Analysis of Competency and Knowledge Sharing on The Architect Performance and Its Impact on Organizational Performance in East Java

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Abstract

This study aims to analyze the effect of competence and knowledge sharing on architect performance, analyze the influence of competency and knowledge sharing on organizational performance, analyze the effect of architect performance on organizational performance, and analyze the effect of competency and knowledge sharing on architect performance through architect performance. The sample in this study involved 200 architects. Data analysis techniques using SEM the results of the analysis show that competence and knowledge sharing affect the architect's performance. Competence and knowledge sharing affect organizational performance. Architect performance affects organizational performance. The performance architect mediates the influence of competence and knowledge sharing on organizational performance.

Keywords: Architect performance, competence, knowledge sharing, organizational performance

1. Introduction

Organizational performance is a description of the outcomes of an organization's work in accomplishing its goals, which are influenced by the organization's resources. Increasing competency can increase organizational performance. Competence refers to the characteristics of knowledge, abilities, conduct, and experience required to do a specific profession or task effectively. Competence is the key to achieving optimal organizational performance [1]. Organizations need human resources who are competent in achieving the vision and are able to carry out the organization's mission. Research result Esnawan & Dharmawan [2] proves that competence affects organizational performance. Unlike the results of research Adiputra & Mandala [3] found that competence has no effect on firm performance. In addition, competence affects employee performance. Competence for the architect profession is an important requirement in carrying out the framework and goals of the organization. Desler [4] explains that competence is a personal characteristic that can be demonstrated for example skills, knowledge, and personal behavior. Competence is the ability to use knowledge and skills effectively in achieving certain performance of a job for which they are responsible, where effective and efficient elements are fulfilled.

Placement of employees in positions that match their competence is one of the determining factors in improving performance. Research result Elizar & Tanjung [5] as well as [6] Syahputra & Tanjung [6] found that competency affects employee performance.

Employee performance is also determined by information sharing, because knowledge sharing allows employees to reuse and revitalize existing knowledge in an organization, so indirectly increasing employees' abilities. Knowledge sharing can promote the development of new ideas, creativity, and problem solving, resulting in a beneficial impact on employee performance [7]. The outcome of the research Kuzu & Özilhan [8] demonstrate that information sharing has an impact on employee performance. However, this contradicts the findings Novita et al. [9], who discovered that information sharing has no influence on employee performance. According to the findings of Vrizka & Silvianita (2016), knowledge sharing has an impact on organizational performance. The study's innovation is that it uses the architect's performance as a moderator of competency and information sharing on organizational performance [10].

It sounds like the research being conducted on research. This is focused on studying the performance of architects, particularly those in East Java. The architect being studied is recognized as the inventor of the notion of planning/development, which makes this research particularly interesting and relevant. The study takes into account the rapid planning and construction of buildings in the East Java region, which suggests that the architect's performance is closely tied to the efficient and effective planning and construction of these buildings. Given the dynamic nature of the region's development, it seems pertinent to investigate how architects are handling the challenges posed by such rapid planning and development. Additionally, the study also considers the influence of events organized by the Indonesian Institute of Architects (IAI) such as exhibitions, competitions, conferences, and workshops. These events likely have an impact on the professional growth and development of architects, and the research may explore how participation in such events can affect their performance. Overall, the study seems to be addressing an important aspect of architecture in East Java and may contribute valuable insights into how architects are adapting and excelling in the face of rapid urbanization and professional engagements. As the research is described as "groundbreaking," it indicates that this study is likely to make significant contributions to the field of architecture and planning. The results of this study contribute to the field of human resource management; Competence, Knowledge Sharing, Architect Performance and Organizational Performance as well as contributing ideas for Architects that competence and knowledge sharing can improve organizational performance through the performance of Architects.

The goal of this study was to describe competence, knowledge sharing, architect performance, and organizational performance, as well as to analyze the effect of competence and knowledge sharing on architect performance, the effect of competence and knowledge sharing on organizational performance, the influence of architect performance on organizational performance, and the influence of competence and organizational performance. Architect performance allows for knowledge sharing on organizational performance.

2. Literature Review

2.1. Organizational Performance

Organizational performance should be a result that can be measured and describes the empirical condition of an organization from various agreed sizes. To find out the performance achieved, a performance appraisal is carried out. Thus, the assessment of organizational performance (Companies performance assessment) denotes a process or system of evaluation of an organization's (organization's) ability to implement particular standards [11]. Organizational performance is the sum of an organization's work results. The achievement of organizational goals indicates that an organization's effectiveness may be gauged by the extent to which it can meet predetermined goals [12].

Steers [13] Explaining organizational performance is the level that demonstrates how far duties can be carried out in actual terms while still achieving the organization's goal. Temporary According to Mahsun [14], organizational performance is a description of the level of achievement of an activity/ program/ policy in achieving an organization's strategic goals, objectives, mission, and vision.

2.2. Architect Performance

To comprehend the performance of an architect, it is essential to have a clear understanding of the terms "Architecture," "Architect Practice," and "Architect." Architecture is the manifestation of the application of science, technology, and art, combined to create spaces and the built environment. It is an integral part of human culture and civilization. The primary goal of architecture is to create functional, aesthetically pleasing, and safe structures that consider principles of construction, function, and aesthetics. It involves designing spaces that provide safety, security, health, comfort, and convenience to the inhabitants or users. Architecture encompasses a broad spectrum of structures, including buildings, landscapes, urban spaces, and cities. Architect practice refers to the organized actions and activities that lead to the creation of architect works. This includes various tasks such as planning, designing, supervising, and investigating structures and their surrounding environments. Architect practice extends beyond individual buildings and may involve urban planning, designing public spaces, and considering the overall impact on cities and regions. It is a collaborative effort that often involves architects working with clients, engineers, construction teams, and other professionals to bring architect projects to life. An architect is a trained and licensed professional who specializes in the field of architecture. Architects are responsible for conceptualizing, planning, and designing structures and spaces that fulfill functional, aesthetic, and safety requirements. They use their expertise in science, technology, and art to create architect solutions that meet the needs of their clients and users while adhering to building codes, regulations, and environmental considerations. Architects are also involved in supervising the construction process to ensure that the final built form aligns with the original design intent.

In the context of the research on architect performance, understanding these definitions will provide a foundation for evaluating the architects' roles, responsibilities, and achievements within the framework of architect practice. By examining how architects apply science, technology, and art to create functional and aesthetically pleasing built environments while considering various principles and factors, the research can gain valuable insights into their overall performance and contributions to the field. Architect Performance is the work of architects as a result of their Architect Practices (Guidelines for Work Relations between Architects and Service Users, 2007)

2.3. Competence

Widow defines competence as the ability to carry out or complete a job or task successfully [15]. This ability is based on a combination of skills and knowledge that a person has. In addition, competency is also supported by the work attitude required by the job. In essence, competence is more than having the necessary skills and knowledge; it also includes the right mindset and work ethic to do the job or task effectively. Marwansyah [16] describes competence as a set of attributes needed for job success. These attributes include not only information and skills but also attitudes and other personal traits. To determine competency, agreed upon criteria or standards are used as yardsticks to evaluate an individual's suitability for a particular job or role. Furthermore, Marwansyah stressed that competencies can be developed and improved through training and development initiatives, indicating that individuals can improve their performance by acquiring and perfecting the required attributes.

Spencer [17] describe competence as a person's underlying attributes that are related to the efficacy of individual performance in his task. Competence is a deep and intrinsic component of a person and predictable conduct in numerous contexts and professional duties, according to Mitanni [18]. According to some of these perspectives, competency is a fundamental and intrinsic aspect of personality that manifests itself in predictable conduct in many settings and work tasks. The criteria or standards utilized can be used to forecast who is performing well and who is not performing well. Competency analysis is often performed for the goal of career development; however, evaluating the degree of competence is essential to establish the effectiveness of the intended level of performance.

2.4. Knowledge Sharing

Nonaka & Takeuchi [19] define information sharing as the process of developing knowledge in which individuals' knowledge is strengthened and absorbed as part of the knowledge base organization. Finally, knowledge is formed through interactions between persons at various levels of the organization. This is founded on the notion that organizations cannot develop knowledge without individuals, and knowledge is likely to have a limited impact on organizational effectiveness unless individual knowledge is shared with other individuals and groups. According to Metzger et al. (2008), knowledge sharing is a process in which individuals exchange their knowledge, both tacit and explicit information.

According to Kassel et al. [20], knowledge sharing is an interactive communication process that takes place between individuals within a group. The purpose of this communication is to establish interdependent links or connections among the individuals, all working together to achieve common goals. In essence, knowledge sharing involves the exchange of information, expertise, and insights to foster collaboration and synergy among group members, leading to the attainment of shared objectives. Anahi et al. [21] define knowledge sharing as a social interaction process. This process involves creating opportunities for people to share their experiences and expertise with others. It is facilitated by establishing a domain of informal relationships, which can enhance the willingness and openness of individuals to share knowledge. Additionally, providing facilities for observing, listening to, and imitating best practices further encourages knowledge sharing. Crucially, individual trust plays a pivotal role in strengthening knowledge sharing within a social context, as trust fosters a sense of safety and confidence in sharing knowledge with others.

2.5. Research Hypothesis

The hypothesis in this study is:

H1 : Allegedly competence and knowledge sharing have a significant effect on the Architect's performance.

H2 : Allegedly competence and knowledge sharing have a significant effect on organizational performance.

H3 : Allegedly Architect's performance has a significant effect on organizational performance.

H4 : It is suspected that competence and knowledge sharing have a significant effect on organizational performance through the performance of architects.

3. Research Methods

3.1. Research Design

Based on the nature of the problem and the objectives to be achieved, this research is categorized or explanatory. Explanatory research is intended to gain clarity or explain a phenomenon, relationship, test the influence (cause-effect relationship) between variables, evaluate and find out differences or comparisons.

3.2. Variable Operational Definitions

The population of this study included 1,971 Architects in the East Java region who are members of the Architects' professional organization, the organization of Indonesian Architects in the Malang Region. According to the Chairman of the Association of Indonesian Architects for the East Java Region, the sample in this study includes active architects in the Malang Region. Hair et al. [22] estimate that the number of usable samples ranges between 100 and 200 based on Maximum Likelihood Estimation (MLE). As a result, the total number of samples collected in this study was 200.

3.2.1. Organizational Performance

Organizational performance is the ability to work as shown by work results in a certain period with reference to the standards set by the organization. The indicators used in this study are: input, process, output, result, benefit and impact.

3.2.2. Architect Performance

Performance is the work of the Architect in the form of an architect design result document. The indicators are: concept design, pre-design, design development, drawing up of work, procurement of construction executors and regular supervision.

3.2.3. Competence

Competence is the ability possessed by Architects in carrying out work. The indicators used are: motives, traits, self-concept, knowledge and skills.

3.2.4. Knowledge Sharing

Knowledge sharing is the willingness of employees to share knowledge and experience with other employees, as measured by the following indicators: embedded knowledge, embodied knowledge, uncultured knowledge, embedded knowledge and encoded knowledge

3.3. Population, Sample, and Research Location

The population of this study included 1,971 Architects in the East Java region who are members of the Architects' professional organization, the organization of Indonesian Architects in the Malang Region. According to the Chairman of the Association of Indonesian Architects for the East Java Region, the sample in this study includes active architects in the Malang Region. Hair et al. [22] estimate that the number of usable samples ranges between 100 and 200 based on Maximum Likelihood Estimation (MLE). As a result, the total number of samples collected in this study was 200.

3.4. Data Analysis Technique

The following are the analysis strategies employed in this study: Descriptive analysis techniques are used to determine the characteristics of the respondents as determined by the questionnaire's a number of variables. The AMOS 22 program was used to perform quantitative analysis techniques such as structural equation modeling (SEM).

4. Results and Discussion

4.1. Descriptive Analysis Results

First, data analysis was carried out descriptively to obtain an overview of the tendencies or tendencies in the respondents' assessment of the research variables which included the performance of architects, intellectual capital and leadership, then a calculation of the frequency distribution and average (mean) of the number of respondents' answers was carried out.

Table 1. Description of Organizational Performance Variables (Y2)

Items	Respondent Answer Score										Means
	Strongly agree		Agree		Neutral		Don't agree		Strongly disagree		
	F	%	F	%	F	%	F	%	F	%	
Improve the ability to fulfill customer orders.	87	43.5	112	56.0	1	0.5	0	0.0	0	0.0	4,43
Have initiative in doing relatively new tasks	85	42.5	99	49.5	16	8.0	0	0.0	0	0.0	4.35
Input											4.39
Establish cooperation	81	40.5	112	56.0	7	3,5	0	0.0	0	0.0	4.37
Have responsibility in carrying out work assignments	81	40.5	104	52.0	15	7,5	0	0.0	0	0.0	4,33
Process											4.35
There is a growing market share	110	55.0	89	44.5	1	0.5	0	0.0	0	0.0	4.55
Creative in completing work to achieve better results	117	58.5	81	40.5	2	1.0	0	0.0	0	0.0	4.58
Output or Output											4.56
Make financial reports every period	95	47.5	95	47.5	10	5.0	0	0.0	0	0.0	4,43
There has been an increase in customers	106	53.0	75	37.5	19	9,5	0	0.0	0	0.0	4,44
Results (Outcomes)											4.43
The resulting product has the ability to compete	111	55.5	81	40.5	8	4.0	0	0.0	0	0.0	4.52
Product quality is in accordance with consumer desires	103	51.5	77	38.5	20	10.0	0	0.0	0	0.0	4,42
Benefit											4.47
Business volume has increased	68	34.0	111	55.5	21	10.5	0	0.0	0	0.0	4,24
The profit received tends to increase each period	64	32.0	122	61.0	14	7.0	0	0.0	0	0.0	4,25
Impact											4.24
Average Organizational Performance Score (Y2)											**4.41**

Overall, the average organizational performance is 4.41, which means that respondents tend to strongly agree that organizational performance is formed from inputs, processes, outputs, results (outcomes), benefits and impacts. The biggest contribution to the formation of organizational performance is the output or output reflected in creativity in completing work to achieve better results.

Table 2. Description of Architect Performance Variables (Y1)

Items	Respondent Answer Score										Means
	Strongly agree		Agree		Neutral		Don't agree		Strongly disagree		
	F	%	F	%	F	%	F	%	F	%	
Create a design program	107	53.5	89	44.5	4	2.0	0	0.0	0	0.0	4.52
Prepare a design report	120	60.0	74	37.0	6	3.0	0	0.0	0	0.0	4.57
Make a design sketch	78	39.0	93	46.5	24	12.0	5	2,5	0	0.0	4,22
Design Concept											4,44
Sketching scalable ideas	110	55.0	77	38.5	13	6,5	0	0.0	0	0.0	4.49
Prepare pre-design reports on design ideas, structures and building utilities	95	47.5	95	47.5	10	5.0	0	0.0	0	0.0	4,43
Prepare building budget estimates	112	56.0	76	38.0	12	6.0	0	0.0	0	0.0	4.50
Design											4.47
Create scalable development drawings	77	38.5	109	54.5	14	7.0	0	0.0	0	0.0	4,32
Develop an outline of technical specifications	107	53.5	90	45.0	3	1.5	0	0.0	0	0.0	4.52
Arrange the development of the building budget	92	46.0	103	51.5	5	2,5	0	0.0	0	0.0	4,44
Design development											4,42
Making final design drawings	96	48.0	98	49.0	6	3.0	0	0.0	0	0.0	4.45

Items	Respondent Answer Score										Means
	Strongly agree		Agree		Neutral		Don't agree		Strongly disagree		
	F	%	F	%	F	%	F	%	F	%	
Making detailed implementation drawings	99	49.5	85	42.5	10	5.0	6	3.0	0	0.0	4.39
Develop technical specifications	106	53.0	85	42.5	9	4,5	0	0.0	0	0.0	4.49
Develop a comprehensive budget planner	95	47.5	86	43.0	19	9,5	0	0.0	0	0.0	4.38
Procurement Making Working Drawings											4,43
Compile Auction Documents	107	53.5	88	44.0	5	2,5	0	0.0	0	0.0	4.51
Compile job explanation minutes	90	45.0	104	52.0	6	3.0	0	0.0	0	0.0	4,42
Develop an evaluation method for the winning contractor candidate	97	48.5	99	49.5	4	2.0	0	0.0	0	0.0	4.47
Help evaluate potential contractors	125	62.5	50	25.0	25	12.5	0	0.0	0	0.0	4.50
Procurement of Construction Executors											4.47
Provide additional explanation in implementation	118	59.0	68	34.0	14	7.0	0	0.0	0	0.0	4.52
Make specifications according to field conditions	99	49.5	83	41.5	18	9.0	0	0.0	0	0.0	4,41
Checking working drawings	84	42.0	83	41.5	33	16.5	0	0.0	0	0.0	4,26
Supervise every two weeks	73	36.5	72	36.0	49	24.5	6	3.0	0	0.0	4.06
Periodic Supervision											4,31
Average Architect Performance Score (Y2)											**4,42**

Overall, the average architect's performance is 4.42, indicating that respondents firmly agree that the design concept, design, design development, procurement of working drawings, procurement of construction implementers, and frequent supervision form the architect's performance. The design reflected in generating building budget estimates and construction implementers reflected in preparing bidding documents provide the greatest contribution to the formulation of the architect's performance.

Table 3. Description of Competency Variables (X1)

Items	Respondent Answer Score										Means
	Strongly agree		Agree		Neutral		Don't agree		Strongly disagree		
	F	%	F	%	F	%	F	%	F	%	
Able to direct the ability of work without direct orders from the leader	89	44.5	104	52.0	7	3,5	0	0.0	0	0.0	4,41
Having a certain way of getting the job done	76	38.0	115	57.5	9	4,5	0	0.0	0	0.0	4,34
Average Motive score											4.37
Work humanely	86	43.0	110	55.0	4	2.0	0	0.0	0	0.0	4,41
Have stable emotions	93	46.5	90	45.0	17	8,5	0	0.0	0	0.0	4.38
Average Trait score											4,40
Speak good language with colleagues	66	33.0	125	62.5	9	4,5	0	0.0	0	0.0	4,29
Take an active role in the group	84	42.0	109	54.5	7	3,5	0	0.0	0	0.0	4.39
Average Self Concept score											4,34
Have knowledge of service procedures	78	39.0	108	54.0	14	7.0	0	0.0	0	0.0	4,32
Have knowledge of technical services	90	45.0	99	49.5	11	5,5	0	0.0	0	0.0	4,40
Average Knowledge score											4.36

Items	Respondent Answer Score										Means
	Strongly agree		Agree		Neutral		Don't agree		Strongly disagree		
	F	%	F	%	F	%	F	%	F	%	
Have technical skills	116	58.0	69	34.5	15	7,5	0	0.0	0	0.0	4.51
Have social skills	57	28.5	106	53.0	37	18.5	0	0.0	0	0.0	4,10
Average Skill score											4.30
Average Competency Score (X1)											**4.35**

Overall, the average competency score is 4.30, indicating that respondents strongly agree that motives, qualities, self-concept, knowledge, and skills create competence. The mirrored nature of working with humanists makes the greatest contribution to the creation of competence.

Table 4. Description of Knowledge Sharing Variables (X2)

Items	Respondent Answer Score										Means
	Strongly agree		Agree		Neutral		Don't agree		Strongly disagree		
	F	%	F	%	F	%	F	%	F	%	
Have conceptual skills	66	33.0	118	59.0	16	8.0	0	0.0	0	0.0	4,25
Have cognitive abilities	122	61.0	64	32.0	14	7.0	0	0.0	0	0.0	4.54
Embedded Knowledge											4,26
Knowledge based on experience	78	39.0	102	51.0	14	7.0	6	3.0	0	0.0	4,26
Sharing knowledge has become a culture within the company	122	61.0	76	38.0	2	1.0	0	0.0	0	0.0	4.60
Embedded Knowledge											4,43
mutual understanding	73	36.5	104	52.0	23	11.5	0	0.0	0	0.0	4,25
Increase knowledge through social media	96	48.0	103	51.5	1	0.5	0	0.0	0	0.0	4.48
Encultured Knowledge											4.36
Discuss work issues	88	44.0	94	47.0	17	8,5	1	0.5	0	0.0	4.35

Items	Respondent Answer Score										Means
	Strongly agree		Agree		Neutral		Don't agree		Strongly disagree		
	F	%	F	%	F	%	F	%	F	%	
Feel happy when sharing knowledge with colleagues	119	59.5	72	36.0	9	4,5	0	0.0	0	0.0	4.55
Embedded Knowledge											4.45
Utilizing information technology to increase knowledge	70	35.0	75	37.5	54	27.0	1	0.5	0	0.0	4.07
Share knowledge with colleagues	66	33.0	118	59.0	16	8.0	0	0.0	0	0.0	4,25
Encoded Knowledge											4,16
Average Knowledge Sharing Score (X2)											**4.36**

Overall, the average competency score is 4.46, which means that respondents tend to strongly agree that competence is formed from embedded knowledge, embodied knowledge, uncultured knowledge, embedded knowledge, and encoded knowledge. The biggest contribution to competency formation is embedded knowledge, which is reflected in feeling happy when sharing knowledge with colleagues.

4.2. SEM Analysis Results

To perform inferential analysis in this study used the Structural Equation Modeling (SEM) technique. The results of the SEM analysis are presented in Figure 1.

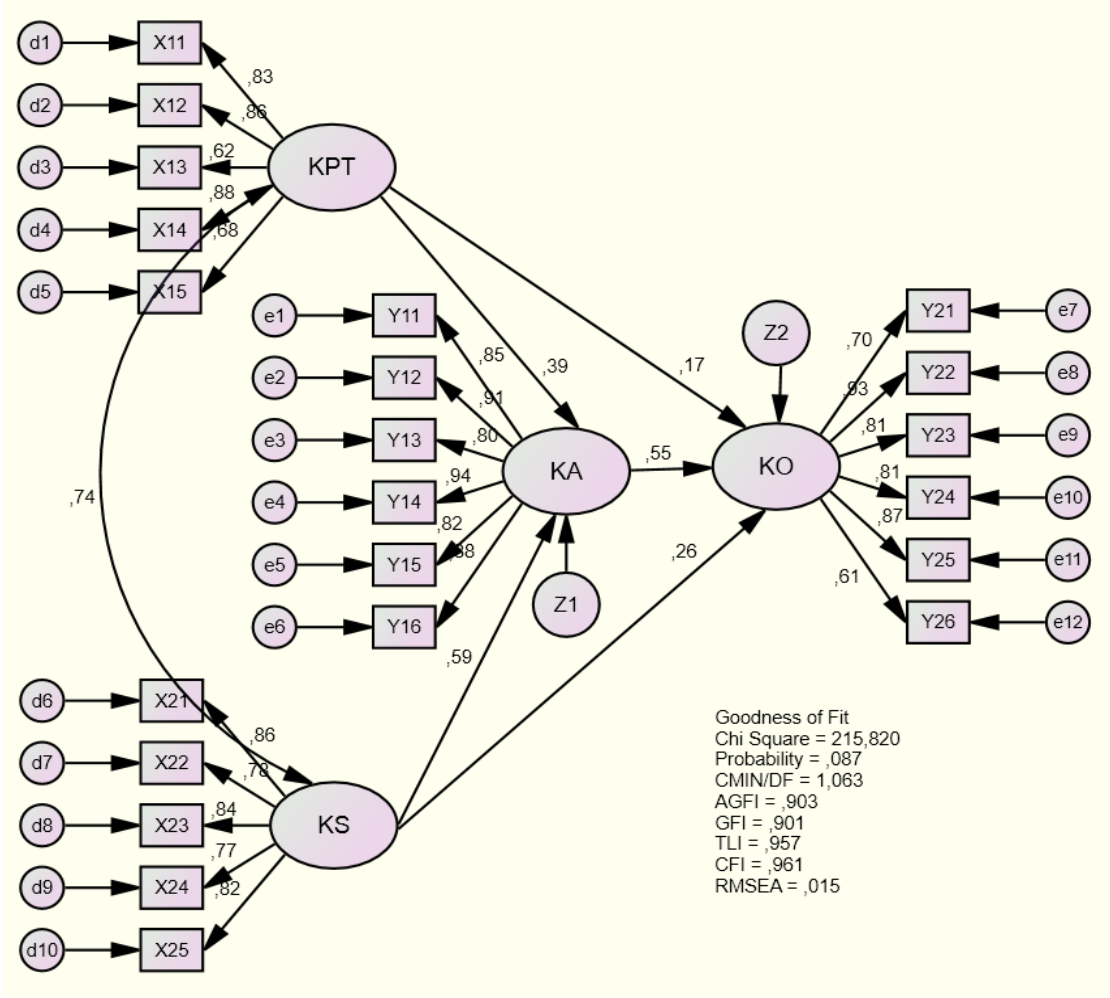

Figure 1. Inferential Analysis using Structural Equation Model (SEM) Analysis Results

Table 5. Test Results of Goodness of Fit Modified Structural Models

Goodness of Fit Index	Cut-off Value	Model Results	Information
Chi-Square	237,240	215,820	Fit
Probability Chi-Square	≥0.05	0.087	Fit
CMIN/DF	≤2.00	1,063	Fit
RMSEA	≤0.08	0.015	Fit
AGFI	≥0.90	0.903	Fit
GFI	≥0.90	0.901	Fit
TLI	≥0.95	0.957	Fit
CFI	≥0.95	0.961	Fit

Table 5 displays the goodness of fit indices based on the AMOS 18 computation for the Structural Equation Model (SEM) in this study. The evaluation of these indices requires comparing their values to the critical values (cut-off values) for each index. In general, a good model should have goodness of fit indices that are larger than or equal to the critical value. The goodness of fit indices provide information about how well the model fits the observed data. These indices assist researchers in assessing the overall fit of the model and determining if the model appropriately depicts the underlying relationships between the variables being researched.

Based on the results of the evaluation of the criteria of Goodness of Fit Indices in Table 5, it is evident that the model meets the criteria for a good fit, and therefore, the model can be accepted. The goodness of fit indices provides a comprehensive assessment of how well the model fits the observed data. Meeting the criteria for these indices indicates that the model adequately represents the relationships between the variables being studied and accurately explains the observed data. Researchers use this goodness of fit indices to determine the overall fit of the Structural Equation Model (SEM) and to assess whether the proposed model is an acceptable representation of the underlying relationships among the variables. The criteria for a good fit typically involve comparing the values of various indices with their critical values or cut-off values. If the computed values of the indices meet or exceed the critical values, it indicates that the model is well-fitted to the data, and the proposed relationships between the variables are supported. In conclusion, the acceptance of the model based on the evaluation of Goodness of Fit Indices in Table 16 suggests that the research findings are reliable and the relationships between the variables, such as the influence of competence and knowledge sharing on the performance of architects and its impact on organizational performance, are well-supported by the data. Researchers can confidently draw conclusions and make inferences based on the results of the accepted model, and the study contributes valuable insights to the field of architecture and organizational performance.

4.3. Hypothesis Test

The p-value (probability) was used to test hypotheses in this study. The p-value expresses the likelihood of receiving the observed (or more extreme) outcomes if the null hypothesis is true. The null hypothesis in hypothesis testing is a statement that there is no impact or association between the variables being researched.

If the p-value is less than or equal to 0.05 (abbreviated as p 0.05), it means that the probability of obtaining the observed results under the null hypothesis assumption is extremely low. In other words, if the null hypothesis is correct, the observed outcomes are unlikely to be the result of pure chance. As a result, statistical significance is commonly defined as a p-value of 0.05 or less. When the p-value is less than or equal to 0.05, the null hypothesis is rejected in favor of the alternative hypothesis. The alternative hypothesis implies that the factors under consideration have a substantial effect or link. On the other hand, if the p-value is greater than 0.05 ($p > 0.05$), researchers fail to reject the null hypothesis, and there is no sufficient evidence to claim a significant effect or relationship.

Statistical significance at the 0.05 level is commonly used in many scientific studies as a threshold for determining the presence of a significant effect. It indicates that there is a 5% chance (or less) of obtaining the observed results purely due to random chance if there is no real effect or relationship in the population. A p-value of 0.05 or less implies a statistically significant effect or association between the variables, whereas a p-value greater than 0.05 shows no statistically significant effect. The p-value is used by researchers to draw conclusions about the relevance of findings and the support for research hypotheses.

Table 6. From Hypothesis Test Shows Competence and Knowledge Sharing Have a Significant Effect on Organizational Performance through the Performance of Architects

Variable	Direct Influence	CR	P	Indirect Influence	Total Impact
Competence→Architect performance	0.390	5,924	0.000	-	-
Knowledge Sharing→Architect performance	0.591	8,432	0.000	-	-
Competence→organizational performance	0.169	2,424	0.015	-	-
Knowledge Sharing→organizational performance	0.265	3,019	0.003	-	-
Architect Performance→organizational performance	0.548	4,997	0.000	-	-
Competence→Architect performance→organizational performance	0.169	-	-	0.390 x 0.548 = 0.214	0.383
Knowledge→Architect performance→organizational performance	0.265	-	-	0.591 x 0.548 = 0.324	0.589

Table 6 shows that the intellectual capital and competency variables have a critical ratio (CR) value of greater than 2 and a p-value of less than or equal to 0.05. In the form of standardized regression weight competency coefficient is 0.390 and knowledge sharing is 0.591. These results provide a decision that the variables of competence and knowledge sharing have a positive and significant effect on the performance of architects. The research hypothesis which states that competence and knowledge sharing have a significant effect on the Architect's performance statistically tested.

Competency and knowledge sharing variables have CR values greater than 2 and p-values less than or equal to 0.05. In the form of standardized regression weight competency coefficient is 0.169 and knowledge sharing is 0.265. This result gives the decision that variable competency and knowledge sharing positive and significant effect on organizational performance. The research hypothesis which states that competence and knowledge sharing have a significant effect on organizational performance statistically tested.

Architect performance has a CR value greater than 2 and a p-value of 0.000 which is less than or equal to 0.05, the coefficient value of the standardized regression weight is 0.548. These results provide a decision that the Architect performance variable has a positive and significant effect on organizational performance, thus the third hypothesis is statistically tested.

Architect performance is a variable that can mediate competency variables on organizational performance, because the value of the indirect effect is greater than the direct effect (0.214 > 0.169). Architect performance is a variable that can mediate knowledge sharing variables on organizational performance, because the value of the indirect effect is greater than the direct effect (0.324 > 0.265). This is meaningful competence and knowledge sharing have a significant effect on organizational performance through the performance of architects statistically tested.

4.4. Discussion for Competence and Influence Knowledge Sharing on Architect Performance

Competence affects the performance of architects, meaning that the higher the architect's competency, the higher the performance. Conversely, the lower the competence of the architect, the lower the performance. This shows that the architect will be competent if the architect is always looking for information in completing his work and there is support from the organization in the form of facilities that can support knowledge in completing his work. As the opinion of Spencer [17] which states competence is as characteristics that underlies a person and is related to the effectiveness of individual performance in his work. Competence, or the causes linked with effective performance criteria, is a fundamental characteristic of an individual. These findings suggest that skilled architects can obtain and develop the jobs they execute, resulting in an increase in architect performance. Competence is critical in sustaining job routines. If an architect wants to be satisfied with his work, he must be competent, because competency is made up of reasons, qualities, self-concept, knowledge, and abilities. As a result, it must be considered and promoted in order to preserve quality and quantity of performance. Actions made to impact the excellence of architects include the construction of new innovations that can give architects with difficulties. Job challenges will drive architects to work hard in order to achieve the best results. Having technical skills reflects competency markers that contribute to enhancing skill performance.

Competence is described as the ability to accomplish a job or task based on a level of skill and knowledge, as well as a relaxed work attitude for the job at hand. As a result, competence identifies the abilities and knowledge that identify professionalism in a certain subject as the most important, because competence in general refers to a person's basic ability to complete the work. The findings back up Elizar & Tanjung and Syahputra & Tanjung arguments that expertise has a significant impact on performance [5,6].

Knowledge sharing affect the performance of Architects, which means that the more often Architects perform knowledge sharing can improve the performance of Architects. Knowledge sharing is one simple step to maintain the characteristics of the organization, including developing it through existing members of the organization. Knowledge sharing is intended to build the Architect's performance which can be developed from within the architect, such as knowledge that was previously owned by one Architect, then it can be shared equally with other Architects. The knowledge sharing that is most often done directly is through face-to-face discussions or meetings. An Architect can develop an organization through knowledge sharing within the organization, through communication when chatting and discussing. Interaction of Architects can be carried out between Architects in various circumstances, such as when doing work. Communication by chatting and discussing is usually done by Architects when they are getting bored while doing work or when they are not too busy. Likewise, during lunch break, Architects tend to be more open with one another. This starts from conversations that are not so important to discussing work-related issues that have an impact on improving the Architect's performance. The results of this study support Kuzu & Ozilhan and Nurcahyo & Wikaningrum which states that knowledge sharing affects employee performance [8,9]. But the results of this study do not support Novita et al. [9] who found that knowledge sharing has no effect on employee performance.

4.5. Discussion for Competence and Influence Knowledge Sharing on Organizational Performance

Competence influences organizational performance, which means that increasing the competence of Architects can improve organizational performance. Competence which is described from knowledge in the form of having knowledge about technical services makes Architects able to establish cooperation. Architect Competency competence is needed for the progress of the organization. If the manager of the organization has high competence so that it can provide an increase in the results of the work owned by the manager of the organization. This is supported from previous research namely Esnawan & Dharmawan [2] who found competence has an effect on organizational performance. But the results of this study do not support Adiputra & Mandala [3] found that competence has no effect on firm performance.

Knowledge sharing influence on organizational performance, which means that the better knowledge sharing carried out by Architects can improve organizational performance. The most appreciated indicator of knowledge sharing in improving organizational performance is embedded knowledge, which is reflected in having cognitive abilities.

Cognitive ability is an important aspect for Architects in achieving success in the workplace. Knowledge sharing that is carried out by having cognitive skills including the ability to understand information, analyze situations, and make the right decisions by linking the patterns of information obtained and previously owned knowledge can improve organizational performance. As opinion Nonaka & Takeuchi [19] what explains knowledge sharing is that the process of creating knowledge must be viewed as a process in which the knowledge possessed by individuals is strengthened and internalized as part of the knowledge base. Organization. Besides being useful for organizations in increasing Architect knowledge, knowledge sharing is also beneficial in increasing the knowledge gap between Architects so that it has an effect on improving organizational performance. The results of this study support Vrizka & Silvianita [10] who found that knowledge sharing has an effect on organizational performance.

4.6. Discussion for The Effect of architect Performance on Organizational Performance

Architect performance influences organizational performance, which indicates that the better the Architect's performance, the better the organizational performance. Making working drawings that are reflected in producing technical specifications is the Architect's performance indicator that is most recognized in increasing organizational performance. Good Architect performance will be directly proportionate to good organizational development results, and vice versa. The results of the Architect's performance can be seen in concept design, pre-design, design development, procurement of working drawings, procurement of construction execution, and periodic supervision. All architect activities carried out to improve organizational efforts are a form of performance. The role of the architect is very important for the success or failure of the organization. The organization, in this case, needs to monitor the performance of each Architect in carrying out their duties and obligations according to the expectations of the organization. The results of this study support Falah & Parestya [23] which states that employee performance influences organizational performance. But the results of this study do not support Julianry et al. [24] who found that employee performance has no effect on organizational performance.

4.7. Discussion for Competence and Influence Knowledge Sharing on Organizational Performance through Architect Performance

Competence influences organizational performance via Architect performance, which means that the higher the level of competence of Architects can improve organizational performance if the Architect has good performance in terms of concept design, pre-design, design development, procurement of working drawings, procurement of construction executors, and periodic supervision. Architects with high competence understand and understand how to execute work properly and correctly, as well as grasp product quality standards set by the organization, and have dexterity and architect skills at work.

Architect competence is very important for the organization because the high competence possessed can improve the performance of Architects. Architect performance is high, so work can be completed more quickly, and tends to work carefully and thoroughly, the interaction is very dynamic, can work together with colleagues, maximum participation, and innovative. The results of this study support Elizar & Tanjung and Syahputra & Tanjung which state that competence affects performance [5,6].

Knowledge sharing effect on organizational performance through the performance of architects. This shows that Architects who often do knowledge sharing can improve Architect performance which has an impact on improving organizational performance. The findings of this research are illustrated from knowledge sharing reflected in embedded knowledge in the form of having cognitive abilities so that they can improve the performance of Architects which is described from the making of working drawings is reflected in the preparation of technical specifications which have an impact on improving organizational performance as reflected in the process reflected in establishing cooperation. This demonstrates that the Architect's performance is the cornerstone of organizational performance. The presence of an Architect who is capable and skilled, as well as having high morale, is critical to the success of a project. According to Steers [13] organizational performance is the level that demonstrates how far duties can be carried out in actual terms and the organization's objective is achieved.

5. Conclusion

Based on the discussion, it can be concluded as follows:

1. Competence and knowledge sharing affect the performance of Architects, which means that the higher competence and more frequent knowledge sharing can improve the performance of Architects. By utilizing the competence and knowledge sharing owned by Architects can improve the performance of Architects.
2. Competence and knowledge sharing affect organizational performance, which means that the higher competence and the more frequent sharing of knowledge can improve organizational performance. Competent competence and frequent knowledge sharing are resources owned by an organization which will provide benefits in the future.
3. Architect performance affects performance organization, which means that the better the Architect's performance can improve organizational performance. Good architect performance seen from the design concept, design, design development, drawing, procurement of construction workers and regular supervision can improve organizational performance.
4. Architect performance is able to mediate the effect of competence and knowledge sharing on organizational performance, which means that the higher the competence possessed by architects and the frequent sharing of knowledge can improve the performance of Architects, which has an impact on improving organizational performance.

Based on the results of the research and the conclusions that have been put forward, that competency and knowledge sharing can improve organizational performance through the performance of architects, the suggestions put forward in this study are as follows:

1. Theoretically
   Enriching the concept of human resource management in improving organizational performance through employee performance.
2. Practically
   a. It is better to maintain periodic monitoring performance and Architects must be able to prepare building budget estimates.
   b. Architects should master ICT so that work becomes lighter, more cost-effective, and constantly innovating.
   c. Organizational performance can be improved through the performance of Architects, so it is expected that Architects will always improve their abilities to achieve the best performance.

Acknowledgments

Acknowledgments are conveyed to those who have helped and supported the smooth running of this research, especially to fellow architect planning consultants and the *Ikatan Arsitek Indonesia*/ Indonesian Institute of Architects (IAI) organization. To allow the author to retrieve and share data in the field across regions from East Java.

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