

The Role of Organizational Commitment Mediation in the Influence of Organizational Trust on Knowledge Sharing

Dewi Sartika¹, Tristiana Rijanti²✉

Stikubank University, Semarang, Indonesia.

✉ Corresponding author: tristianar@edu.unisbank.ac.id

Article history

Received 2025-11-21 | Accepted 2025-12-20 | Published 2025-12-31

Abstract

This study aims to analyze the influence of organizational trust and organizational commitment on knowledge sharing. The data used are primary data collected via questionnaires from 120 respondents with a data collection technique of purposive sampling. Then, the existing data were analyzed using PLS-SEM through SmartPLS 4. The results of the study show that organizational trust has a positive effect on organizational commitment and knowledge sharing, organizational commitment has a positive effect on knowledge sharing, and organizational commitment mediates the influence of organizational trust on knowledge sharing. Meanwhile, this study was conducted to contribute knowledge and become an important reference for organizations in understanding the relationship between organizational trust on knowledge sharing through organizational commitment to increase the effectiveness of the role of members in the organization.

Keywords: Knowledge Sharing; Organizational Commitment; Organizational Trust.

This is an open-access article under the CC-BY-SA license.



Copyright © 2025 Dewi Sartika, Tristiana Rijanti

INTRODUCTION

This research is based on urgency to explore psychological dimensions and interpersonal behavior that are often overlooked in organizations, especially in knowledge sharing. The uniqueness of this research lies in its multidimensional approach, which synergizes human behavioral factors with organizational structural dynamics, an aspect that has rarely been explored in an integrative manner. The selection of this is topics crucial, considering that the effectiveness of an organization no longer depends solely on technological sophistication, but also on the willingness of the people within it to collaborate with one another

In a dynamic organizational environment, managing knowledge is one way to maintain a competitive advantage. Knowledge sharing is a process in knowledge management that provides ample opportunities for other members to learn and improve their competence independently (Sahadizah, Yamaudina, Rijanti, 2024). Not only that, knowledge sharing is a form of social interaction culture, which includes the exchange of knowledge, experience, and skills between employees across departments within the entire organization (Lin, 2007). However, in practice, knowledge sharing still faces challenges, namely that members don't share their knowledge with other members. This challenge arises when there is low trust among members and a lack of individual commitment to the organizational common goals and interests.

Organizational trust plays an important role in encouraging knowledge sharing. This is because member's trust creates a sense of security, reduces perceptions of risk, and builds good working relationships, thereby encouraging openness to exchanging information to achieve common goals. Organizational trust is the willingness of parties within an organization to be open the actions of other parties, based on the expectation that those other parties will also take actions important to the trusting party, regardless of the ability to control those parties (Roger C. Mayer & Brunat-Mentigny, 1995). In addition, organizational trust is a feeling of believing in oneself and what one is, with the conviction of meaningful involvement (Martins Marques de Lima Rua & Costa Araújo, 2013). In line with research by (Badar & Seniati, 2017), (Latupapua et al., 2021), and (Johan, 2021), which states that organizational trust influences knowledge sharing. This differs from (Kurniati, 2022), which states that organizational trust does not influence knowledge sharing. Not only that, a high level of trust also strengthens member's commitment to organizational goals. This aligns with research conducted by (Ependi & Sudirman, 2020), (Gusmery & Susanti, 2023), and (Sylvia & Sitio, 2024) which states that organizational trust influences organizational commitment. This contrasts with research by (Ramoga & Floydschneider, 2023) which found that organizational trust does not influence organizational commitment.

In addition to organizational trust, organizational commitment can also influence knowledge sharing. This is because members' emotional attachment and loyalty to the organization influence their willingness to contribute to common goals. Organizational commitment is a member's belief in the organization's mission and goals, their ability to contribute their efforts, and their performance to remain in the organization (Noviana & Rijanti, 2014). Organizational commitment is also defined as a strong desire to be a member of a particular organization, a willingness to exert a high level of effort on behalf of the organization, and a belief and acceptance of the organization's values and goals (Luthans, 2006). When members' commitment is high, the indicates a strong sense of belonging that encourages them to be more proactive, including in knowledge sharing. In line with the research conducted by (Badar & Seniati, 2017) and (Tandayong & Edalmen, 2019), organizational commitment influences knowledge sharing. This differs from the findings of (Indra, 2014) which states that organizational commitment does not influence knowledge sharing.

Not only that, but organizational commitment also acts as a mediator in the relationship between organizational trust and knowledge sharing. High trust fosters a sense of security, appreciation, and positive perceptions, thereby increasing emotional attachment and member loyalty. The commitment that is formed will strengthen members' motivation to

contribute to activities that support common goals, including knowledge sharing. Thus, organizational commitment serves as an important channel through which organizational trust influences knowledge sharing, so that the relationship between the two is not only direct but also mediated by the strengthening of members' orientation and willingness to contribute actively. In line with the research by (Latupapua et al., 2021), it is stated that organizational commitment can mediate organizational trust in knowledge sharing.

Table 1. Results of the Pre-survey Questionnaire on Knowledge Sharing at HIPMI

No	Statement	Answer (Percentage %)					Total	Target %
		SS	S	N	TS	STS		
1.	When learning something new, I share it with my colleagues in the organization.	13.3	40	33.3	13.3	0	15	100
2.	I share my knowledge or expertise with my colleagues in the organization	20	60	20	0	0	15	100
3.	I often share new knowledge or skills that I have learned with my colleagues	33	40	26.7	0	0	15	100
4.	I share the information I have with my colleagues in the organization	33	33	33	0	0	15	100
5.	I tell my colleagues what I know about a particular subject.	13.3	60	20	6.7	0	15	100
6.	When I need new knowledge, I ask my colleagues	46.7	40	13.3	0	0	15	100
7.	My colleagues told me what they knew when I asked them.	26.7	46.7	26.7	0	0	15	100
8.	I gather knowledge from colleagues in the organization that is used in completing my work	33	26.7	40	0	0	15	100
9.	I consulted with more experienced colleagues in the organization to increase my knowledge.	46.7	33.3	20	0	0	15	100
10.	I regularly gather job-related information from my colleagues	20	46.7	20	13.3	0	15	100
Average value		28.7	42.7	25.2	3.4	0	15	100

Based on the results of a preliminary survey conducted by the Indonesian Young Entrepreneurs Association (HIPMI PT) in Semarang City in 2025, the variable of knowledge sharing was found to be good. However, it is not yet optimal, as the preliminary survey found that 3.4% of disagreed, 25.2% were unsure, 42.7% agreed, and 28.7% strongly agreed.

Literature Review

Knowledge Sharing

Knowledge sharing is the process of distributing knowledge within an organization, which can occur between individuals, groups, or organizations through various communication channels (Alavi & Leidner, 2021). Meanwhile, (Wang & Noe, 2010) argues that knowledge sharing is the activity of conveying information and knowledge, related to executing tasks to help others and to establish collaboration in solving problems, developing new ideas, or implementing certain policies and procedures. Knowledge sharing is influenced by several factors, namely the nature of knowledge, the value of knowledge, motivation to share, opportunities to share, and organizational culture (Ipe, 2003). In addition to these factors, there are two dimensions of the knowledge sharing variable: knowledge donating and knowledge collecting (Van Den Hooff & Ridder, 2004).

Organizational Trust

Organizational trust is a psychological state that occurs when individuals agree to make themselves vulnerable to others because they have positive expectations about how things can change (Robbins, S. P., & Judge, 2015). According to (HH & CSF, 2000), organizational

trust is defined as the totality of trust held by various groups within an organization, so that there is a positive relationship between trust in superiors and trust in the organization. Organizational trust has three characteristics, namely competence, benevolence, and integrity (Martins Marques de Lima Rua & Costa Araújo, 2013). In addition to these factors, there are two dimensions of organizational trust: influence-based trust and cognitive-based trust (Mcallister, 1995). In this case, the higher the level of trust, the higher the commitment that will be shown by members and this increase knowledge sharing among members within the organizational environment.

Organizational Commitment

Organizational commitment is defined as the strength of an individual’s identification and involvement with a particular organization (T et al., 1979). Organizational commitment is the extent to which an employee identifies with an organization, its goals, and their desire to remain a member of that organization (Robbins, S. P., & Judge, 2015). Not only that, (Armstrong, 2009) organizational commitment is the extent to which individuals identify themselves with the organization and demonstrate active involvement in it. This commitment is reflected in three things, namely: (1) a strong desire to maintain membership, (2) belief in the values and goals embraced by the organization, and (3) the individual’s readiness to invest significant effort to support the achievement of organizational goals. Organizational commitment can be influenced by three levels: the strategic, functional, and workplace levels (Dyer, 1993). In addition to the factors, organizational commitment is measured using three dimensions: affective commitment, continuance commitment, and normative commitment (Allen, 1990). In this case, the higher the commitment of members in the organization, the more wiling they will be to voluntarily share knowledge with other members.

METHOD

The population in this study comprised members of the HIPMI organization, with the sampling technique used being purposive sampling with the consideration that the sample used was based on age (19-21 years) and active HIPMI membership, yielding a total sample of 120 respondents. The research used primary data collected through questionnaires. Data analysis in this study used structural analysis based on variance, namely PLS-SEM through SmartPLS 4. The research variable include organizational trust with 11 question items, organizational commitment with 24 question items, and knowledge sharing with 10 question items.

RESULTS AND DISCUSSION

Result

Sample and Respondent Characteristics

The study used the total sample of 120 respondents. Regarding gender composition, women in this study represent to 58% of the total sample, while men account for the remaining 42%. The age profile of the respondents is predominantly concentrated in the 21 years old with a percentage of 37%, 20 years old with a percentage of 33%, and the remainder were 22 years old with a percentage of 17% and 19 years old with a percentage of 13%. In detail, it is presented in the following table.

Table 2. Respondent Characteristics

No.	Characteristics	Frequency	Percentage (%)
1.	Gender		
	Men	50	42
	Women	70	58
2.	Age (Years)		
	19	15	13
	20	40	33
	21	45	37
	22	20	17

Evaluation of Measurement Models

The measurement model was evaluated to test its validity and reliability in the study. In the case, convergent validity testing was based on two main parameters, namely outer loading values and Average Variance Extracted (AVE). This refers to the recommendation of Hair et al., (2021), although the ideal outer loading value is above 0.70, indicators with outer loading values between 0.50 and 0.70 can be considered retained, provided that the AVE value of the construct meets the threshold of 0.50. the results of the convergent validity evaluation are presented in the following table.

Table 3. Convergent Validity

Variable	Measurement Item	Outer Loading	AVE	Status
Organizational Trust (X1)	X1.1	0.777	0.518	Valid
	X1.2	0.716		Valid
	X1.3	0.720		Valid
	X1.4	0.674		Valid
	X1.5	0.713		Valid
	X1.6	0.750		Valid
	X1.7	0.691		Valid
	X1.8	0.714		Valid
Organizational Commitment (Y1)	Y1.1	0.734	0.511	Valid
	Y1.2	0.713		Valid
	Y1.3	0.733		Valid
	Y1.4	0.789		Valid
	Y1.7	0.775		Valid
	Y1.9	0.648		Valid
	Y1.10	0.693		Valid
	Y1.11	0.768		Valid
	Y1.12	0.640		Valid
	Y1.13	0.763		Valid
	Y1.14	0.758		Valid
	Y1.15	0.641		Valid
	Y1.16	0.648		Valid
	Y1.20	0.630		Valid
	Y1.23	0.779		Valid
	Y1.24	0.695		Valid
Knowledge Sharing (Y2)	Y2.1	0.738	0.505	Valid
	Y2.2	0.664		Valid
	Y2.3	0.698		Valid
	Y2.5	0.751		Valid
	Y2.7	0.732		Valid
	Y2.8	0.727		Valid
	Y2.9	0.661		Valid
	Y2.10	0.707		Valid

Based on Table 3, it can be seen that all constructs have AVE values above 0.50, including organizational trust (X1) with an AVE value of 0.518, organizational commitment (Y1) with an AVE value of 0.511, and knowledge sharing (Y2) with an AVE value of 0.505. Although in this case, there are still indicators with outer loading values below 0.70, these indicators are considered valid because they do not violate the minimum AVE requirement and are in accordance with existing theory, whereby indicators with outer loading of 0.60 are still acceptable because collectively they are able to explain the indicator variance well.

In addition to validity, reliability in case also needs to be tested using a composite reliability test. A construct is considered to have good reliability if the resulting composite reliability values is greater than 0.70. the results of the composite reliability test are present in the following table.

Table 4. Composite Reliability Test

Variable	Composite reliability (rho_c)	Average variance extracted (AVE)	Status
Organizational Trust (X1)	0.896	0.518	Reliable
Organizational Commitment (Y1)	0.943	0.511	Reliable
Knowledge Sharing (Y2)	0.891	0.505	Reliable

Based on Table 4, it is known that all variables namely organizational trust, organizational commitment, and knowledge sharing produce a composite reliability value greater than 0.70, meaning that the three variables are declared reliable so that further analysis can be carried out.

Structural Model Evaluation

After the measurement model was declared valid and reliable, the next step was to evaluate the structural model. This test was conducted using the bootstrapping procedure in SmartPLS 4. The following are the results of the structural model in the study.

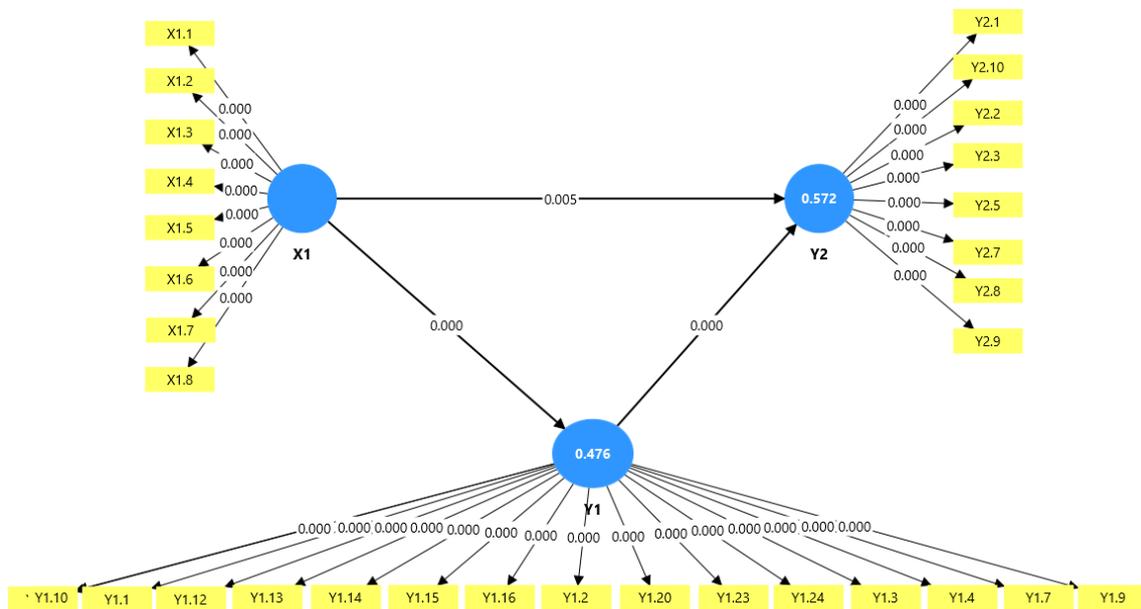


Figure 1. Inner Model

Based on the results of the SEM analysis, it was found that the relationship between variables showed positive and significant pat coefficient values. Organizational trust can influence organizational commitment with a β value of 0.690 (P value = 0.000). Organizational trust can influence knowledge sharing with a β value of 0.296 (P value = 0.005). Organizational commitment can influence knowledge sharing with a β value 0.521 (P value = 0.000). In addition, the indirect effect of organizational trust on knowledge sharing through organizational commitment with a β value of 0.359 (P value = 0.000) shows the role of mediation. The detailed path coefficient results and hypothesis testing can be seen in Table 5.

Table 5. Result of SEM Analysis

Hypotesis	Original Sample	T-Statistic	P-Values	Status
Organizational Trust → Organizational Commitment	0.690	15.798	0.000	Accepted
Organizational Trust → Knowledge Sharing	0.296	2.788	0.005	Accepted
Organizational Commitment → Knowledge Sharing	0.521	4.701	0.000	Accepted
Organizational Trust → Organizational Commitment Knowledge Sharing	0.359	4.441	0.000	Accepted

Discussion

The results show that organizational trust has a positive and significant effect on organizational commitment. Higher trust among members leads to stronger commitment. This relationship is supported by respondents' responses, which indicate that organizational trust is a strong foundation for organizational commitment. The results of this study support the research by (Ependi & Sudirman, 2020), (Gusmery & Susanti, 2023), (Badar & Seniati, 2017), (Haryadi, 2022), (Ikhlaque et al., 2023), (Kurniawati & Ramli, 2024) and (Sylvia & Sitio, 2024).

Furthermore, organizational trust has a positive and significant effect on knowledge sharing. Thus, it can be concluded that the higher the level of trust among members, the higher the level of knowledge sharing within the organization. Respondents indicate that conducive conditions and trust encourage sharing. The result of this study supports the research by (Badar & Seniati, 2017), (Latupapua et al., 2021), (Fadhilah & Damarwulan, 2024), (Budiadnyana, 2024) and (Johan, 2021). In line with this, the results show that organizational commitment has a positive and significant influence on knowledge sharing. Stronger commitment yields greater knowledge sharing, though other factors also play a role, as respondents indicated. The results of this study support those of (Badar & Seniati, 2017) and (Tandayong & Edalmen, 2019).

Organizational commitment has a positive and significant effect on knowledge sharing. High trust fosters commitment, which then motivates voluntary knowledge sharing. Respondents confirm that commitment is the effect of trust. The results of this study support the findings of (Latupapua et al., 2021).

Theoretically, this series of findings reinforces the understanding that knowledge sharing is the result of emotional attachment and mutual trust within an organization. In practical terms, these results contribute to organization awareness that investing in building trust and member commitment is key to overcoming reluctance to share knowledge. Thus, organizations are advised to build a transparent work environment to trigger members' internal motivation to exchange experiences and skills.

Limitations

The research has several points that need to be considered: (1) data relied on subjective questionnaire responses, raising the risk of response bias, (2) it focused only on HIPMI members in Semarang City, so results may not generalize elsewhere, and (3) only organizational trust and commitment were examined, excluding factors like organizational culture, motivation to share, or leadership style.

CONCLUSION

Based on the data analysis and hypothesis testing conducted, the following conclusions can be drawn: First, organizational trust has a positive and significant effect on organizational commitment. This indicates that the higher the level of trust among members, the greater their attachment and loyalty to their membership. Second, organizational trust has a positive and significant effect on knowledge sharing. This indicates that the higher the level of trust among members, the higher the willingness to contribute to knowledge sharing. Third, organizational commitment has a positive and significant effect on knowledge sharing. This shows that the higher the members' level of commitment, the more willing they are to share knowledge with other members. And last, organizational commitment mediates the influence of organizational trust on knowledge sharing. Organizational commitment acts as a mediator, positively influencing the relationship between organizational trust and knowledge sharing.

REFERENCES

- Alavi, & Leidner. (2021). Knowledge Management and Knowledge Management Systems: Conceptual Foundations and Research Issues By Maryam Alavi Orkand Professor of Information Systems Robert H. Smith School of Business University of Maryland College Park, MD 20742 and Boulevard de. *MIS Quarterly*, 107–136.
- Allen, N. J. . M. J. P. (1990). Organizational Commitment. In *Work Orientations* (pp. 124–146). <https://doi.org/10.4324/9781351121149-6>
- Armstrong, M. (2009). *Armstrong ' S Handbook*.
- Badar, E. F., & Seniati, A. Ni. L. (2017). Pengaruh Trust Terhadap Berbagai Pengetahuan Melalui Mediasi Komitmen Organisasi pada Dosen Perguruan Tinggi. *Indigenous: Jurnal Ilmiah Psikologi*, 2(1), 7–27. <https://doi.org/10.23917/indigenous.v1i1.4459>
- Budiadnyana, G. N. (2024). Strategi Sukses Inovasi: Kepercayaan Interpersonal dan Berbagai Pengetahuan di Lingkungan Pendidikan. *Jurnal Ilmu Sosial, Manajemen, Akuntansi Dan Bisnis*, 1(01), 1–8. <https://doi.org/10.70508/ndj0m012>
- Dyer, T. A. K. and L. (1993). *MANAGING TRANSFORMATIONAL CHANGE: THE ROLE OF HUMAN RESOURCE PROFESSIONALS*. *April*, 167–186.
- Ependi, N. H., & Sudirman, S. (2020). Pengaruh Budaya Organisasi dan Kepercayaan (Trust) terhadap Komitmen Organisasi. *Jurnal Ilmu Pendidikan (JIP) STKIP Kusuma Negara*, 12(2), 172–181. <https://doi.org/10.37640/jip.v12i2.858>
- Fadhilah, A. R. N., & Damarwulan, L. M. (2024). Kepercayaan terhadap Organisasi Mempengaruhi Berbagai Pengetahuan. *Jurnal Akuntansi, Manajemen, Dan Perencanaan Kebijakan*, 1(4), 1–7. <https://doi.org/10.47134/jampk.v1i4.356>
- Gusmery, N., & Susanti, F. (2023). Pengaruh Budaya Organisasi, Gaya Kepemimpinan Dan Kepercayaan Diri Terhadap Komitmen Kerja Pegawai Dinas Pendidikan Dan Kebudayaan Kota Padang. *Jurnal Bintang Manajemen*, 1(2), 123–141.
- Hair, J. F. (2021). Next-generation prediction metrics for composite-based PLS-SEM. *Industrial Management and Data Systems*, 121(1), 5–11. <https://doi.org/10.1108/IMDS-08-2020-0505>
- Haryadi, D. (2022). Meningkatkan Employee Performance Dengan Extrinsic Motivation Dan Interpersonal Trust Melalui Organizational Commitment Didit. 4, 777(8.5.2017), 2005–2003.
- HH, T., & CSF, T. (2000). Toward the differentiation of trust in supervisor and trust in organization. *Genetic, Social, and General Psychology Monographs*, 126(2), 241–260.
- Ikhlaque, S., Shah, H., Phulpoto, F., Ghumro, A., Perdagangan, D., Shah, U., Latif, A., & Sindh, K. (2023). *Studi Kepercayaan Organisasi dan Komitmen Organisasi pada Fakultas Universitas Sektor Publik di Pakistan. 2023*.
- Indra, M. I. S. (2014). Pengaruh Dukungan Organisasi terhadap Perilaku Berbagai Pengetahuan Dimediasi Oleh Kepercayaan Organisasi Dan Komitmen. *Jurnal Ilmu Manajemen*, 2(April).
- Ipe, M. (2003). Knowledge Sharing in Organizations: A Conceptual Framework. *Human Resource Development Review*, 2(4), 337–359. <https://doi.org/10.1177/1534484303257985>
- Johan, M. (2021). *Pengaruh Berbagai Pengetahuan dan Kepercayaan Interpersonal pada Inovasi : An Studi Empiris di Indonesia Tinggi Pendidikan. 03*, 106–122.
- Kurniati, P. (2022). *THE EFFECT OF TRUST , REPUTATION , NORM OF RECIPROCITY AND EXPECTED RELATIONSHIPS TO. 18*, 43–61.
- Kurniawati, E., & Ramli, A. H. (2024). The Influence of Procedural Justice, Organizational Trust, and Organizational Commitment on Work Engagement. *Jurnal Ilmiah Manajemen Kesatuan*, 12(3), 755–772. <https://doi.org/10.37641/jimkes.v12i3.2336>
- Latupapua, C. V., Hiariey, H., & Larwaku, A. (2021). Efek Mediasi Komitmen Organisasional pada Pengaruh Kepercayaan Organisasi terhadap Perilaku Berbagai Pengetahuan. *Jkbn (Jurnal Konsep Bisnis Dan Manajemen)*, 7(2), 206–214. <https://doi.org/10.31289/jkbn.v7i2.5245>
- Lin, H. F. (2007). Knowledge sharing and firm innovation capability: An empirical study. *International Journal of Manpower*, 28(3–4), 315–332. <https://doi.org/10.1108/01437720710755272>
- Luthans, F. (2006). *Organizational Behavior*.
- Martins Marques de Lima Rua, O. M., & Costa Araújo, J. M. (2013). The influence of the transformational leadership in the organizational trust. *Harvard Deusto Business Research*, 2(1), 55–66. <https://doi.org/10.3926/hdbr.43>

- Mcallister, D. J. (1995). *Trust McAllister* . 38(1), 24–59.
- Noviana, U., & Rijanti, T. (2014). Pengaruh Kualitas Kehidupan Kerja Dan Komunikasi Dengan Kepuasan Kerja Dan Komitmen Organisasional Sebagai Variabel Intervening Terhadap Kinerja Pegawai (Studi Pada Lpmp Provinsi Jawa Tengah). *Jurnal Ilmiah Telaah Manajemen*, 11(2), 103–117.
- Ramoga, N. G., & Floyd Schneider, S. (2023). *A Structural Equation Model on Organizational Commitment In Relation to Job Satisfaction , Organizational Trust , and Quality of Work-Life : Case of health care Workers in Region 12 During Covid-19 Pandemic*. 7(4), 69–85.
- Robbins, S. P., & Judge, T. A. (2015). Perilaku Organisasi: Memahami Perilaku Organisasi. In 2 (Issue 1).
- Roger C. Mayer, J. H. D. and F. D. S., & Brunat-Mentigny, M. (1995). [Anatomo-clinical characterization of Burkitt's lymphoma in France. Apropos of 51 personal cases]. *Pediatric*, 35(8), 677–691.
- Sahadizah, Yamaudina , Rijanti, T. (2024). the Influence of Knowledge Sharing and Competency on Organizational Citizenship Behavior With the Mediation of Organizational Commitment. *APEBI Management and Business Review (AMBR)*, 80–87.
- Sylvia, V., & Sitio, S. (2024). Pengaruh Kepercayaan Organisasi Dan Kepuasan Kerja Terhadap Komitmen Organisasi Dan Organizational Citizenship Behaviour Pt Dayawisata Inti Indah. *Jurnal Ilmiah M-Progress*, 14(1), 22–39. <https://doi.org/10.35968/m-pu.v14i1.1184>
- T, M. R., Steers, R. M., & Porter, L. W. (1979). Mowday_R_T_Steers_R_M_and_Porter_L_W_197.pdf. In *Journal of Vocational Behavior* (Vol. 14, Issue 2, pp. 224–247).
- Tandayong, O., & Edalmen, E. (2019). Pengaruh Komitmen Organisasional Dan Ocb Terhadap Knowledge Sharing Karyawan PT. Katopas Jaya Abadi. *Jurnal Manajerial Dan Kewirausahaan*, 1(4), 656. <https://doi.org/10.24912/jmk.v1i4.6543>
- Van Den Hooff, B., & Ridder, J. A. (2004). Knowledge sharing in context: The influence of organizational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management*, 8(6), 117–130. <https://doi.org/10.1108/13673270410567675>
- Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human Resource Management Review*, 20(2), 115–131. <https://doi.org/10.1016/j.hrmr.2009.10.001>