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AND FUTURE PROSPECT OF
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PROCEEDINGS
5TH ASEAN'S
INTERNATIONAL
CONFERENCE ON
ISLAMIC FINANCE

(AICIF)
VOLUME 1

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IMPROVING PERFORMANCE AND KNOWLEDGE SHARING THROUGH ISLAMIC WORK ETHIC AND TRAINING

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ABSTRACT

This research intends to analyze the model of human resource performance enhancement through Islamic work ethic and training by using knowledge sharing as an intervening variable. After distributing the relevant questionnaires among 110 employe of the Department of Labor, Cooperatives and Small Medium Micro Enterprises. Then the data collections are 108 quesstionnaires are analyzed by using SmartPLS 3 software. The results of the study that the Islamic work ethic significant effect on human resource performance. That is, through the Islamic work ethic significantly affect performance; Islamic work ethic significant effect on knowledge sharing. This means that the Islamic work ethic with the indicators dedication, work well, work creativity and cooperation, are able to influence the provision of knowledge sharing; Training of human resources are higher the HR performance increases. This means that training with the indicators needs training, teaching design, implementation and evaluation of training can significantly improve the performance of human resources; Training of human resources higher then increased knowledge sharing. This means that training with the indicators needs training, teaching design, implementation and evaluation of training can significantly improve knowledge sharing human resources; Knowledge sharing is significant effect on performance, meaning knowledge sharing with indicators of work teams, competitive, responsiveness, and motivation are able to moderate the training and Islamic work ethic of performance.

Keywords: Training, Islamic Work Ethics, Knowledge Sharing, Performance of Human Resource.

I. INTRODUCTION

The rapid development in various aspects of life that cannot be avoided will have a great impact for Indonesia as a growing nation. One of the main requirements as the basic capital in the physical development is human resources, this is due to the presence of qualified human resources will make the management become more effective and efficient, so that the development can be carried out properly.

Human resource is a strategic and fundamental factor in organization. The role of human resources largely determines either success or failure in achieving the organization's vision and mission that has been set (Sudarmanto, 2009). To determine the extent to which the existence and the role of human resources contribute to organization's success, the performance measurement is needed.

The Law No. 32 of 2004 on Regional Government gives authority to the regions to promote and manage themselves. It is directed to accelerate the realization of the people's welfare through increased empowerment of community participation and service. According to Government Regulation No. 41 of 2007 Article 7, the Department is the element in implementing regional autonomy. Based on the regulation, the technical development is carried out by the Regional Office.

The department of manpower, cooperatives and SMEs in Solo, Central Java, in carrying out its functions and duties, is supported by Administrative Power resources consisting of 78 civil servants and 82 Outsourcing Employees with the following detail:

Table 1.1: Data of Employee in the Department of Manpower, Cooperatives and SMEs

No	Education	Amount	%
1	S2 (Post-Graduate)	6	3.75
2	S1 (Under Graduate)	81	50.63
3	D3 (Diploma III)	30	18.75
4	High School or equivalent	43	26.87
Amount		160	100

Source: Section Officer at the department of manpower, cooperatives and SMEs of Solo

The Quality of education which is owned by the employees in the department of manpower, cooperatives and, SMEs has not been matched with existing capabilities. The employee capability and knowledge will make them capable of doing the job.

To conduct evaluation of the success in achieving goals and targets of organizations that have been set in the medium-term planning, it is used a measurement scale as follows:

Table 1.2: Performance Measurement Scale of Government Agencies

NO	PERFORMANCE MEASUREMENT SCALE	CATEGORY
1	2	3
1	> 100%	Very good
2	75 - 100%	Good
3	55 - 74%	Enough
4	Less than 55%	Less

Source: Government Agencies Performance Reports of the Department of Manpower, Cooperatives and SMEs of Solo

From table 1.2, it seems that to improve performance, we should improve the skills and capacity of human resources. Education and training program become some approaches taken by the company to improve employee performance. It is explained that through education and training, the employees will obtain knowledge and skills needed for their jobs. In the *Journal of Training and Development Impact on Organizational Performance* in 2011, it was explained that *"Nowadays training is the most important factor to increase the efficiency and the effectiveness of both employees and organization. Training is important to Enhance the capabilities of employees"*.

In addition, from another point of view about training of employees, Sutrisno (2010) explained that the training opportunities program is expected by the employees.

The research entitled the effect of motivation, education and training on teacher's and staff's performance at Yayasan Al-Muslimin Dumai by Tuti (2010) stated that education and training followed by teachers and staff have no significant effect on the performance of teachers and staff. However, there are differences in the results of research related to employee performance. Setyorini research results (2010) found empirical evidence that training has a positive effect on employee performance. The same thing also conveyed by Makmur (2010) that training has a positive effect on employee performance.

Besides training can improve the performance of Employee in the department of manpower, Cooperatives and SMEs, it is also needed to pay attention on several factors that influence performance improvement through Islamic Work Ethic.

Islamic work Ethic according to Ali (2008) is to work of more than personal, economic, social, and psychological pleasure. The research conducted by Yesil Saleh (2012) showed that there is a great work commitment as the effect of Islamic Work Ethics. By applying Islamic Work Ethics in the workplace, it can increase employee commitment. Employees who feel their organization is running ethically will increase their commitment which in turn enables employees to come up with ideas (innovation) in order to develop their performance within the organization.

To improve employee performance, we need to pay attention on knowledge sharing factor as one of the motives for employees to work. Monica *et al* (2012) defined knowledge sharing

behavior as behavior when individuals voluntarily provide access to social factors, knowledge and unique experience. Sharing is an important part in the transfer of knowledge, without sharing, it is virtually impossible that knowledge can be transferred to others.

Knowledge Sharing can improve understanding among members to support each other and improve performance. The study by Yu-Hua, *et. al.*, (2009) stated that knowledge sharing is important for organizations to enhance skills and competencies; increase the value to the organization; and maintain competitiveness because innovation is derived from knowledge sharing among members within the organization.

This study is conducted based on the existing phenomenon and the limited research on the effect of Islamic work ethics and training on the performance. There are different research results related to employee performance. Ellinger *et al* research results (2012) found empirical evidence that training has a positive effect on employee performance. However, the results of research conducted by Famoso VS *et al* (2014) suggested that education and training do not significantly affect employee performance.

2. LITERATURE REVIEW

2.1 HR performance

Performance according to Sofyandi, (2008) is an overview on the level of achievement of the implementation of program activities or policies in realizing the goals, objectives, vision and mission of the organization which are set into strategic planning of the organization."

Sihotang, A (2012) suggested that employee performance is an employee's ability to do certain job. Employee performance is necessary because it will determine the ability of employees to carry out the tasks assigned to them. Therefore, it is necessary to set clear and measurable criteria as references.

According to Leana (2009), performance is the extent to which a person has done organizational strategy in achieving specific goals related to individual role and demonstrated the relevant competence to the organization. Performance is a multi-dimensional concept which includes three aspects: attitude, ability and accomplishment. Therefore, It can be concluded that the performance is a result or achievement success of someone at a whole during a certain period.

Indicators to measure employee performance are quantity and quality of work, job knowledge, creativity, cooperation, dependency, initiative, and personal quality.

2.2 The Islamic Work Ethics

The work ethic that we know in general today is derived from the thought and contemplation of human ratios; it is a critical and rational reflection on moral values and norms that regulate the behavior of human work both individually and in groups as an effort to realize morality, Adair, John (2008). According to Keraf (1996), work ethics is the result of consensus or individual

agreements that can be expanded and expected to be institutionalized in society because it is situational and in accordance with the development, conditions, and situations faced by the community.

Islamic work ethics that comes from sharia dedicates work as a virtue. Social relationships in work are emphasized to meet one's needs and perfect balance in one's social and individual life. The value of work in Islamic work ethics, expressed by Ali (2008) comes from the intentions (accompanying intentions) rather than the result of work. He asserted that justice and kindness in the workplace is a necessity for the welfare of society and no one is delayed in their wages. The Islamic work ethic stated that living without work is meaningless and carrying out economic activity is an obligation (Ali, 2008). The research by Ali and Al Owaihan (2008) suggested that the implementation of Islamic ethic values produces high performance. Research conducted by Yesil et.al (2013) in Turkey concluded that Islamic work ethic influences the innovation capability and company performance. Moreover, Research conducted by Kumar and Rose (2012) concluded that Islamic work ethic has a significant effect on the innovation capability. Research conducted by Srivastava and Bartol (2006) also concluded that Islamic work ethic has a significant effect on performance. The indicators of Islamic work ethic are dedication, working well, being creative and cooperative at work. Therefore, the hypothesis proposed is as follows:

H1: Islamic work ethics affects performance

Creating a knowledge sharing culture is not easy where individual tend to have pride if he manages to solve a problem on his own without asking advice from others, Rival, *et al* (2009). This is one of the obstacles to the sharing process. This condition is supported by the understanding that “knowledge is power” which is instilled by individuals for several years that those having the knowledge have the power to rule others. As a result, there are many individuals who store their knowledge for their own interests. In addition, many individuals are reluctant to share knowledge and expertise because they do not feel the benefits of the activity. Some individuals are reluctant to share because they fear that their skills fall into the hands of colleagues and lose their exclusivism in the eyes of leaders.

According to Kumar and Rose (2010), it was stated that the performance appraisal system should be designed to encourage knowledge sharing. Here, the company can tell employees that the company appraise employees who have great knowledge sharing.

Mahmood, and Salleh (2011) concluded that employees and parts within the organization cannot survive without communication which will help to collect and gain knowledge, and then increase the level of confidence as crucial factor. Therefore, the hypothesis proposed is as follows:

H2: Islamic work ethic affects knowledge sharing

2.3. Training

The training program is usually done for some purposes. According to Umar (2008) training program aims to improve the mastery of various skills and techniques of specific implementation for current need, and also aims to close the gap between the skills of employees and position demand. In addition, training is to improve the efficiency and effectiveness of employee to achieve the target of work.

Setyorini (2010) stated that to achieve sustainable competitive advantage, it is not enough if only depending on the arrangement of staffing and training for certain employees to acquire knowledge, skill, ability or competence gained on special occasion. Organizations must consider how to transfer skill and knowledge from expert staff to the beginner. Organization must be able to utilize various skill within organization.

Javadi *et al* (2012) in his exploratory study identified two major determinants of knowledge sharing activities, namely: behavioral and psycho-socio-technological activities. Therefore, the hypothesis proposed is as follows:

H3: Training affects knowledge sharing

According Rahab (2011) training leads to the activities planned by company to facilitate the learning of competencies related to the employee's job. These competencies include knowledge, skills or behaviors for successful employee performance. Deasler (2011) explained that training means providing the skills required for new employees or employees who already exist to carry out their work.

From some point of views regarding the training, it can be concluded that training is a process where employees gain additional abilities and skills in running their job. Training is expected to provide new skills and knowledge that can be used by employee in carrying out their duty.

According to Deasler (2011: 92), there are four indicators in the training process: Need Analysis, Instruction Design, Implementation and Evaluation.

The research result by Makmur (2010), entitled the effect of the working environment, motivation, training and compensation on performance explained that there is an effect of training on employee performance. This is also supported by the research by Thoha (2013) with the title the effect of training, work experience, and a promotion to employee performance. The result of the analysis in this study gave a positive assessment of the variables of training. Therefore, it can be said that the training has a positive and significant effect on employee performance. Therefore, the hypothesis proposed is as follows:

H4: Training affects the performance

2.4. Knowledge Sharing

Knowledge sharing is the interaction and communication between individuals and business units (Zohoori, *et al*, 2013). The success of the knowledge sharing depends on the quantity and quality of interaction between employees and their willingness and ability to utilize their knowledge. Organizations should encourage employee about goals and objectives of the organization, and then define those goals into technical and promoting employees. Existing knowledge within the individual is difficult to verbalize, therefore it needs to be articulated and expressed implicitly.

Knowledge sharing is the stages of dissemination and providing the right knowledge at the time required by the employee (Rahab, 2011). Knowledge sharing can be done in various ways such as by face to face, meetings, discussions, document exchange, training or education and training through the intranet media. Through knowledge sharing activities, individual can share the knowledge owned to other, so that it can be useful for the organization. It is also supported by the opinions of Lin (2007) which stated that through best practices transfer or knowledge dissemination by employees in one department or unit, knowledge could be useful for other employees in the same or different department or unit.

Based on these descriptions, it can be concluded that sharing knowledge is the behavior of a person to disseminate knowledge with others in an organization so as to create the right added-value for the company.

Indicators to measure Knowledge Sharing are: the formation of team work process of learning by doing, a sense of competition and challenge, speed and slowness of reception, motivation of employees (Lee, 2010). The study conducted by Liao (2009) entitled the effect of Knowledge Sharing Enabler on Employee Performance stated that knowledge sharing affects the performance of the employees of the library. This result corresponds to research by Chi-Chuan, *et al* (2009) which states that the best way to be carried out by managerial to improve company performance is by applying knowledge sharing in the company. Therefore, the hypothesis proposed is as follows:

H5: Knowledge sharing affects performance.

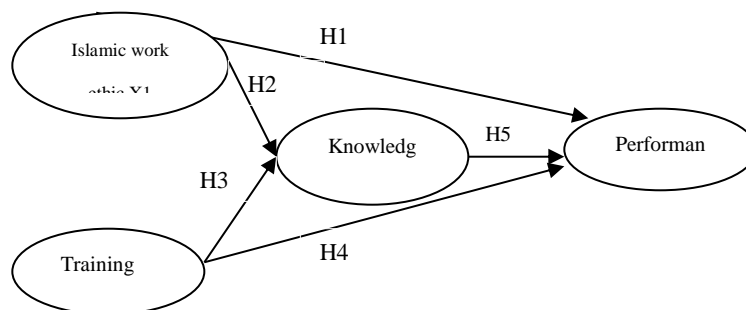


Figure 1. Research Empirical Model

3. RESEARCH METHODS

This is an "*explanatory research*" or research that explains the effect of variables or hypotheses whose description is descriptive. The hypothesis testing does not just stop at the stage of description but also drawing conclusion on the problems examined.

The population in this study is human resources in the department of manpower, cooperatives and SMEs consisting of 160 respondents. The sample was taken by using *slovin* formula and it was obtained 110 people with the criteria of having minimum term of 3 years.

4. RESULT

4.1 Testing Outer Model (Measurement Model)

Confirmatory factor analysis for construct with the reflective indicator was conducted to test the validity of each indicator and the reliability of the construct. The validity was measured by convergent validity and the reliability was by a composite reliability.

The outer loadings result of data processing by using SmartPLS 3 is as follows:

Table 1: *Outer Loadings*

	Performance (Y2)	<i>Knowledge Sharing</i> (Y1)	Islamic work ethic (X2)	Training (X1)
X1.1				0.857
X1.2				0.755
X1.3				0.702
X1.4				0.805
X2.1			0.85	
X2.2			0.704	
X2.3			0.728	
X2.4			0.626	
Y1.1		0.78		
Y1.2		0.706		
Y1.3		0.736		
Y1.4		0.707		
Y2.1	0.757			
Y2.2	0.658			
Y2.3	0.63			
Y2.4	0.717			

Sources: Primary data processed

From Table 1, it can be seen that all the indicators of the variable of Islamic work ethic, training, Knowledge sharing and employee performance have loading factor above 0.5. This means that all indicators of the variables in this study are said to be valid and it can be used in research.

Reliability testing was done by looking at the value of the composite reliability of the block indicator that measures the construct. The results of composite reliability will show satisfactory value if above 0.7. Here is the composite reliability test result:

Table 2: Composite Reliability

	Composite Reliability
Performance (Y2)	0.804
<i>Knowledge Sharing</i> (Y1)	0.843
Islamic Work Ethic (X1)	0.886
Training (X 2)	0, 854

Sources: Primary data processed

Table 2 shows that the composite reliability value of the variable of Islamic Work Ethic, Training, Knowledge Sharing and Performance is above 0.7. This suggests that in general all constructs in the estimated model meet reliable criteria so that they can be used in subsequent research processes. The lowest composite reliability value is 0.804.

4.2 Structural Model Testing (Inner Model)

Inner models describe the correlation between latent variables based on the result obtained from the structured construct model of loading factor. It is in the form of graph of the correlation of training, Islamic Work Ethic, Knowledge sharing and performance which can be seen in Figure 2:

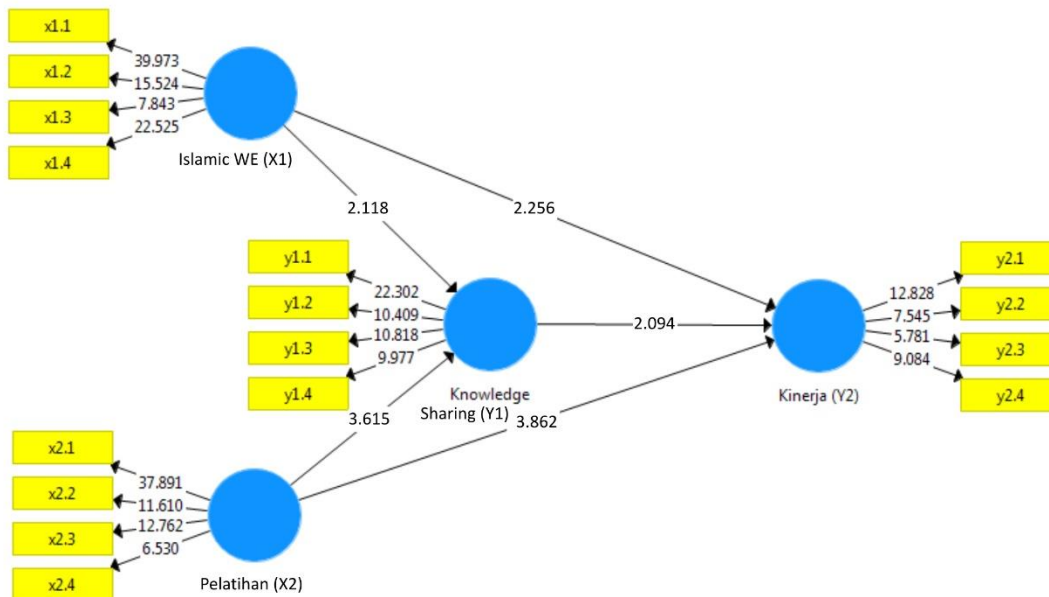


Figure 2
Table 3: *R-square*

	R Square
Performance	0.732
<i>Knowledge Sharing</i>	0.708

Sources: Primary data processed

Based on Table 3, it was shown that R-square value of performance is equal to 0.73. It means that training and Islamic Work Ethic can explain performance with the variance of 73.2% and the rest (26.8%) are influenced by other factors not examined in this study.

Meanwhile, the Knowledge Sharing construct has R-square value of 0.708, meaning that the construct of Knowledge Sharing can be explained by Training and Islamic Work Ethic construct with variance of 70.8% and the rest 29.2% is explained by other factors.

To determine whether hypothesis is supported or not, it is done by comparing the $t_{\text{statistic}}$ and t_{table} under the condition that if $t_{\text{statistic}} > t_{\text{table}}$, then the hypothesis is supported. For more details, it can be seen in Table 4:

Table 4: *Path Coefficients*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Knowledge Sharing -> Performance	0.264	0.281	0.130	2.094	0.620
Islamic Work Ethic-> Performance	0.301	0.293	0.132	2.256	0.024
Islamic Work Ethic -> Knowledge Sharing	0.318	0.337	0.152	2.118	0.034
Training -> Performance	0.514	0.505	0.133	3.862	0.000
Training -> Knowledge Sharing	0.526	0.529	0.149	3.615	0.000

Sources: Primary data processed

Based on the test correlation between constructs as shown in table 4 and Figure 2, the results of hypotheses testing in this study can be described briefly as follows:

Table 5: Summary of Hypotheses Test Result

No.	Hypothesis Statement	Test result
H1	Islamic work ethic has positive and significant effect on Performance	T Statistics = 2.256 Original Sample = 0.301 Accepted / significant
H2	Islamic work ethic has positive and significant effect on the Knowledge Sharing	T Statistics = 2.118 Original Sample = 0.318 Accepted / significant
H3	Training has positive and significant effect on Knowledge Sharing.	T Statistics = 3.615 Original Sample = 0.526 Accepted / significant
H4	Training has positive and significant effect on Performance	T Statistics = 3.862 Original Sample = 0.514 Accepted / significant
H5	Knowledge Sharing has a significant effect on Performance	T Statistics = 2,094 Original Sample = 0.2 64 Accepted / significant

First Hypothesis

The first hypothesis proposed is Islamic work ethic affect Performance. Based on the PLS test results in table 4, it is shown that the correlation between Islamic work ethic and performance is significant with t-statistic value of 2.256 (t is more than 1.983). The value of the original sample estimate is positive at 0.301, indicating that there is a positive direction on the correlation between Islamic work ethic and performance. Therefore, it can be concluded that Islamic work ethic has a positive effect on the performance with coefficient of 0.301. So, the hypothesis 1 proposed in this study is supported.

Second Hypothesis

The second hypothesis proposed is Islamic work ethic affect knowledge sharing. Based on the PLS test results in table 4, it is shown that the correlation between Islamic work ethic and knowledge sharing is significant with t-statistic value of 2.118 (t is more than 1.983). The value of the original sample estimate is positive at 0.318, indicating that there is a positive direction on the correlation between Islamic work ethic and knowledge sharing. Therefore, it can be concluded that Islamic work ethic has a positive effect on knowledge sharing with coefficient of 0.318. Hence, the hypothesis 2 proposed in this study is supported.

Third Hypothesis

The third hypothesis proposed is Training affect knowledge sharing. Based on the PLS test results in table 4, it is shown that the correlation between training and knowledge sharing is significant with t-statistic value of 3.615 (t is more than 1.983). The value of the original sample estimate is positive at 0.526, indicating that there is a positive direction on the correlation between training and knowledge sharing. Therefore, it can be concluded that Training has a positive effect on knowledge sharing with coefficient value of 0.526. In conclusion, the hypothesis 3 proposed in this study is supported.

Fourth Hypothesis

The fourth hypothesis proposed is Training affect performance. Based on the PLS test results in table 4, it is shown that the correlation between training and performance is significant with t-statistic value of 3.862 (t is more than 1.983). The value of the original sample estimate is positive at 0.514, indicating that there is a positive direction on the correlation between training and performance. Therefore, it can be concluded that Training has a positive effect on performance with coefficient value of 0.514. Hence, the hypothesis 4 proposed in this study is supported.

Fifth Hypothesis

The fifth hypothesis proposed is knowledge sharing affect performance. Based on the PLS test results in table 4, it is shown that the correlation between knowledge sharing and performance is significant with t-statistic value of 2.094 (t is more than 1.983). Therefore, it can be concluded that knowledge sharing has a positive effect on performance with coefficient value of 0.264. So, the hypothesis 5 proposed in this study is supported.

Discussion

The result of the calculation through the Partial Least Square (PLS) software in more details can be seen in the discussion of hypotheses below:

The effect of Islamic work on Performance

Hypothesis testing results prove that the Islamic work ethic has positive effect on performance. It appears when HR works well, has the dedication, creativity and cooperation, then they will increase the quality and quantity of work. This indicated that the direction of the correlation between Islamic work ethic and performance is positive. This research supports Kumar and Rose's research (2010: 2012) which concluded that Islamic work ethic has significant effect on innovation ability; and Srivastava and Bartol (2006) research which also concludes that Islamic work ethic has significant effect on performance.

The Effect of Islamic Work Ethic on Knowledge Sharing

Hypothesis testing results prove that the Islamic work ethic positively affect Knowledge Sharing. It is apparent that when the HR works well, dedicated, creative and having good cooperation, they will be motivated to improve teamwork among employees, to compete for knowledge sharing, to have a quick response on a wide range of information and motivation to share knowledge to colleagues in completing the work. It indicates that there is a significant positive direction on the correlation between Islamic work ethic and Knowledge Sharing. This study supports research conducted by Rehman, Mahmood, and Salleh (2011) which concluded that employees and parts of the organization cannot survive without communication that will help to gather and gain knowledge, and then increase the level of trust as a crucial factor.

The Effect of Training on Knowledge Sharing

Hypothesis testing results prove that Training positively affect Knowledge Sharing. It is indicated when the HR is given training in accordance with their needs, design, teaching and evaluation, then it will increase the team work/ collaboration among employees, passion to compete for sharing knowledge, comprehension or fast response on a variety of information and motivation to share knowledge to colleagues in completing the work. This indicates that there is a significant positive direction on the correlation between training and Knowledge Sharing.

This study is consistent with research conducted by Awosusi (2011) which stated that in order to achieve sustainable competitive advantage; it is not enough to just depend on the arrangement of staffing and training which focus on certain employees to acquire knowledge, skills, abilities or competencies. Organization should consider how to transfer such skills and knowledge from expert staff to the beginner. Thus, the organization can take advantage from various skills in the organization.

The Effect of Training on Performance

Hypothesis testing results prove that the training affect the performance of human resources in the department of manpower, Cooperatives and SMEs. It is apparent that when the HR is given training with training needs, teaching, design and evaluation in accordance with their needs, they will improve the quality and quantity of work, creativity and cooperation among employees. It shows that there is a positive direction on the correlation between training and performance. The results of this study support the study carried out by Rahab (2011) which states that training significantly affect employee performance to be applied within an agency. With training, it is expected that the employee will be able to work more effectively and efficiently, especially to cope with the changes that occur as changes in technology, working methods, demanding, attitude, skills and knowledge.

The Effect of Knowledge Sharing on Performance

Hypothesis testing results prove that the Knowledge Sharing affects performance. It is apparent that when the human resources are required to perform the task with team work, competitive, quick response and motivation to share the knowledge, it will affect the quality and quantity of work, creativity and cooperation in the department of manpower, Cooperative and SMEs. This result supports the study by Zohoori (2013) which stated that knowledge sharing can improve performance for a better life through improvement of decision making and coordination. This study also supports research conducted by Lin (2007) which stated that the knowledge sharing affects the performance of the employees of the library. It is also in accordance with the research conducted by Monica, *et la* (2012) in the city of Xian, China which stated that that the best way to be done by managerial to improve the performance of the company is by applying knowledge sharing.

Therefore, leaders must provide supervision, guidance and assistance in transferring knowledge. So that, every employee is required to implement knowledge sharing to ease the burden of work and improve the performance of human resources in the department of manpower, Cooperatives and SMEs.

4. CONCLUSION

This study examines the importance of the Islamic work ethic and training factor to improve performance and Knowledge sharing in organization. The results showed that the Islamic work ethic and training have a significant effect on performance and Knowledge sharing, Knowledge sharing also has a significant effect on performance. Both of these variables can be considered as stimuli for management to improve Knowledge sharing and employee performance in the organization.

From the results of this study, it can be concluded that HR performance in the department of manpower, cooperatives and SMEs can be improved through Islamic work ethic and training.

Managerial Implications

From the result of the study, the managerial implications are as follows: the research result shows that the role of Islamic work ethic and training is essential in improving the performance and knowledge sharing. Management should always reinforce the implementation of Islamic work ethic within the organization through various spiritual reinforcements such as by prayers in congregation, teaching, training and lectures on Islamic work ethic on an ongoing basis in order to be implemented consistently by employees. Management also needs to create an atmosphere that supports employees to share knowledge in organizations through a variety of discussion forums, formal or informal meetings.

Research limitations

This study was only conducted on the performance of human resources in the department of manpower, cooperatives and SMEs. In addition, in the construct of performance, there are other 26.8% factors which was not examined, and in the construct of knowledge sharing, there 29.2% factors which were also not examined in this study.

Future Research Agenda

In Future research agenda, compensation can be included as an intervening variable as long as the leadership of the organization can be more decisive in improving HR performance. In collecting the data, besides using questionnaire, an Independent Interview method needs to be applied in order to get more optimal results.

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