

Abstract

Encouraging the creation of optimal organizational performance by increasing employee capabilities and competencies is a fundamental problem for every organization. The problem of low employee competence, which results in suboptimal organizational performance, is still a central issue from time to time until the modernization era as it is today. Therefore, increasing organizational learning by knowledge sharing is a basic need to encourage increased organizational performance. This research is based on the findings of research gaps and differences in the effect of sharing experiences on organizational performance.

This study intends to build and offer a new conceptual model of a research that explains what strategies are appropriate to improve organizational performance by using a theory following the examination. Based on the problems found, a unified approach was found to be used to describe the issues in this research, namely *social relation theory* and *altruism theory*. These two theories were then taken into essence so that a suitable novelty synthesis was found and could be used as a guideline to describe why employees are willing to share knowledge continuously on various occasions to be able to answer research gaps appropriately. The construction of the conceptual model as a novelty proposed in this study is in the form of *philanthropic engagement effectiveness* (PEE) as an intervening variable to answer the research gap between knowledge sharing and organizational performance.

The number of organizations involved in this study was 141 organization from zakat management organizations, both BAZNAS (National Zakat Amil Agency) and LAZ (Amil Zakat Institute) in Central Java, Indonesia. The data obtained were then analyzed to test the hypotheses proposed in this study using the SPSS and SEM (Structural Equation Model) programs with the AMOS version 22 application. The test results of the six assumptions offered in this study showed the importance of the variables *knowledge sharing*, *religiosity*, *philanthropic engagement effectiveness*, and *affective commitment* to encourage the performance of zakat management organizations more optimally. *Philanthropic Engagement Effectiveness* as a new construct offered in this study proved positive and significant as an intervening variable, which has a strategic function to fill research gaps. The novelty of this study is obtained from the results of theoretical synthesis, which is studied in detail and in depth from the appropriate theory. This research is useful for theoretical contributions of knowledge and applied managerial contributions.

Key words: *knowledge sharing, religiosity, philanthropic engagement effectiveness, affective commitment, organizational performance*