainen (2017, p. 1) considers that knowledge sharing is based on the communication process. The theory is then supported by the results of research by Triana et al. (2016, p. 91); Islamy & Mubarok (2019, p. 28); Luberti & Azizah (2020, p. 461) states that organizational communication has a positive and significant influence on knowledge sharing.

2.6.2. Organizational Communication to Human Resource Performance

Dessler (2008, p. 16) argues that to create superior human resource performance, organizations need to pay attention to several aspects, two of which are selective recruitment and decentralized decision-making. Both aspects indicate organizational communication. Sedarmayanti (quoted by Sulaksono, 2015, p. 103–105) emphasizes, that one of the factors driving the performance of human resources is communication. Tannady (2017, p. 166–167) also explains that the good performance of human resources can be seen from its communication in organizations. Empirically, the theory is supported by the results of the study Triana et al. (2016, p. 91); Aulia & Syarifuddin (2017, p. 3013); Rumijati (2020, p. 240); Hendrawan et al. (2020, p. 180); as well as Luberti & Azizah (2020, p. 462) which states that there is a positive and significant influence between organizational communication and human resource performance.

2.6.3. Knowledge Sharing to Human Resource Performance

According to Hendrawan (2019, p. 8), knowledge sharing is the process of sharing and distributing knowledge that already exists in an organization intending to convert

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isolated information and experiences into knowledge that can be utilized for the betterment of the organization, which is significantly affected by human resource performance. Dessler (2008, p. 16) also explains that to create superior human resource performance, organizations need to engage in extensive training and information or knowledge-sharing activities. This theory is then supported by the results of research by Triana et al. (2016, p. 91); Aulia & Syarifuddin (2017, p. 3013); Rumijati (2020, p. 240); Hendrawan et al. (2020, p. 180); Luberti & Azizah (2020, p. 462), which states that there is a significant and positive influence between knowledge sharing and human resource performance.

2.6.4. *Organizational Communication to Human Resource Performance through Knowledge Sharing*

According to Hendrawan & Putra (2022, p. 18), knowledge sharing is an activity that is carried out to support the success of the organization, which is influenced by human resource performance. Then Savolainen (2017, p. 1) explains that the basis of knowledge sharing is communication. Thus, organizational communication, knowledge sharing, and human resource performance can be a continuous process. In the results of the study by Triana et al. (2016, p. 90) and Luberti & Azizah (2020, p. 463), it is explained that the role of knowledge sharing as an intermediary variable is not meaningful enough because the value of the influence is less than the value of direct influence. Theoretically, there should be a significant effect. Thus, it needs to be re-tested.

2.7 Theory of Organization

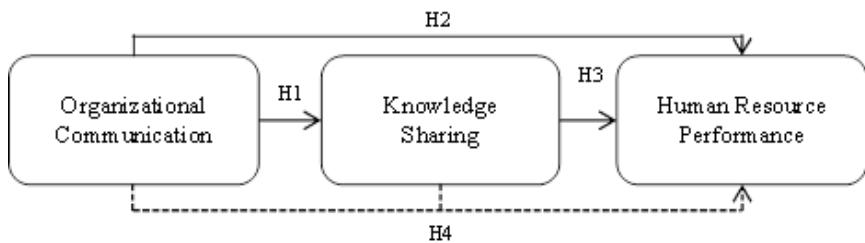


Figure 1: Hypothetical Model

- H1: organizational communication has a significant and positive influence on knowledge sharing.
- H2: organizational communication has a significant and positive effect on human resource performance.
- H3: knowledge sharing has a significant and positive effect on human resource performance.
- H4: organizational communication through knowledge sharing has a significant and positive effect on human resource performance.

3 Research Methods

The type of research used is explanatory quantitative. Explanatory research is used to analyze the relationship between variables partially (alone) (Hartono, 2018, p. 110). While the quantitative approach is used to test hypotheses and look for generalizations that have predictive value (Sugiyono, 2019, p. 17). The research was conducted at PKPT IPNU – IPPNU UB and PKPT IPNU – IPPNU UNISMA, each of which is located at Cianjur Street, No. 2B, Klojen District and Joyo Utomo Street, No. 437A, Malang City, East Java Indonesia. The research is only aimed at active management for the 2019-2020 period. Thus obtained a population of 105 people. The sample was taken using a probability sampling technique of proportionate stratified random sampling, so 83 samples were obtained with details of 14 samples from IPNU UB, 19 samples from IPPNU UB, 22 samples from IPNU UNISMA, and 28 samples from IPPNU UNISMA. Data was collected by distributing questionnaires, conducting observations, and interviews. Observations and interviews were conducted to understand the conditions and problems of the research site. The instruments used are online forms or online questionnaires. Data analysis in this study consisted of two types, namely descriptive and inferential analysis. Descriptive analysis is presented in tabular form. Then in inferential analysis, the analytical technique used is path analysis (path analysis). The testing process carried out includes testing the validity and reliability of the instrument, the t-test, and the Sobel test.

4 Result and Discussion

Research questionnaires before being distributed need to be tested for validity and reliability. Test the validity and reliability of this study was conducted on 30 respondents. The total items tested were 33 items. The validity test on the organizational communication variable (X) resulted in an r-count with a minimum value of 0.546 and a maximum value of 0.813. When compared with the r-table value of 0.361, then all items on the organizational communication variable are declared valid. The validity test on the knowledge-sharing variable (Y1) resulted in an r-count with a minimum value of 0.483 and a maximum value of 0.771. When compared with the r-table value of 0.361, then all items on the knowledge-sharing variable are declared valid. The validity test on the human resource performance variable (Y2) resulted in an r-count with a minimum value of 0.642 and a maximum value of 0.872. When compared with the r-table value of 0.361, then all items on the human resource performance variable are declared valid.

While the reliability test on the organizational communication variable (X) produces a Cronbach alpha value of 0.848. Because it is more than 0.6, the instrument is declared reliable. The reliability test on the knowledge sharing variable (Y1) resulted in a

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Cronbach's alpha value of 0.895. Because it is more than 0.6, the instrument is declared reliable. Then, the reliability test on the human resource performance variable (Y2) resulted in a Cronbach's alpha value of 0.875. Because it is more than 0.6, the instrument is declared reliable.

After confirming the validity and reliability of the questionnaire, then the questionnaire can be distributed. The results of the answers to the questionnaire were then analyzed descriptively and inferentially. The results of the descriptive analysis of the variables of organizational communication, knowledge sharing, and human resource performance are as follows.

Table 1: Description of Organizational Communication Variable (X)

| No | Items | Mean | Note |
|---------------------------|---------------------------------------|-------------|-------------|
| 1 | Direction to subordinates | 4.08 | Good |
| 2 | Coordination with subordinates | 4.02 | Good |
| 3 | Giving motivation to subordinates | 4.14 | Good |
| 4 | Convey ideas or opinions to superiors | 3.49 | Good |
| 5 | Convey work plan to superiors | 4.02 | Good |
| 6 | Explaining work problems to superiors | 4.01 | Good |
| 7 | Submission of reports to superiors | 3.95 | Good |
| 8 | Doing invitations to coworkers | 3.67 | Good |
| 9 | Influence on peers | 3.75 | Good |
| 10 | Giving information to coworkers | 3.88 | Good |
| Average Variable X | | 3.90 | Good |

Source: SPSS Output, 2022

Based on table 1, each item on the organizational communication variable is good. The grand mean of the organizational communication variable is 3.90. Thus, it can be concluded that organizational communication in PKPT IPNU – IPPNU UB and PKPT IPNU – IPPNU UNISMA has been going well. Communication from top to bottom which includes direction, coordination, and motivation to subordinates has been done well. Likewise, communication from the bottom up which includes the delivery of ideas, work plans, work problems, and reports on work results to superiors, has been carried out well. Horizontal communication, which includes inviting, influencing, and providing information to coworkers, has also been carried out well. From this variable, the item with the lowest average is conveying ideas to superiors with a value of 3.49. Based on observations and interviews, some administrators are less active in presenting ideas to superiors due to a lack of motivation to be actively involved in PKPT, a lack of confidence in their ideas, and some do not have ideas, so the attitude shown is obedient (*sami' na wa atho'na*).

Table 2: Description of Knowledge Sharing Variable (Y1)

| No | Items | Mean | Note |
|----|--|------|----------------|
| 1 | Sharing personal experiences based on responsibilities | 3.88 | Good/ Often |

| | | | |
|---------------------------------------|---|-------------|------------------------|
| 2 | Share how to be professional in organizations based on organizational experience | 3.73 | Good/ Often |
| 3 | Share experiences as a leader with coworkers throughout the organization | 3.54 | Good/ Often |
| 4 | Hold meetings in the organization to provide information and share opinions | 3.42 | Good/ Often |
| 5 | Conduct discussions with coworkers in the organization | 3.80 | Good/ Often |
| 6 | Sharing instructions for using organizational facilities | 3.63 | Good/ Often |
| 7 | Sharing organizational rules | 3.67 | Good/ Often |
| 8 | Sharing Standard Operating Procedures | 3.80 | Good/ Often |
| 9 | Share documents with coworkers across the organization | 3.49 | Good/ Often |
| 10 | Share meeting results | 4.10 | Good/ Often |
| 11 | Create and discuss work plan documents by considering the old work program with coworkers throughout the organization | 3.75 | Good/ Often |
| 12 | Updating organizational rules/policies | 3.53 | Good/ Often |
| 13 | Make an accountability report based on the minutes of evaluation results | 3.96 | Good/ Often |
| 14 | Learn new things obtained from documents directly | 3.54 | Good/ Often |
| 15 | Learn new things obtained through the delivery of material | 3.82 | Good/ Often |
| Average Variable Y₁ | | 3.71 | Good/ Often |

Source: SPSS Output, 2022

Based on table 2, each item on the knowledge-sharing variable has frequent intensity. The grand mean of the knowledge-sharing variable is 3.71. Thus, it can be concluded that knowledge sharing in PKPT IPNU – IPPNU UB and PKPT IPNU – IPPNU UNISMA has often been done. Socialization which includes sharing personal experiences, how to be professional, experiences as a leader, sharing information and opinions in meetings, and discussing with friends, has often been done. Externalization, which includes sharing instructions for using facilities, organizational regulations, SOPs, meeting minutes, and other organizational documents, has also been done frequently. The combination which includes making a work plan with consideration from the old work program, actively participating in the evaluation and updating of organizational policies, and compiling an accountability report based on related documents such as administrative evidence, evaluation results, etc., has also been done frequently. Likewise, internalization, which includes learning new things from organizational documents and training, has often been done. From this variable, the item with the lowest

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average is sharing information and opinions in meetings with a value of 3.42. Based on observations and interviews, some administrators are less active in speaking because the opinions they want to convey have been conveyed by other friends, they are indeed less interested in the discussion, lack confidence in the opinions they want to convey, and there are also types of workers or executors (*sami'na wa atho'na*).

Table 3: Description of Human Resources Performance Variables (Y2)

| No. | Items | Mean | Note |
|---------------------------------------|---|-------------|-------------|
| 1 | Completing tasks as assigned | 3.69 | Good |
| 2 | The task is completed according to the expected quality target | 3.48 | Good |
| 3 | Tasks completed on time | 3.42 | Good |
| 4 | Arrive on time to carry out the responsibilities that have been given | 3.18 | Moderate |
| 5 | Permission when unable to carry out tasks directly | 3.87 | Good |
| 6 | Give a mandate to coworkers to replace their duties with the approval of superiors and coworkers who are mandated | 3.72 | Good |
| 7 | Coordinate well in one management | 3.84 | Good |
| 8 | Able to work in a team well | 3.82 | Good |
| Average Variable Y₂ | | 3.63 | Good |

Source: SPSS Output, 2022

Based on table 3, the items on the human resource performance variable are mostly good. There is one item that has a moderate category, namely the item 'present on time to carry out the responsibilities that have been given'. The grand mean of the human resource performance variable is 3.63. Thus, it can be concluded that the performance of human resources in PKPT IPNU – IPPNU UB and PKPT IPNU – IPPNU UNISMA is good. In terms of quantity, regarding the completion of tasks by the given, it is good. In terms of quantity, regarding the completion of tasks by the expected quality targets, it is good. In terms of timeliness, regarding the completion of tasks on time, it is good. In terms of attendance, which includes permission when they cannot carry out their duties directly and mandates co-workers to replace their duties with the approval of superiors and coworkers who are mandated, it is good. Meanwhile, regarding being present on time to carry out the responsibilities that have been given, it is still in the moderate category. As for the ability to work together, which includes coordination and the ability to work in a team, it's good. From this variable, the item that has the lowest average is being present on time in carrying out the task, with a value of 3.18. This item is in the medium category. Based on the results of observations and interviews, this is due to differences in priorities and habits of being late.

Furthermore, at the inferential analysis stage, the t-test, indirect effect calculation, and Sobel test will be carried out. The results of the t-test on each variable can be seen in the following tables.

Table 4: Effect of Organizational Communication on Knowledge Sharing

| Var. | Beta | Sign. | t | Note |
|---------------------|-------|-------|-------|----------------------|
| X to Y ₁ | 0.770 | 0.000 | 10.86 | Significant positive |

Source: SPSS Output, 2022

Based on table 4, the coefficient of the organizational communication path to knowledge sharing is 0.770 with a significance of 0.000 ($0.000 < 0.05$) and a t-count of 10.86 ($10.86 > 1.989$). Because the path coefficient is positive, the significance is less than 0.05, and the t-count is greater than the t-table, then organizational communication has a positive and significant effect on knowledge sharing. Thus, an increase in organizational communication is accompanied by an increase in knowledge sharing. This result is in line with Tasnim et al. (2020, p. 15) who state that communication is a means of meaningfulness in experience. The results of this study are also in line with Savolainen (2017, p. 1) which states that knowledge-sharing activities are based on the communication process. Furthermore, the results of this study support the research of Triana et al. (2016, pp. 89–90); Luberti & Azizah (2020, p. 461); and Islamy & Mubarok (2019, p. 28), which states that organizational communication has a positive and significant effect on knowledge sharing.

Table 5: The Effect of Organizational Communication on Human Resource Performance

| Var. | Beta | Sign. | t | Note |
|---------------------|-------|-------|------|----------------------|
| X to Y ₂ | 0.327 | 0.011 | 2.59 | Significant positive |

Source: SPSS Output, 2022

Based on table 5, the coefficient of the organizational communication path to human resource performance is 0.327 with a significance of 0.011 ($0.011 < 0.05$) and a t-count of 2.59 ($2.59 > 1.989$). Because the path coefficient is positive, the significance is less than 0.05, and the t-count is greater than the t-table, then organizational communication has a positive and significant effect on human resource performance. Thus, the increase in organizational communication is accompanied by an increase in the performance of human resources. This result is in line with Dessler (2008, p. 16) which states that to create superior human resource performance, organizations need to include several aspects, two of which are selective recruitment and decentralized decision-making. Both aspects indicate the existence of organizational communication. The results of this study are also in line with Sedarmayanti (cited by Sulaksono, 2015, pp. 103–105) which asserts that one of the factors that affect the performance of human resources is communication. Furthermore, the results of this study support the research of Triana et al. (2016, pp. 89–90); Aulia & Syarifuddin (2017, p. 3013); Rumijati (2020, p. 240); Hendrawan et al. (2020, p. 180); and Luberti & Azizah (2020, p. 462), which states that organizational communication has a positive and significant effect on human resource performance.

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Table 6: The Effect of Knowledge Sharing on Human Resource Performance

| Var. | Beta | Sign. | t | Note |
|----------------------------------|-------|-------|------|----------------------|
| Y ₁ to Y ₂ | 0.409 | 0.002 | 3.24 | Significant positive |

Source: SPSS Output, 2022

Based on table 6, the path coefficient of knowledge sharing to human resource performance is 0.409 with a significance of 0.002 ($0.002 < 0.05$), and a t-count of 3.24 ($3.24 > 1.989$). Because the path coefficient is positive, the significance is less than 0.05, and the t-count is more than the t-table, then knowledge sharing has a significant and positive effect on human resource performance. Thus, the increase in knowledge sharing is accompanied by an increase in the performance of human resources. This result is in line with Hendrawan (2019, p. 8) who states that knowledge sharing is a process of sharing and distributing knowledge that is already in the organization to turn isolated information and experiences into knowledge that can be utilized for the betterment of the organization, which is influenced by performance. human Resources. In addition, the results of this study are also in line with Dessler (2008, p. 16) which states that to create superior human resource performance, organizations need to conduct extensive training and share information. Furthermore, the results of this study support the research of Triana et al. (2016, p. 91); Aulia & Syarifuddin (2017, p. 3013); Rumijati (2020, p. 240); Hendrawan et al. (2020, p. 180); and Luberti & Azizah (2020, p. 462), which states that knowledge sharing has a positive and significant impact on human resource performance.

After the t-test (partial test), the next step is to calculate the indirect effect of organizational communication on human resource performance through knowledge sharing. These calculations can be seen in table 7 below.

Table 7: Calculation of Indirect Effect

| Variables | Direct Effect | Indirect Effect |
|----------------------------------|---------------|------------------------------|
| X to Y ₁ | 0.770 | - |
| Y ₁ to Y ₂ | 0.409 | - |
| X to Y ₂ | 0.327 | $0.770 \times 0.409 = 0.315$ |

Source: SPSS Output, 2022

Based on table 7, the coefficient of the indirect influence path is 0.315. Because the coefficient is positive, the indirect effect is positive. This means if organizational communication is increased by 1 unit, then through knowledge sharing, human resource performance will increase by 0.315 units. The value of the path coefficient is not sufficient to assess whether the indirect effect is significant or not.

To determine the significance of the indirect effect, it is necessary to carry out the Sobel test. The Sobel test was carried out using the Sobel test calculator available on the quantpsy.org website. The results of the Sobel test of this study can be seen in Figure 1 below. Based on Figure 1, the p-value of the Sobel test shows 0.00190427 0.002. Meanwhile, the statistical test value (t-count) from the Sobel test showed 3.10476991

3.105. Because the p-value is less than 0.05 ($0.002 < 0.05$) and the t-count is more than the t-table ($3.105 > 1.989$), the indirect effect is significant.

| Input: | Test statistic: | p-value: |
|-------------|--|--|
| t_a 10.86 | Sobel test: 3.10476991 | 0.00190427 |
| t_b 3.24 | Aroian test: 3.09275331 | 0.00198309 |
| | Goodman test: 3.11692768 | 0.00182746 |
| | <input type="button" value="Reset all"/> | <input type="button" value="Calculate"/> |

Figure 2: Sobel Test Results

Source: Preacher & Leonardelli, 2012

Based on Figure 2, the p-value of the Sobel test shows 0.00190427 0.002. Meanwhile, the statistical test value (t-count) from the Sobel test showed 3.10476991 3.105. Because the p-value is less than 0.05 ($0.002 < 0.05$) and the t-count is more than the t-table ($3.105 > 1.989$), the indirect effect is significant. In other words, knowledge sharing has an important influence as an intervening variable.

Based on the results of the t-test, the calculation of the indirect effect, and the Sobel test, the path diagram can be drawn as follows.

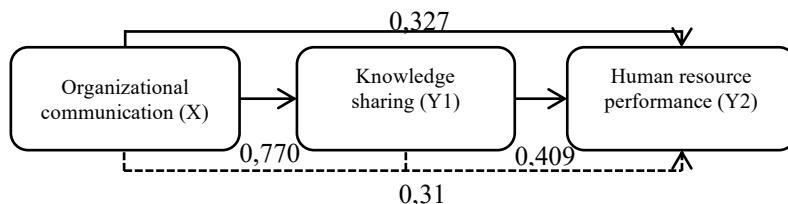


Figure: 3 Path Diagram

Source: Data Processed, 2022

Based on table 7, figure 2 and figure 3, organizational communication through knowledge sharing has a positive and significant effect on human resource performance. Thus, the increase in organizational communication is accompanied by increased knowledge sharing, so the performance of human resources also increases. This result is in line with Hendrawan & Putra (2022, p. 18) who states that knowledge sharing is an activity carried out to support organizational success. While the basis of knowledge sharing itself is communication (Savolainen, 2017, p. 1). However, the results of this study contradict the research of Triana et al. (2016, p. 91) and Luberti & Azizah (2020, p. 462), which state that knowledge sharing is not important enough as an intervening variable on the effect of organizational communication on human resource performance.

5 Conclusions

The implementation of organizational communication in PKPT IPNU – IPPNU UB and UNISMA is good so that knowledge sharing can be done intensively. The further impact is the performance of human resources be good. In both organizations, human resource performance can be directly improved through a communication or knowledge-sharing intermediaries. The two methods provide a not much different effect. Although the three aspects have been said to be good, there are still shortcomings in terms of organizational communication, knowledge sharing, and human resource performance. These shortcomings include (1) active submission of ideas to superiors, (2) active sharing of information and opinions in meetings, and (3) punctuality in attending events/activities. Therefore, the management of the two organizations should be able to improve good relations to create comfort. Over time, this can create a commitment from each board member, thus prioritizing PKPT. In addition, regarding the problem of late attendance at events/activities, a punishment system can be applied. This research only emphasizes the effect of organizational communication on human resource performance through knowledge sharing. Further research should add related variables, such as organizational commitment, organizational motivation, organizational comfort, and so on. In addition, future researchers can also increase the sample size by expanding the research object, for example, PKPT throughout Malang Raya, or using other objects that are included in social organizations, both domestic and foreign. In terms of communication, this research only focuses on internal communication. In future research, external communication can be added. In addition, indicators in organizational communication in this study emphasize more on formal communication. The limitation of this study is the limited number of samples used. Based on these limitations, the researchers suggest that future studies can expand the range of research and multiply the sample. In future research, indicators of organizational communication can be added to informal communication.

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