



International Journal of Human Capital
Management
E-ISSN 2580-9164
Vol. 8, No. 1, June 2024, p 58-72

Available online at
<http://journal.unj.ac.id/unj/index.php/ijhcm>

CAN KNOWLEDGE SHARING AND WORK PROFESSIONALISM CREATE A CONDUCIVE ORGANIZATIONAL CLIMATE?

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ABSTRACT

The role of human resources in creating a good organizational climate is an issue that has been researched previously. However, if we look at the effectiveness criteria presented by experts in the field of management, we understand that knowledge-sharing behavior and work professionalism can directly or indirectly play a very important role in improving employee performance. This study aims to analyze the contribution of knowledge sharing and work professionalism to creating a good organizational climate through emotional intelligence. This research was conducted at University of Prof. Dr. Moestopo (Beragama), Jakarta. Researchers use questionnaires as a tool to obtain primary data. Sampling used the entire population of 168 respondents. The research results show that: 1) knowledge sharing and work professionalism contribute significantly to emotional intelligence; 2) knowledge sharing and work professionalism contribute significantly to emotional intelligence, both directly and indirectly, to the organizational climate through emotional intelligence. Knowledge sharing and work professionalism behavior in an organization can create several positive things, including good organizational decision-making, a good organizational climate, and increased knowledge distribution on a more complex team work scale. The ability to manage emotional intelligence can create a good organizational climate. However, managing each individual's emotional intelligence depends on how much the individual is able to respond to their own emotional strength.

Keywords: *climate organization, emotional intelligence, knowledge sharing, and work professionalism.*

Received: 20 March 2024

Accepted: 15 May 2024

Publish: June 2024

How to Cite:

Marwan, J., & Utama, Z. M. (2024). Can Knowledge Sharing and Work Professionalism Create a Conducive Organizational Climate?. *International Journal of Human Capital Management*, 8 (1), 58-72. <https://doi.org/10.21009/IJHCM.08.01.7>

INTRODUCTION

Intellectual ability is an individual's capacity to carry out mental activities, while physical ability is the ability to carry out tasks that require stamina, skills, and similar characteristics (Robbins, 2008). The knowledge and skills possessed by individuals will direct their behavior. Meanwhile, behavior will produce performance. The abilities (knowledge and skills) that a person has in carrying out work will encourage them to perform superiorly (Hutapea and Thoha, 2008, 86). Employees have the ability to carry out the authority and responsibilities given to them (Kharis, 2010: 8). The responsibility of the human resource management unit does not only include staff attendance or other simple issues, but more importantly, it considers motivation, satisfaction of spiritual needs, providing space for growth and creativity, as well as a safe and healthy environment with the fulfillment of employees' material needs (Kavanagh, Gueutal, & Tannenbaum, 1990). Therefore, organizations must focus more on their workforce. The responsibility of human resource management in carrying out its duties must be to be able to provide an appropriate substrate for talented and capable personnel in the organization, such as work professionalism, organizational commitment, and knowledge sharing, to create a good organizational climate so that employees can carry out their duties with good quality. Strategies for evaluating employee performance can be carried out easily so that they are ready to work better (Andersson, 2007).

In recent decades, customer satisfaction has been the backbone of service marketing (Blackwell et al., 2007; Lovelock & Wirtz, 2007; Solomon, 2009; Evans et al., 2009). For several service providers, including universities, focusing on service performance to create customer satisfaction is a core strategy for their institutions (Martensen et al., 2010). Winning the competition is an achievement that must be upheld in improving service quality for consumer satisfaction (Duncan & Elliot, 2002). Because the success of a company in providing good service is always based on providing quality service and being able to maintain relationships with consumers, This indicates that the level of consumer loyalty and satisfaction with an institution will have an impact on the quality of service (Lympelopoulous et al., 2006). However, apart from consumer satisfaction, factors related to personality, which are closely related to customer satisfaction, are much more important. This personality factor cannot identify individual personality traits in relation to consumer and service satisfaction patterns. Larsen & Buss (2005) found that personality factors or individual aspects can be related to behavior. They can predict better academic performance with the presence of personality traits combined with high conscientiousness, such as happiness and experience, which have a positive effect on customer satisfaction, which indicates that extraversion is very high and neuroticism is low in daily life (Cheng & Furnham, 2003; Yik & Russell, 2001). The existence of a relationship between personality and consumer behavior is characterized by personality factors, such as extraversion, which is directly positively related to consumer emotions, while neuroticism is not related to personality, so the role of emotions is very important in customer satisfaction but depends on their tendencies in each individual customer (Matzler et al., 2005).

Every individual in an organization has a personality that varies from one another. This can be seen when individuals in an organization are faced with certain situations. Their characters, behaviors, and responses to the situations and circumstances they face are definitely different. In this case, the abilities of individuals in an organization are influenced by emotional intelligence (Yunita Sari, & Jubery Marwan, 2023). Individual behavior will also vary when interacting with co-workers, adapting to the work environment, and dealing with conflicts in their organization. Therefore, individual abilities need to be supported by sharing knowledge with each individual in an organization. The attitude of someone who has the ability to carry out work well and is based on an adequate level of knowledge in carrying out their duties in accordance with their field. Fen Lin & Guang Lee (2006) found that to strengthen knowledge sharing, the role of organizational

climate as a driving force for criticism of knowledge sharing, such as support from top management, employee involvement, stimulus for developing new ideas, and a reward system related to knowledge sharing, Organizational climate is a strong predictor of the intensity of knowledge sharing (Bock et al., 2005; Wolfe & Loraas, 2008). Organizational members have a very important role in creating organizational culture. Interaction and sharing of knowledge between individuals in the organization are needed. Where individuals share knowledge from the results of social interactions, experiences, and skills of all employees in the organization (Lin, 2007). Exchanging knowledge is intended to create knowledge (De Vries et al., 2006).

Knowledge sharing can produce new knowledge that is useful for the organization because it can stimulate individuals to think more critically and more creatively. Because an organization requires improvement steps within its control. Knowledge sharing is an important basis for achieving a company's competitive advantage. An organization can arrange the distance between the work desks of organizational members to be close enough but still respect the privacy of each member of the organization (proximity). They suggest that organizations create discussion rooms that are close enough to each other's work areas to enable organizational members to spontaneously use these spaces at any time to share knowledge (Akhbar & Musa, 2012). Organizations also need to develop information systems that have special features for knowledge sharing so that they are easily accessible and user-friendly. In this way, it is hoped that organizational members can share knowledge easily (Supar, 2012). Organizations can also develop reward systems related to knowledge-sharing activities. One of them is by providing bonuses or awards for organizational members who actively share knowledge (Al-Alawi, 2007). Furthermore, organizations also need to develop an organizational structure that allows participatory decision-making. The process of sharing knowledge can occur in a participatory decision-making process. Organizations need to expand opportunities for organizational members to share knowledge in the form of meetings, discussions, sharing sessions, opportunities to write journal and magazine articles, and so on (Abdul Jalal et al., 2013). Apart from that, organizations need to ensure the adequacy of team or work unit resources within the organization, both in terms of human resources, financial resources, and other resources needed by the team to carry out its duties (Xia & Ya, 2012). By increasing the intensity of knowledge sharing, it will encourage increased employee innovative behavior (Agi Syarif H. & Rofi R., 2021). Furthermore, the relational workplace environment allows individuals to exhibit a variety of positive or negative behavioral effects on the organization and its members (Apelbaum, Iaconi, & Matousek, 2007). Knowledge sharing is an important basis for achieving a company's competitive advantage (Argote & Ingram, 2020).

Poul Khanlarzadeh & Samiri (2016) found that an organization needs to emphasize cultural attributes, which are the most important factors that can determine the level of knowledge sharing behavior. This activity is quite vital to maintaining and developing the knowledge you have. Due to the ability and expertise to share knowledge, it can only be done by certain people in an organization. By carrying out knowledge sharing, the knowledge possessed by each individual can be shared with other members of the organization, so that this knowledge becomes organizational knowledge (Orces, Kim, & Lee, 2005). Therefore, organizations need someone who is professional to carry out their main duties and functions within the organization. Professional employees will show their abilities and skills, interest, and enthusiasm to work better in an organization (Jubery Marwan. 2023). Reliability and expertise in carrying out tasks well, with high quality, on time, carefully, and with procedures that are easy to understand are the results of professional work for employees (Siagian, 2009: 163). Work professionalism has a positive and significant effect on employee performance. The existence of work professionalism, which is based on the principles of effectiveness and efficiency, integrity, and consistency in an organization, will have an influence on improving employee performance. Meanwhile, improving employee performance requires work professionalism and commitment in the organization (Merisa, Fajar at all, 2017). This ability can only be achieved if they have adequate education, training, and experience to carry out the tasks and responsibilities given.

The professional integrity of an employee's work requires good emotional management. Emotional intelligence allows it to play a very important role in shaping employee behavior because of the emotional factors that exist in it. Mahbob & Noor (2017) found that social skills will enable individuals to create a harmonious atmosphere through effective interactions, namely in the form of conversations, actions, and interactions in a group. Individuals who have emotional intelligence will always think positively and try to establish good relationships with individuals above them and those below them. This makes the individual have a commendable attitude and be liked by many people. A person can build good relationships with other people if they have emotional intelligence. This is because emotional intelligence can control emotions well when dealing with other people. Individuals who have emotional intelligence can relate to other people and are able to influence, lead, and deliberate to resolve disputes so as to create harmonious relationships. The findings of Carmeli & Josman (2006) show that emotional intelligence can increase employees' positive discretionary behavior and reduce their negative discretionary behavior in the organization (Greenidge, Devonish, & Alleyne, 2014; Jung & Yoon, 2012). This is caused by a person's ability to organize emotional and social management, which influences a person's ability to successfully overcome environmental demands and pressures (Ariati, W. et al., 2012). Furthermore, emotional intelligence is one of the factors that influences the relationship between organizational leaders and members of their organization (Alavi et al., 2013). Emotional intelligence has a strong and positive influence on organizational behavior (Suwandewi & Dewi, 2016). Good organizational behavior is an indication of the growth of a good organizational climate and is expected by an organization. With the existence of an organizational climate, the perceptions shared among members of the organization are related; regulations, practices, and procedures in the organization, both formal and informal, can be carried out by employees and then create a good organizational climate (Davis & Mentzer, 2002). When the organizational climate is not supportive, this will hinder knowledge sharing.

An organizational climate that creates a tendency to share knowledge where individuals have a high sense of trust in each other towards the organization. An open and good organizational climate means that the flow of information can run freely and that the organizational climate can tolerate reasonable failure with instilled pro-social norms (Bock, Zmud, & Lee, 2005). Furthermore, emotional intelligence has a positive and significant effect on organizational behavior. The better the emotional intelligence, the better the impact on improving employee organizational behavior. The greater the employee's ability to motivate themselves, accompanied by high self-awareness, this will be followed by an increase in employee organizational behavior. Sharma (2017) found that there was a significant positive correlation between organizational climate and emotional intelligence. Interpretations by people in the organization about their work or roles in relationships with other people and their interpretation of the roles of other people in the organization where it is related to existing dimensions in the organizational climate will be able to increase emotional intelligence and a person's subconscious ability to create results. positive in one's relationships with others and with oneself. Furthermore, when the environment in which employees work is well created, this will, of course, form an organizational climate that makes the people in it better. The existence of an appropriate organizational climate will help someone better communicate with and understand themselves and other people. The findings of Rahmawati and Supartha (2015) explain that an organizational climate will basically be able to create a pleasant work atmosphere; a conducive organizational climate will encourage someone to work well. When someone is in a pleasant work environment and atmosphere, it will certainly help that person achieve maximum results in their work. Giorgi's (2012) research findings state that positive perceptions of the organizational climate in the workplace can develop emotional intelligence. Employees with high emotional intelligence and a perception of a positive organizational climate can communicate their thoughts, goals, and intentions better, as well as involve themselves and encourage fellow employees. This is in accordance with research results showing that emotional intelligence is good among lecturers. Then help them to be able to manage

emotions and relate to other people in the campus environment. The existence of a conducive climate will also make people more comfortable interacting with each other, which is part of emotional intelligence related to managing relationships with other people.

LITERATURE REVIEW

Knowledge Sharing

Knowledge sharing is defined as a process where individuals share knowledge based on the results of social interactions, experiences, and skills of all employees in the organization (Lin, 2007). Exchanging knowledge is intended to create knowledge (De Vries et al., 2006). Knowledge sharing can produce new knowledge that is useful for the organization because it can stimulate individuals to think more critically and more creatively. Because an organization requires improvement steps within its control. Knowledge sharing in this research is divided into main dimensions, namely those under organizational control, such as proximity, organization culture, information system, rewards, organization structure, opportunity to share knowledge, adequacy, access to learning resources, feedback on learning, and retention of learning. The findings of Akhbar & Musa (2012) are that organizations can regulate the distance between the work desks of organizational members to be quite close while still respecting the privacy of each member of the organization (proximity). They proposed that organizations create discussion rooms that are close enough to each other's work areas to enable organizational members to spontaneously use these spaces at any time to share knowledge. Another factor that influences knowledge sharing is a supportive and team-oriented organizational culture. Organizations can create a supportive and team-oriented culture by creating organizational values that value teamwork and mutual support (Borges, 2013).

Organizations also need to develop information systems that have special features for knowledge sharing so that they are easily accessible and user-friendly. In this way, it is hoped that organizational members can share knowledge easily (Supar, 2012). Organizations can also develop reward systems related to knowledge-sharing activities. One of them is by providing bonuses or awards for organizational members who actively share knowledge. Furthermore, organizations also need to develop an organizational structure that allows participatory decision-making. The process of sharing knowledge can occur in a participatory decision-making process (Al-Alawi, 2007). Organizations need to expand opportunities for organizational members to share knowledge in the form of meetings, discussions, sharing sessions, opportunities to write journal and magazine articles, and so on (Abdul Jalal et al., 2013). Apart from that, organizations need to ensure the adequacy of team or work unit resources within the organization, both in terms of human resources, financial resources, and other resources needed by the team to carry out its duties (Xia & Ya, 2012).

Organizations need to provide access to learning resources for organizational members, such as online forums, seminars, journal access, etc. (Abdullah et al., 2009). Organizations need to encourage feedback (feedback on learning) on learning activities in the organization. One form is to discuss learning activities in performance assessment. And organizations need to retain the knowledge they produce. One way is to ask organizational members who take part in training at the organization's expense to have written work or articles stored in the organization's database (Abdullah et al., 2009). Another thing that is outside the control of the organization is the donating process, namely: organizational individuals can communicate their intellectual capital or personal knowledge to others by means of two-way communication, meetings, articles, and others that are used as organizational knowledge capital. Besides donating knowledge, there is also collecting, where the activity is that organizational members can consult to collect information from colleagues or other organizational members to encourage the sharing of their intellectual capital (De Vries et al., 2006). Poul Khanlarzadeh & Samiri (2016) found that emphasizing cultural attributes is the most important factor that can determine the level of knowledge sharing behavior.

This activity is quite vital to maintaining and developing the knowledge you have. Because by carrying out knowledge sharing, the knowledge possessed by each individual can be shared with other members of the organization, this knowledge becomes organizational knowledge (Orces, Kim, & Lee, 2005). Organizational success in managing knowledge sharing activities will create a competitive advantage (Solek-Borowska, 2015). In line with these findings, Saifi (2016) found that motivation and trust have a significant impact on knowledge-sharing behavior. However, this research is limited to electronic mail (explicit knowledge), so it does not include tacit knowledge. There are two important activities in the knowledge sharing process, namely donating and collecting knowledge (De Vries et al., 2006).

Furthermore, the findings of Agi Syarif H. and Rofi R. (2021) show that knowledge sharing has a positive and significant influence on innovation behavior. By increasing the intensity of knowledge sharing, it will encourage increased innovative behavior in employees. Aditya Andika's (2016) findings are that organizations need to support the implementation of knowledge sharing by providing space. Even if it is necessary to provide rewards for people who donate their knowledge, then knowledge will be easier to obtain at a cheaper cost and will really help the organization in carrying out the effectiveness and efficiency of human resource development. One of the important findings in this research is the greater contribution of knowledge sharing to encouraging increased employee innovation. Organizations need to recruit potential employees who have high competence so that a lot of knowledge is provided. One of the strong factors that supports knowledge sharing is leadership (Goel, Rana., & Rastogi, 2010). Furthermore, knowledge sharing has a positive and significant influence on innovative behavior. By increasing the intensity of knowledge sharing, it will encourage increased employee innovative behavior (Agi Syarif H. & Rofi R., 2021).

Work Professionalism

Work professionalism is defined as reliability and expertise in carrying out tasks so that they are carried out with high quality, at the right time, carefully, and with procedures that are easy to understand, and can provide full or complete services for the interests of clients and respect clients as they respect themselves and must have commitment to the company. Work professionalism is in line with Muhammad Rifqi's (2008) findings that to develop the concept of work professionalism at the individual level, it is measured by five dimensions, namely: 1) Devotion to the profession (dedication): Devotion to the profession is reflected in professional dedication through the use of knowledge and skills possessed. This attitude is an expression of total surrender to work. Work is defined as the goal of life and not just as a means to achieve a goal. Total surrender is a personal commitment, and the main compensation expected is spiritual satisfaction and then material satisfaction. 2) Social Obligations (social obligations); social obligations, namely views about the importance of the role of the profession and the benefits obtained by both society and professionals because of this work; 3) Independence (autonomy demands); independence is the view that a professional must be able to make his own decisions without any pressure from other parties; 4) Belief in Professional Regulations (belief in self-regulation); belief in professional regulations is a belief that those who have the authority to assess professional work are colleagues in the profession and not outside parties who do not have competence in their field of knowledge and work. 5) Relationships with fellow professionals (professional community affiliation); relationships with fellow professionals mean using professional ties as a reference, including formal organizations and informal colleague groups as the main source of work ideas. Through this professional association, professionals build awareness of their profession.

Emotional Intelligence

According to Goleman, Daniel. (2007). A person's ability to regulate their emotional life with intelligence, maintain emotional harmony, and express it through the skills of self-awareness,

self-control, self-motivation, empathy, and social skills. Emotional intelligence is divided into five main areas, namely: 1) recognizing one's emotions; self-awareness; a person's ability to know their inner feelings and the effects they have and use them to make decisions for themselves; 2) Managing one's emotions (self-management); it is a person's ability to handle their own emotions, express and control emotions, have sensitivity to their conscience, and use them in their daily actions. 3) Motivate yourself (motivation), namely a person's ability to use passion to generate enthusiasm and energy to achieve better conditions, as well as the ability to take initiative, act effectively, and be able to survive in the face of failure and frustration; 4) Recognizing other people's emotions (social awareness), namely a person's ability to feel what other people feel and being able to understand other people's perspectives; 5) Building relationships with other people (relationship management): The ability to build relationships with other people is a skill that supports popularity, leadership, and interpersonal success. Emotional intelligence is a series of personal, emotional, and social abilities that influence a person's ability to successfully cope with environmental demands and pressures (Ariati et al., 2012). The relational workplace environment allows individuals to exhibit a wide range of positive or negative behavioral effects on the organization and its members (Apelbaum, Iaconi, & Matousek, 2007). Emotional intelligence has a strong and positive influence on organizational behavior (Suwandewi & Dewi, 2016). Emotional intelligence allows employees to play an important role in displaying these behaviors because emotions are one of the main factors shaping human behavior. The findings of Carmeli & Josman (2006) show that emotional intelligence can increase employees' positive discretionary behavior and reduce their negative discretionary behavior in organizations (Greenidge, Devonish, & Alleyne, 2014; Jung & Yoon, 2012).

Organization Climate

Organizational climate in this research is interpreted as the perception shared by members of the organization regarding the rules, practices, and procedures in the organization, both formal and informal (Davis & Mentzer, 2002). Organizational climate is a strong predictor of intention to share knowledge (Brock et al., 2005; Wolfe & Loraas, 2008). A negative organizational climate in a company can be characterized by a lack of leadership support and an inadequate reward structure that will contribute to ineffective leadership by inhibiting or limiting information for personal gain or creating communication gaps in building knowledge (Davis & Mentzer, 2002). When the organizational climate is not supportive, it will hinder knowledge sharing. A good organizational climate creates a tendency to share knowledge, where individuals have a high sense of trust in each other's organizations, the flow of information flows freely, and the organizational climate can tolerate reasonable failure because it is instilled with pro-social norms (Hinds & Pfeffer, 2001). In research by Brock, Zmud, & Lee (2005), organizational climate consists of three dimensions: fairness, affiliation, and innovativeness. 1) Fairness is defined as organizational practices that are fair, in the sense of being impartial, arbitrary, or changeable. Fairness can be shown from the superior's assessment, which is believed to be good or fair; the targets or goals given to employees are reasonable (reasonable), and the superior does not show favoritism to any of his subordinates; 2) affiliation is defined as togetherness. Togetherness is associated with close relationships between one department and another, how members of the organization interact by paying attention to other members' points of view, a strong sense of teamwork, and good cooperation between members of the organization; 3) Innovativeness is perceived as encouraging change and creativity in the organization, including taking risks in new fields where the organization or individuals in the organization have little or no previous experience. Innovativeness is aimed at organizations that encourage the emergence of ideas for new opportunities, organizations that dare to take risks even when the effort fails, and organizations that encourage finding new methods for carrying out work.

METHODOLOGY

The paradigm of this research is quantitative research, which is classified as a type of explanatory research, namely research that aims to test and explain the influence of independent variables (exogenous variables) and dependent variables (endogenous variables). This research uses a hypothesis-testing research design (hypotheses testing). Primary data was obtained from the results of distributing questionnaires to all stakeholders at the university. Prof. Dr. Moestopo (Beragama), Jakarta, uses a Likert scale. This research involves independent variables such as knowledge sharing and work professionalism. Meanwhile, emotional intelligence is an intervening variable, and organizational climate is a dependent variable that can be analyzed both directly and indirectly from each indicator. The sampling technique uses the entire population as a sample (census), totaling 168 respondents. Model equation analysis uses path analysis (Imam Gozali, 2012: 247).

Furthermore, to measure whether an instrument is valid or not, researchers conducted a bivariate correlation between each indicator score and the total construct score. Apart from being valid, a construct must also be reliable. This test is used to determine the extent to which measurement results remain consistent over time. A scale or instrument consistently produces the same value every time a measurement is taken. An instrument is said to be reliable if it provides a Cronbach's alpha value greater than 0.70 (Iman Gozali, 2012: 122).

RESULT AND DISCUSSION

To find out the results of data quality and normality tests, we present them in the following table:

Table 1. Validity and Reliability Test Results for All Constructs in the Research Model Equation

| Variable | Validity | Reliability | | Desicion | |
|------------------------|--|-------------------|--------------|----------|----------|
| | Category; low,medium, high and very high | Cronbach Alpha | N of Item | Valid | Reliable |
| Knowledge Sharing | high | 0,966 | 14 | Valid | Reliable |
| Work Proffesionalism | high | 0,901 | 08 | Valid | Reliable |
| Emotional Intelligence | high | 0,880 | 05 | Valid | Reliable |
| Organization Climate | high | 0,899 | 06 | Valid | Reliable |

Source: Primary data is processed, 2024.

Apart from testing the validity and reliability of a construct, the quality of the data must be normally distributed. To find out whether the data is normally distributed, it can be seen in Table 2 below:

Table 2. Research Data Normality Test Results (Run-Test)

| | KNS | WPF | EIT | OCL |
|-----------------------------|----------------------------|-------------------|--------------------|-------------------|
| Test Value ^a | 56.00 | 30.00 | 20.00 | 24.00 |
| Cases < Test Value | 11 | 9 | 11 | 7 |
| Cases >= Test Value | 157 | 159 | 157 | 161 |
| Total Cases | 168 | 168 | 168 | 168 |
| Number of Runs | 22 | 17 | 22 | 15 |
| Z | .284 | -.810 | .284 | .584 |
| Asymp. Sig. (2-tailed) | .777 | .418 | .777 | .559 |
| Monte Carlo Sig. (2-tailed) | Sig. 1.000 ^b | .366 ^b | 1.000 ^b | .933 ^b |
| | 95% Confidence Interval | Lower Bound | 1.000 | .928 |
| | | Upper Bound | 1.000 | .938 |

a. Mode

b. Based on 1000 sampled tables with starting seed 168

Source: Primary data is processed, 2024.

After knowing the results of the data quality and normality tests, we made a picture of the model equation as follows:

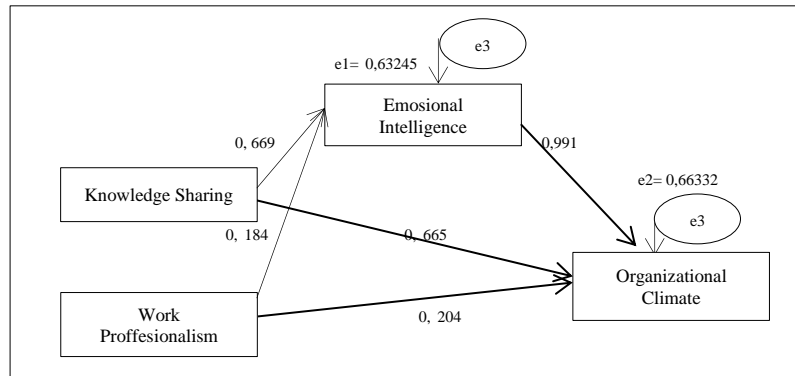


Figure 1. Path Analysis of Research Model Equations

Source: Primary data is processed, 2024.

After looking at the graphic presentation of the model equation, we present the research findings on both direct and indirect effects as follows:

1. Knowledge sharing can create emotional intelligence. The statistical results show that the calculated t value of 11,486 is greater than the t table value of 1.654, and the sig value. of 0.000 is smaller than the significance level value of 0.05. Because the calculated t value > t table and the significance level is below 0.05, knowledge sharing contributes significantly to emotional intelligence. Knowledge sharing can produce new knowledge that is useful for the organization because it can stimulate individuals to think more critically and more creatively. By creating this stimulation, it has an impact on the management of emotional intelligence. This variable is really needed in an organization that requires improvement steps within its organizational control. In line with these findings, Agi Syarif H. and Rofi R. (2021) found that knowledge sharing has a positive and significant influence on innovation behavior. By increasing the intensity of knowledge sharing, it will encourage increased innovative behavior in employees. Furthermore, Aditya Andika's (2016) findings show that organizations need to support the implementation of knowledge sharing by providing space. Even if it is necessary to provide rewards for people who donate their knowledge, then knowledge will be easier to obtain at a cheaper cost and will really help the organization in carrying out the effectiveness and efficiency of human resource development. By increasing the intensity of knowledge sharing, emotional intelligence will be created, which will then encourage an increase in innovative employee behavior.
2. Knowledge sharing can create an organizational climate. The statistical results show that the calculated t value of 11,659 is greater than the t table value of 1.654, and the sig value. of 0.000 is smaller than the significance level value of 0.05. Because the calculated t value > t table and the significance level is below 0.05, knowledge sharing contributes significantly directly to the organizational climate. These findings indicate that high levels of knowledge sharing can create an organizational climate within the company. Sharing knowledge produces new knowledge that is beneficial for the organization because it can stimulate individuals to think more critically and more creatively. This variable is really needed in an organization that requires improvement steps within its organizational control. An employee's critical and creative thinking can create

new innovations, which can then create a good organizational climate. This finding is in line with Rizaldy Septa Amanda et al. (2023), who found that the greatest impact of knowledge sharing on organizations during the pandemic was organizational performance and knowledge sharing behavior. This has an impact on the academic sector in terms of academic strategy and academic staff productivity. There are several positive impacts on organizational climate, such as decision-making organization, risk mitigation, teamwork performance, work group efficiency, and knowledge sharing processes.

3. Work professionalism can create emotional intelligence.

The statistical results show that the calculated t value of 3.156 is greater than the t table value of 1.654 with a sig value. amounting to 0.002 is smaller than the significance level value of 0.05. Because the calculated t value > t table and the significance level is above 0.05, the work professionalism variable contributes significantly to the emotional intelligence variable. These findings indicate that the existence of work professionalism, which is based on the principles of effectiveness and efficiency, integrity, and consistency, will improve employee performance. Improving employee performance requires quality human resources who can control their emotional intelligence. Having a professional attitude means that a person must behave well towards their environment, regardless of who they work for and who they are working for. However, they work based on their love for the inherent sense of responsibility in carrying out their organization. They have the intelligence to control their emotions and carry out their work well. The results of this research are in line with the findings of Cahyani (2007) that there is an attitude of work professionalism that makes one behave well, which will improve the resulting performance. Employee work professionalism is attached to responsibility, and employees should work better in an effort to increase customer satisfaction. These findings assume that work professionalism will have an influence on improving employee performance. Improving employee performance requires quality human resources who can control their own emotional intelligence (Merisa, Fajar, et al., 2017).

4. Work professionalism can create a good organizational climate.

The statistical results show that the calculated t value of 3,579 is greater than the t table of 1.654 with a significance value of 0.000 or smaller than 0.05 ($0.000 < 0.05$). This shows that work professionalism contributes positively to the organizational climate. Qualified and professional employees must have a commitment to their company's organization. This commitment should have an attitude of professionalism in work so that they can optimize the skills, time, energy, knowledge, and resources they have in accordance with their field of work, so that optimizing the skills, time, energy, and all resources they have has an impact on employee performance. The logic of thinking is that employees have integrity, are tenacious and diligent, and are consistent in their work or profession. Always try to complete tasks with maximum results so that good performance is achieved according to the quality standards set by the company. Employees work with a high level of precision so they can minimize errors. Employees demonstrate an attitude of not giving up easily and always comply with the procedures set by the company. In this way, work professionalism will not only increase job satisfaction but also improve the organizational climate. These findings are in line with Cahyani (2007): the existence of an attitude of work professionalism that makes a person behave well and will improve the resulting performance. They work professionally with the standards and targets set by their organization.

5. Emotional intelligence can create a good organizational climate.

The statistical results show that the calculated t value of 97,790 is greater than the t table of 1.654 with a significance value of 0.000 or smaller than 0.05 ($0.000 < 0.05$). This shows that work professionalism contributes positively to the organizational climate. These findings indicate that if emotional intelligence is a person's ability to recognize, understand, and control emotions in themselves and others to be able to determine what reaction they will make in response to the surrounding circumstances, then in their mind they record the answers

systematically for evaluation. Emotional intelligence encourages them to always feel ownership and commitment to the organization where they work. The results of this research are in line with the findings of Karina Tasya Puspitasari et al. (2023) that emotional intelligence has a significant effect on work effectiveness and organizational commitment, so that work effectiveness can be increased by paying attention to emotional intelligence, organizational commitment, and employee competencies. The argument is that if an employee is committed to his organization, it is an indication that the organization has developed a good organizational climate.

6. Knowledge sharing can create an organizational climate through emotional intelligence.

The statistical results of the Sobel-test show that the calculated t value is 3.625, which is greater than the t table of 1.654 with a significance value of 0.000 or smaller than 0.05 ($0.000 < 0.05$). This shows that knowledge sharing contributes significantly to organizational climate through emotional intelligence. These findings indicate that knowledge sharing can improve the organizational climate because knowledge sharing behavior can encourage individual employees to innovate in exploring new knowledge for the organization where they work. They can share knowledge based on their emotional intelligence in order to build a good organizational climate. The more the intensity of knowledge sharing increases, the more innovative behavior will be encouraged by employees for the organization. Furthermore, innovative behavior allows them to increase their emotional intelligence. Organizational knowledge sharing needs to be supported by providing space, even if it is necessary to provide rewards for people who donate their knowledge. In this way, knowledge will be easier to obtain at a cheaper cost and will really help organizations carry out effective and efficient human resource development so as to create a good organizational climate. This finding is in line with Rizaldy Septa Amanda et al. (2023), who found that the greatest impact of knowledge sharing on organizations during the pandemic was organizational performance and knowledge sharing behavior. This has an impact on the academic sector in areas such as academic strategy, academic performance, and academic staff productivity. There are several positive impacts on organizations, such as business performance, organizational decision-making, risk mitigation, team performance, organizational trust in leaders, efficiency of work groups, and knowledge sharing processes. Future work will enable mapping of the positive and negative impacts of knowledge sharing and what techniques and technologies are being used to address them in organizations in each sector in the post-Covid era.

7. Work professionalism can create an organizational climate through emotional intelligence.

The statistical results of the Sobel test show that the calculated t value is 33,625, which is greater than the t table of 1.654 with a significance value of 0.000 or smaller than 0.05 ($0.000 < 0.05$). This shows that work professionalism contributes significantly to organizational climate through emotional intelligence. These findings indicate that the existence of work professionalism, which is based on the principles of effectiveness and efficiency, integrity, and consistency, will have an influence on improving employee performance. Increasing employee performance requires quality human resources who can control their own emotional intelligence. Having an attitude of professionalism means making a person act and behave well, regardless of who they work for and who they are working for. However, they work based on their love for the organization where they work. The inherent sense of responsibility within themselves and their organizations is because they have the confidence to manage their emotional intelligence to control their emotions in carrying out their work, so that they can create a good organizational climate. The results of these findings are in line with Cahyani (2007), who says that there is an attitude of professionalism at work that makes one behave well and will improve the resulting performance. They work professionally with predetermined standards and targets. They can use emotional intelligence at work, so they can create a good organizational culture.

CONCLUSION

Based on the findings, knowledge sharing and work professionalism can create a conducive organizational climate, both directly and indirectly, through emotional intelligence. Organizational performance is largely determined by the increasing ability of individuals to share knowledge and be professional at work. This can be supported by the attitude of managing the emotional intelligence of each employee at work. The ability to manage emotional intelligence can create a conducive organizational climate. There are several positive impacts on knowledge sharing behavior and work professionalism in an organization, including good organizational decision-making, creating a good work culture, and increasing the distribution of knowledge on a more complex team work scale. However, managing each individual's emotional intelligence depends on how much the individual is able to respond to their own emotional strength.

Suggestions for institutions to create policies related to giving awards to employees who are innovative in sharing knowledge and have a professional attitude in working in any form so that their efforts are appreciated. ggestions for institutions to create policies related to giving awards to employees who are innovative in sharing knowledge and have a professional attitude in working in any form so that their efforts are appreciated.

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