

# THE INFLUENCE OF AFFECTIVE COMMITMENT, PERSON JOB FIT AND POSITIVE AFFECTIVITY ON KNOWLEDGE SHARING IN BMT BINA IHSANUL FIKRI EMPLOYEES YOGYAKARTA CITY

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## ABSTRACT

This study aims to determine the partial and simultaneous effect of Affective Commitment, Person Job-fit and Positive Affectivity on Knowledge Sharing of BMT Bina Ihsanul Fikri Yogyakarta employees. In this study there are 4 hypotheses, namely, H1: Affective Commitment has a positive and significant effect on Knowledge Sharing, H2: Person Job-fit has a positive and significant effect on Knowledge Sharing, H3: Positive Affectivity has a positive and significant effect on Knowledge Sharing, H4: Affective Commitment, Person Job-fit and Positive Affectivity simultaneously influence Knowledge Sharing. This hypothesis was tested using a sample of 85 respondents from BMT Bina Ihsanul Fikri Yogyakarta employees. The data analysis technique used is multiple linear regression with the SPSS 25 application. The results of this study indicate that the independent variables simultaneously influence the dependent variable. This is indicated by the R<sup>2</sup> value of 19.7%. This research can provide theoretical and practical benefits.

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## 1. INTRODUCTION

The most important assessment in determining the success of business organizations and public organizations to achieve goals, one of which is the quality of Human Resources. The quality of Human Resources (HR) is a very important role that cannot even be separated from an organization, both institutions and companies. The management of knowledge, *skills*, and *abilities* possessed by employees or employees can improve Human Resources. Improving the quality of Human Resources can be done through effective HR programs useful for achieving organizational goals in a sustainable manner.

Knowledge is everything that is known and has ever been learned from the surrounding environment. This can include subjects, traditions, information and skills. The more often man learns, thinks and asks questions, the more knowledge he has. Knowledge is very beneficial for human life both in the present and in the future (Meylasari and Qamari, 2017). Along with the times, humans are required to have extensive knowledge and skillful abilities.

*Knowledge Sharing* is the activity of transferring or disseminating knowledge from one individual, group, or organization to another. *Knowledge Sharing* at the individual level is a process of duplication of knowledge from the source of knowledge to the recipient (Lee et al., 2016). For organizations or institutions, *Knowledge Sharing* provides benefits in generating shared intellectual capital so that the knowledge process becomes an important implementation process for the organization (Lee et al., 2016). *Knowledge Sharing* in the form of transforming individual knowledge into groups or to companies can be the basis for the formation of processes, products and services (Schwartz, 2014).

BMT Bina Ihsanul Fikri is a financial institution with a profit-sharing pattern that is established and owned by the community. Established in 1996 in Gedongkuning Yogyakarta. KSPS BMT BIF was established because of the large number of small businesses whose capital needs are met by loan sharks and loan sharks whose interest rates are very large. In addition, the tendency of Islamic proselytizing has not been able to touch economic needs, so that *misidakwah* has not felt perfect this concern encourages our intention to immediately realize the establishment of the KSPS BMT BIF. So that on March 11, 1997 it received legal entity no 159BHKWK.12V1997 dated May 15, 1997.

In principle, the business of KSPS BMT BIF is divided into two, namely *Biatul Maal* (social enterprise) and *Business (Baitul Tamwil)*. This social enterprise is engaged in raising Zakat, Infaq and alms funds and organizing them to eight *ashnaf*. The priority scale is for poverty alleviation through productive

economic programs and scholarships. Meanwhile, its business ventures are engaged in empowering the lower class economic community by intensifying the withdrawal and collection of community funds in the form of savings and time deposits and distributing them in the form of financing / credit to small and lower small entrepreneurs with a profit-sharing system.

*Knowledge Sharing* is an activity of interaction and communication between two or more people as a process to increase knowledge and efforts to improve self-development. One can channel their knowledge in discussions or forums, others listen and they can discuss and exchange knowledge with each other (Meylasari and Qamari, 2017). The phenomenon that occurs in BMT Bina Ihsanul Fikri (BIF) Yogyakarta, there is still a lack of effective knowledge *sharing* between fellow employees in the anization org. This lack of knowledge results in a lack of low knowledge. In the organization, there are still some employees who do not know about the existence of new regulations, for example related to the regulations of change in the company. Hal this causes information confusion regarding the rules or policies that have been set by the company. With problems like this, there will be instability in terms of knowledge *sharing* so that employees need to improve knowledge sharing so that there can be a smooth exchange of knowledge between fellow employees in an organization.

## 2. LITERATURE REVIEW

### Affective Commitment

Affective Commitment is the emotional bond that an employee attaches and feels to the organization to identify and involve himself in the organization ( Yusuf, 2017). Affective Commitment can also be decisive and predictive of an employee's dedication and loyalty. The tendency of an employee to have a high affective commitment can indicate a sense of belonging to the organization, a willingness to achieve organizational goals and a desire to survive and remain a member of the organization. Affective Commitment can be interpreted as the love that employees have for the organization where they work so that there is a feeling of belonging to the organization and striving to achieve organizational goals in return for the services that have been provided by the organization and feeling proud of the organization will give rise to loyalty and dedication to the organization (Widiana, 2015). A person who has an affective commitment to the organization can be seen from the indicators of the characteristics of behavior, attitudes and feelings according to (Harianto, 2016) namely: loyalty, pride, participation, considering the best organization, emotionally tied to the organization where work.

### PERSON JOB-FIT

Widyastuti and Ratnaningsih, (2018). *Person Job-Fit* is an individual assessment of the suitability of an employee's ability to the demands of the job. When the employee's personality matches the characteristics of the job, it will increase job satisfaction by itself (Rizana, 2017). With the *Person Job-Fit*, individuals will better understand their work so that they can bring out new innovations. A person will better understand the meaning of his work so that he can have the opportunity to develop himself in the world of work Alfani, (2018) stated that there are indicators of a person's personality, namely: *Demand-abilities fit* which means that the knowledge, abilities possessed by workers match what is needed by the field. Sekiguchi (2004) states that the *demand-abilities fit* dimension includes the demands of the work needed in accordance with the abilities of the individual in order to complete the work that matches the work requirements offered by the organization. Job demands include knowledge, skills and abilities (*knowledge, skills, and abilities*). Abilities include education, experience and talents of the individual or knowledge, skills and abilities. *Need-supplies fit*, a condition in which the needs of workers and what they expect to be achieved while they are working (personal satisfaction due to the work). Sekiguchi (2004) states that the *need-supplies fit* dimension is the desire of the individual to match the characteristics and attributes of the work so as to be able to fulfill the wishes of the individual. Individual desires include the achievement of goals, psychological needs, interests and values. *Job supplies* include job characteristics, salaries and other job attributes.

### POSITIVE AFFECTIVITY

*Positive Affectivity* is a characteristic of a person who more often experiences positive emotions (sentiments, sensations and moods) in life (Isen and Reeve, 2005). *Positive Affectivity* in management is a basic trait that influences perceptions and behaviors related to healthy or unhealthy work (Hofmann and Kohlmann, 2019). *Positive Affectivity* can increase motivation in employees to behave positively while working and is related to work responsibilities and job satisfaction (Coons et al., 2020). A person who has

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a tendency to *positive affectivity* will more often feel like the *Positive Affectivity Negative Affectivity Schedule* (PANAS) indicator from Watson et al (1988) as follows : *Joviality*, A mood characterized by high spirits and amusement and often accompanied by laughter. Feelings that are often experienced such as *excited, interested, enthusiastic, inspired* and *proud*. *Self-Assurance* Similar to self-confidence. In the deepest part of a person, a person has confidence in his strength. Feelings that are often experienced such as strong and active. *Attentiveness* Pays attention by helping and caring for others who need help. Seiring feelings are experienced such as *alert, determined and attentive*.

### KNOWLEDGE SHARING

*Knowledge Sharing* is the behavior of exchanging knowledge between individuals and jointly building new knowledge (Hooff and Ridder, 2004). *Knowledge Sharing* is a set of shared understandings that refer to employee access to relevant information and build and use knowledge networks within the organization (Raharso and Tjahjawati, 2014). Thus, it can be interpreted that Knowledge sharing is different from Knowledge *Transfer*, *Knowledge sharing* is a mechanism of knowledge transmitted at least from one party to another. *Knowledge sharing* refers to the process of behaving in disseminating work-related knowledge, skills, technical skills to fellow workers (Chiang et al., 2011). Matzler et al. (2008), the indicators used to measure the success of the implementation of knowledge *sharing* are as follows: *Embrained knowledge, Embodied knowledge, affective and cognitive structures, Embedded knowledge,*

### Research models

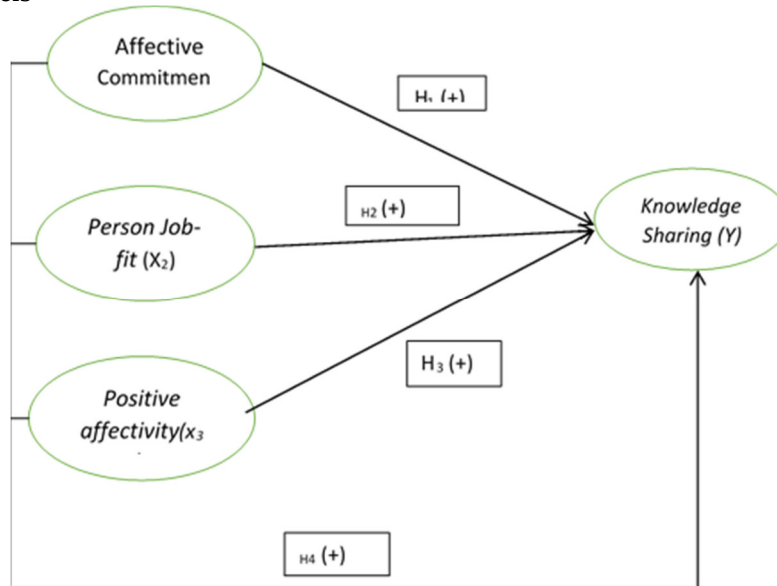


Figure 1 Frame of mind

Source :Lee (2021), Anwar (2017), Imamoglu et al (2019).

#### Description :

H<sub>1</sub> : Affective Commitment has a positive and significant effect on *Knowledge Sharing*

H<sub>2</sub> : *Person Job-Fit* has a positive and significant effect on *Knowledge Sharing*

H<sub>3</sub> : *Positive Affectivity* has a positive and significant effect on *Knowledge Sharing*

H<sub>4</sub> : Affective Commitment, *Person Job-Fit* and *Positive Affectivity* simultaneously have a significant effect on *Knowledge Sharing*

### 3. METHODS

This research uses a quantitative approach. This research was conducted at BMT Bina Ihsanul Fikri Yogyakarta. the researcher makes a hypothesis and then performs testing to accept or reject the hypothesis, namely, affective commitment (X<sub>1</sub>), *person job-fit* (X<sub>2</sub>), *positive affectivity* (X<sub>3</sub>) to *knowledge sharing* (Y) either partially or cimissively. The data used in this study are primary data. The primary data used by the researchers were taken from questionnaires that had been given to respondents. The population in this study was BMT Bina Ihsanul Fikri employees who numbered 90 people. The number of employees sampled

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was 85 which was determined using augusty theory (2014). Sampling using purposive sampling. The researcher's data collection technique uses a questionnaire containing a choice of statements to obtain data that corresponds to respondents' thoughts, feelings, attitudes, beliefs, values, perceptions, personality and behavior. This study used an instrument measurement scale using a likert scale. The likert scales used each have the following score: Strongly Agree, abbreviated SS, value = 5. Agree, abbreviated as S, worth = 4. Neutral, abbreviated as N, is worth = 3. Disagree, abbreviated as TS, is worth = 2. Strongly Disagree, abbreviated as STS, is worth = 1.

#### 4. RESULTS AND DISCUSSION

The characteristics of respondents in the study can be seen in the table below is respondents' data based on Gender, Age, Last Education, Length of Work.

Table 1 Characteristics of BMT respondents Bina Ihsanul Fikri

Characteristic		Frequency	Percentage (%)
Gender	Man	50	58.82%
	woman	35	41.17%
<b>Total</b>		<b>85</b>	<b>100%</b>
Education	SMA	10	11.76%
	DIPLOMA	9	10.58%
	S1	61	71.76%
	S2	5	5.88%
	S3	0	0%
<b>TOTAL</b>		<b>85</b>	<b>100%</b>
Service Life	1-3 years	18	21.17%
	4-6 years	24	28.23%
	> 6 years	43	50.58%
	<b>Total</b>	<b>85</b>	<b>100%</b>

As table 1 shows the characteristics of respondents by gender, age, education, length of service from the 80 people sampled. The following is below an explanation from table 1.

1. Based on the table, it can be seen that of the 85 people who were sampled, 50 people were male and 35 people were female.
2. Based on the table, it can be seen that out of 85 people who were sampled, 10 people had high school education, 9 Diploms, 61 people from S1 and 5 from S2.
3. Based on the table, it can be seen that out of 85 people who were sampled, who had a service period of 1-3 years as many as 18 people, 4-6 years as many as 24 people, and >6 years as many as 43 people.

#### Test Instruments

##### Validity test

The validity test is used to measure the validity or not of the questionnaire at first research using the CFA method. A questionnaire is said to be valid if the question or statement on the questionnaire statement in the questionnaire that has been made correctly measures what is desired to be measured, that is, by looking at the value of the matrix component greater than 0.5.

Table 2. Test Results of Validity of Democratic Leadership Variables, Organizational Culture, Work Motivation, Work Environment and Employee Performance

Code	KMO	Factor Components			
		Affective Komitment	Person Job-fit	Positive Affectivity	Knowledge Sharing
X <sub>1</sub> . KA1	0.822	0,778			
X <sub>1</sub> . KA2		0,835			
X <sub>1</sub> . KA3		0,807			
X <sub>1</sub> . KA4		0,768			
X <sub>1</sub> KA6		0,656			
X <sub>1</sub> . KA7		0,724			

X <sub>1</sub> .KA8	0,668	
X <sub>2</sub> . PJ1		0.807
X <sub>2</sub> . PJ2		0.811
X <sub>2</sub> . PJ3	0.846	0.779
X <sub>2</sub> . PJ4		0.833
X <sub>2</sub> . PJ6		0.878
		0.875
X <sub>3</sub> . PA3		0.840
X <sub>3</sub> . PA4		0.870
X <sub>3</sub> . PA5	0.894	0.723
X <sub>3</sub> . PA6		0.878
X <sub>3</sub> . PA7		0.778
X <sub>3</sub> . PA8		0.770
X <sub>3</sub> . PA9		0.850
X <sub>3</sub> . PA10		0.848
X <sub>4</sub> . KS1		0,867
X <sub>4</sub> . KS2		0,824
X <sub>4</sub> . KS3		0,807
X <sub>4</sub> . KS4	0.853	0,827
X <sub>4</sub> . KS5		0,814
X <sub>4</sub> . KS6		0,835
X <sub>4</sub> . KS7		0,783

Based on the results of the validity test as it can be concluded that the validity test on the variables K affective omittment, Person Job-fit, Positive Affectivity and Knowledge Sharing variables using the CFA method shows that all statement items are declared valid, with a KMO value of > 0.05 and in accordance with the significance of the loading factor >0.5.

### Reliability Test

Reliability is to test the results of questionnaires that are indicators of the variables studied. A questionnaire is said to be reliable, if the answers to the questions in the questionnaire are consistent over time. The *SPSS for windows program* provides facilities for measuring reliability with *the Cronbach Alpha* statistical test. The data can be said to be reliable if *the Cronbach Alpha* is greater than 0.6. The following data are the result of calculating the reliability of each research variable using *Cronbach Alpha*.

Table 3. Reability Test Results

Variable	Cronbach Alpha	information
Affective Om K(X <sub>1</sub> )	0.787	Reliable
Person Job-fit (X <sub>2</sub> )	0.909	Reliable
Positive Affectivity (X <sub>3</sub> )	0.928	Reliable
Knowledge Sharing (Y)	0.919	Reliable

From table 3 based on the results of the reliability test, it can be explained that reliability testing on each variable obtained the value of *Cronbach Alpha* in accordance with the general provisions of the Alpha coefficient, which is more than >0.6 so that the results of each variable in reliability testing are said to be reliable.

### Data Analysis

#### Multiple Regression Analysis

The data analysis used in this study used linear analysis of multiple regression, because in this study there was more than one independent variable and one dependent variable. Regression analysis is used mainly for forecasting purposes, where in the model there is one dependent variable (dependent) and an independent variable (free).

Table 4 Multiple Linear Regression Test Results

Variable	B	Sig.
Constant	1.302	

Affective Om K(X1)	0.242	0.010
Person Job-fit(X2)	0.327	0.005
Positive Affectivity (X3)	0.184	0.033

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e.$$

$$Y = 1,302 + 0.242X_1 + 0.327X_2 + 0.184X_3 + e$$

- Y is a dependent variable, namely Knowledge Sharing, whose value will be predicted by independent variables, namely the variables K affective turnover, Person job-fit, and Positive Affectivity.
- $b_1 = 0.242$  as a coefficient of the variable K affective turnover (X1) which affects Knowledge Sharing (Y) has a positive effect or has a positive direction in Employee Performance with a regression coefficient value of 0.242.
- $b_2 = 0.327$  is the coefficient of the Person Job-fit variable (X2) which affects Knowledge Sharing (Y) positively effect. has a positive direction in Knowledge Sharing with a regression coefficient value of 0.327.
- $b_3 = -0.184$  is a positive affectivity (X3) variable coefficient that affects Knowledge Sharing (Y) negatively affecting Knowledge Sharing. has a negative direction in Employee Performance with a regression coefficient value of -0.184.

### Partial Test Analysis (t-test)

The t test is used to determine the significance of the influence of individual independent variables on dependent variables related to the explanation of the influence of each variable (Ghozali, 2018).

Table 5 Partial Test Results ( Test t)

Type	Sig.	Information
Affective K omittment	0.010	Significant effect
Person Job-fit	0.005	Significant effect
Positive Affectivity	0.033	Significant effect

- Affective Om K Variable (X1)**  
 $H_1$  : there is a significant influence between AffectiveK omittment on Knowledge Sharing In the Affective om K variable (X1) from the results of data processing using IBM SPSS Statistic, there is a Sig. < alpha value ( 0.01 < 0.05 ) so that Affective Commitment (X1) has a significant effect on *Knowledge Sharing* (Y). thus it can be concluded that  $H_1$  is accepted, which means that there is a positive influence between Affective Komitmen on *Knowledge Sharing*. If the Affective K turnover is increased, it will have a positive and significant effect on *Knowledge Sharing*.
- Person Job-fit Variable (X2)**  
 $H_2$  : There is a significant influence between *Person Job-fit* and *Knowledge Sharing*  
 In the Person Job-fit (X2) variable from the data processing results using IBM SPSS Statistic, there is a Sig value. < alpha ( 0.005 < 0.05 ) so that Person Job-fit (X2) has a significant effect on Knowledge Sharing (Y). thus it can be concluded that  $H_2$  is accepted, which means that there is a positive influence between *Person Job-fit* on *Knowledge Sharing* . If *Person Job-fit* is improved, it will have a positive and significant effect on *Knowledge Sharing*.
- Positive Affectivity Variable (X3)**  
 $H_3$  : There is a significant influence between *Positive Affectivity* and *Knowledge Sharing*  
 In the Positive Affectivity (X3) variable from the data processing results using IBM SPSS Statistic, there is a Sig value. < alpha ( 0.033 < 0.05 ) so that Positive Affectivity (X3) has a significant effect on Performance (Y). thus it can be concluded that  $H_3$  is accepted, which means that there is a positive influence between *Positive Affectivity* on *Knowledge Sharing* . If *Positive Affectivity* is increased, it will have a positive and significant effect on *Knowledge Sharing*.

### Simultaneous test analysis ( Test F)

In this study, Test F was used to calculate the significance of the influence of independent variables simultaneously or together on dependent variables.

Table 6. Simultaneous test results (Test F)

Type	Sig.
------	------

1 Regression		0.000 <sup>b</sup>
	Residual	
	Total	

Based on the results of data processing using IBM SPSS Statistics, there is a Sig. < alpha value ( 0.000 < 0.05 ) so it can be concluded that together (simultaneously) there is a positive and significant influence between Affective Confidence, *Person Job-fit*, and *Positive Affectivity* on *Knowledge Sharing* in BMT Bina Ihsanul Fikri employees.

#### Determinant coefficient test

The coefficient of determination test is used to find out how closely the influence between the indented variables is on the dependent variables, in this case, the variables Democratic Leadership, Organizational Culture, Work Motivation and Work Environment.

Table 7 Value of Coefficient of Determination (R<sup>2</sup>)

Type	R	R Square	Adjusted R Square	Std.Error Of the Estimate
1	.444 <sup>a</sup>	.197	.167	.575

Based on the Table obtained the value of R<sup>2</sup> of 0.197, this shows that Affective Om K (X<sub>1</sub>), *Person Job-fit* (X<sub>2</sub>), *Positive Affectivity* (X<sub>3</sub>) simultaneously affects *Knowledge Sharing* (Y) in BMT Bina Ihsanul Fikri employees, which is 19.7% and the remaining 80.3% was influenced by other variables outside this study.

## DISCUSSION

### a. The Effect of Affective Commitment on Knowledge Sharing

Based on the results of testing the first hypothesis of Affective Commitment (X<sub>1</sub>) to Knowledge Sharing (Y) it can be seen that the calculated t value is 2.058 and the sig value, 0.010 means that Affective Commitment (X<sub>1</sub>) has a positive and significant influence on *Knowledge Sharing* (Y). That way if the affective commitment is high, the higher the employee behaves *Knowledge Sharing*. This is in line with research conducted by Tandayong & Endalmen (2019), Verianto (2019) and strengthened by the results of the research of Matzler et al (2011) and Imamoglu et al (2019).

### b. The Effect of Person Job-fit on Knowledge Sharing

Based on the results of testing the third hypothesis of Positive Affectivity (X<sub>2</sub>) against Knowledge Sharing (Y) it can be seen that the calculated t value is 2.858 and the sig value. 0.05 means that *Positive Affectivity* (X<sub>2</sub>) has a positive and significant influence on *Knowledge Sharing* (Y). That way if employees have a high individual fit in their work, the higher the employee behaves *Knowledge Sharing*. Knowledge sharing behavior is a positive attitude related to work, which will improve the performance of human resources (Ram, 2011). Previous studies have mentioned positives and significant influences of people-work compatibility on positive work behaviors that can improve human resource performance. This is in line with research conducted by (Farzaneh, et. al., 2014; Lu, et. al., 2014; Afsar, et. al. 2015; Tzu, et. al, 2015; June & Mahmood, 2011); Lee, et al., (2021).

### c. The Effect of Positive Affectivity on Knowledge Sharing

Based on the results of testing the third hypothesis of Positive Affectivity (X<sub>2</sub>) against Knowledge Sharing (Y) it can be seen that the calculated t value is 2.175 and the sig value. 0.033 means that *Positive Affectivity* (X<sub>2</sub>) has a positive and significant influence on *Knowledge Sharing* (Y). That way if employees have a high affect positive, the higher the employee behaves *Knowledge Sharing*, this is in line with research conducted by Hoong & Lim (2014), Anwar (2017), Tendrio et al (2017), and Sang et al (2020).

The personal knowledge that a member of the organization has that is in contact with it is quite difficult to disseminate, The personal knowledge of a person who is unik between one and the other will not be the same because it is derived from warisan, experience, culture and other things, Meanwhile the purpose of *Knowledge Sharing* which is the key element and the most important phase of *Knowledge Management* is to create personal knowledge of the organization.

There are three factors that affect *Knowledge Sharing*, namely personal or individual facts, organizational factors, and technological factors. Personal or individual actors are one of the keys to the success of *Knowledge Sharing* activities in an organization. This is because the decision to share or not

share the knowledge they have is the autonomy of the employee himself (Bock et al., 2005, Kiesler, 2015 & Lin, 2007).

A person who has a high positive affection will share the knowledge he has, he will be happy to help his colleagues. A person who has a tendency to positive affection or feels a positive motion will look at things optimistically and have a good perspective also have good feelings with colleagues (Lies & Scott, 2014).

Positive emotions will encourage a person to be positive and will behave positively as well, such as TRA that predicts *Knowledge Sharing* there is an attitude or attitude that is a person's belief in behavior. If someone who has high positive emotions will choose a positive mood and consider *Knowledge Sharing* as a positive behavior because it can also help other colleagues.

Based on the *Theory of Planned Behavior* (TPB) which is a revision of TRA there is the addition of a variable, namely *perceived behavior control*. So an employee behaves a certain way is full control of himself which refers to how difficult it is to behave, the factor of self-control from internal factors, namely expertise, information ability and emotions (Tohidinia & Mosakhani, 2010) so that positive emotions or feelings can be a self-controlling factor to behave *Knowledge Sharing*.

A person who has a tendency to experience positive emotions and moods will be distracted from the problems experienced by other colleagues, trying to find new ideas that are more effective. To find a solution in solving the problem. By behaving *Knowledge Sharing*, especially doing *Knowledge Collecting*, a person can consult to access the intellectual capital of other colleagues who can add new knowledge so that they can easily find solutions to the problems they experience.

Furthermore, an employee with the ability to think more creatively will make wise decisions driven by a fast and flexible way of thinking so that he is happy to help other colleagues by contributing his knowledge. This is because they feel challenged to find solutions to problems experienced by other colleagues, trying to find new ideas that are more effective.

BMT Bina Ihsanul Fikri employees have positive emotions and moods but do not always feel them, because the environment and the influence of varying workloads make employees tend to have negative emotions and moods in certain situations. As managers and superiors, section chiefs and heads of fields need to create a comfortable and safe work environment so that employees and other staff can always have positive emotions but also experiences experienced and other things can change emotions drastically or fluctuate.

#### **d. The Effect of Affective Commitment, Person Job-fit and Positive Affectivity on Knowledge Sharing.**

As the results of the linear regression analysis, it can be seen that *Knowledge Sharing* as a bound variable is influenced by organizational commitment and *Positive Affectivity* simultaneously. With a calculated *f* value of 6.630 and a sig. value of 0.000 which indicates that *Affective Commitment*, *Person Job-fit* and *Positive Affectivity* have a significant influence on *Knowledge Sharing*. The results of this study provide new information that *Affective Commitment*, *Person job-fit* and *Positive Affectivity* have a simultaneous influence on *Knowledge Sharing*. Furthermore, if you look at the results of the determinant coefficient of the value of *R square* by means that there is still little influence on the three free variables on the bound variables. This means that *Knowledge Sharing* is explained by *Affective Commitment*, *Person Job-fit* and *Positive Affectivity*. There are many other variables outside this study that are factors that influence the behavior of *Knowledge Sharing*.

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