

The Influence of Organizational Culture and Knowledge Sharing on Employee Performance of PT. Hariff Daya Tunggal Engineering

Anita Silvianita, Mahendra Fakhri, Michael Joseph Aprillio Mahisa, M Yahya Arwiyah
School of Communication and Business Telkom University
anitasilvianita@telkomuniversity.ac.id, mahendrafakhri@telkomuniversity.ac.id,
aprilliomichaell@student.telkomuniversity.ac.id, yahyaarwiyah@telkomuniversity.ac.id

Abstract

The background of this research is the problems faced by PT. Hariff Daya Tunggal Engineering related to organizational culture, knowledge sharing and employee performance. Therefore, this study aims to analyze and examine the influence of the variables studied in this study, including organizational culture, knowledge sharing, and employee performance at PT. Hariff Daya Tunggal Engineering. This study uses quantitative methods with the analysis technique used with descriptive and multiple linear regression analysis. The sampling technique used is by using a non-probability sampling technique using 30 employees as respondents. The results indicate that the organizational culture variable is in the good category, the knowledge sharing variable is in the good category, and the employee's performance is in the good category. This study shows a positive and significant influence on organizational culture and knowledge sharing on employee performance either partially or simultaneously. This implies that a higher organizational culture and knowledge sharing can increase the employee performance of PT. Hariff Daya Tunggal Engineering.

Keywords: Organizational Culture, Knowledge Sharing, Employee Performance

1. Introduction

Human resources have an important role in the company (Cascio, 2015). According to Augustrianto (2019) human resource management is the science and art of managing the relationships and roles of the workforce to be effective and efficient in helping the company achieve its goals. Human resources have functions and objectives in helping a company to grow (Kasmir, 2016). PT Hariff is a company engaged in the defense sector. As a company engaged in the defense sector, which of course this company collaborates a lot with other parties and this company is also very concerned about the production process and quality to provide satisfaction to potential customers, therefore human resources play a very important role to be needed in each company (Guest, 1997). In implementing human resource management activities, the company must create a good organizational culture (Cameron & Quinn, 1999) and knowledge sharing to improve employee performance (Rohim & Budhiasa, 2019). Employee performance is defined as the employee's ability to perform certain skills (Amir, 2015). Employee performance is very necessary because with this performance, it will be known how far their ability is in carrying out the tasks assigned to them (Luturlean et al., 2021). For this reason, it is necessary to determine clearly and measure the criteria needed for the situation applied.

Based on pre-questionnaire results regarding employee performance variables regarding punctuality of attendance, the majority answered on a scale of 2 (disagree) with the percentage in the first statement of 33% of the 10 employees who answered. In the second statement, namely, having knowledge of the majority of work answered on a scale of 3 (neutral) with a percentage of 50% of the 15 employees who answered. And in the statement having commitment and responsibility, the majority answered on a scale of 3 (neutral) with a percentage of 37% of the 11 employees who answered. The factor that can improve employee performance is that the company must create a good organizational culture. Organizational culture is essentially the organization's basic values, which will act as a basis for behaving and acting for all members of the organization (Cooke & Szumal, 1993). Organizational culture is how people behave in organizations and it is a set of norms consisting of beliefs, attitudes, core values, and shared behavior patterns in organizations (Silvianita & Tan, 2017).

The organizational culture can improve employee performance, such as knowledge sharing, which is defined as a systematic process of sending, distributing, and disseminating from an individual or organization to other people or organizations in need through various methods and media (Silvianita & Tan, 2017). The process aims to optimize the use

or exploitation of existing knowledge and encourage the creation of new knowledge resulting from learning and a combination of different knowledge.

Based on the background description described above, the authors are interested in raising this problem, so the formulation of the problem in this study is as follows:

- a. How is the organizational culture of the employees of PT. Hariff Daya Tunggal Engineering?
- b. How is the application of knowledge sharing to employees of PT. Hariff Daya Tunggal Engineering?
- c. How is the performance of the employees of PT. Hariff Daya Tunggal Engineering?
- d. How is organizational culture and knowledge sharing affect employee performance at PT. Hariff Daya Tunggal Engineering?

2. Theories

Human Resource Management

According to Sedarmayanti (2017) human resource management is an approach to human management. Human management is based on human values in relation to the organization. Humans are an important resource in organizations as well as organizational effectiveness is determined by human management (Becker & Gerhart, 1996). Human resource management is a process regarding various problems in the scope of employees, workers, managers and other workers to support organizational or organizational activities in order to achieve predetermined goals (Dessler, 2020).

Organizational Culture

According to Robbins and Judge (2017) organizational culture is a system of shared meaning adopted by each organization member to distinguish an organization from another. Organizational culture depends on sharing social knowledge within an organization about the rules, norms and values that shape employee attitudes and behavior. MacIntosh and Doherty (2007) develop four dimensions of organizational culture: supportiveness, atmosphere, connectedness, and formalization.

Knowledge Sharing

Knowledge sharing is a critical human behavior that organizations need to carefully cultivate and harvest to be competitively positioned in our new knowledge-based economy (Ives et al., 2002). Knowledge sharing, defined as providing or receiving information regarding a task or know-how and feedback about a particular product or a procedure (Susanty et al., 2019).

Employee Performance

Employee performance is the result of a person's efforts achieved with the ability of his personal characteristics and role play within the job (Fakhri et al., 2017). Employee and organizational performance are influenced by a set of robust human resource management (HRM) practices, according to a strategic human resource management (HRM) perspective (Huselid, 1995). Human resource management strategies that are efficient enable people to perform their duties efficiently (Gruman & Saks, 2011). Human resource management practices are the structures and processes that enable organizations, teams, and individual individuals to identify and address learning and development requirements. The impact of human resource management policies and practices on business performance is a hot topic in human resource management. Human resource management methods have an effect on employee abilities via the acquisition and development of a firm's human capital (Huselid, 1995). Human resource management methods can be critical in assisting employees in providing high-quality service.

On the one hand, these approaches equip staff with the skills, resources, and discretion necessary to meet client needs, enabling them to give high-quality service (Block, 1993). Human resource development is a process of building and unleashing human knowledge through organizational development and individual training and development with the goal of boosting performance (Yang, Lee, & Cheng, 2016). This explains why human resource procedures are viewed as indicators of an organization's attitude toward its personnel. Additionally, human resource practices continuously send messages in unanticipated ways, and signals might be interpreted idiosyncratically, such that two employees understand the same practices differently.

Research Framework

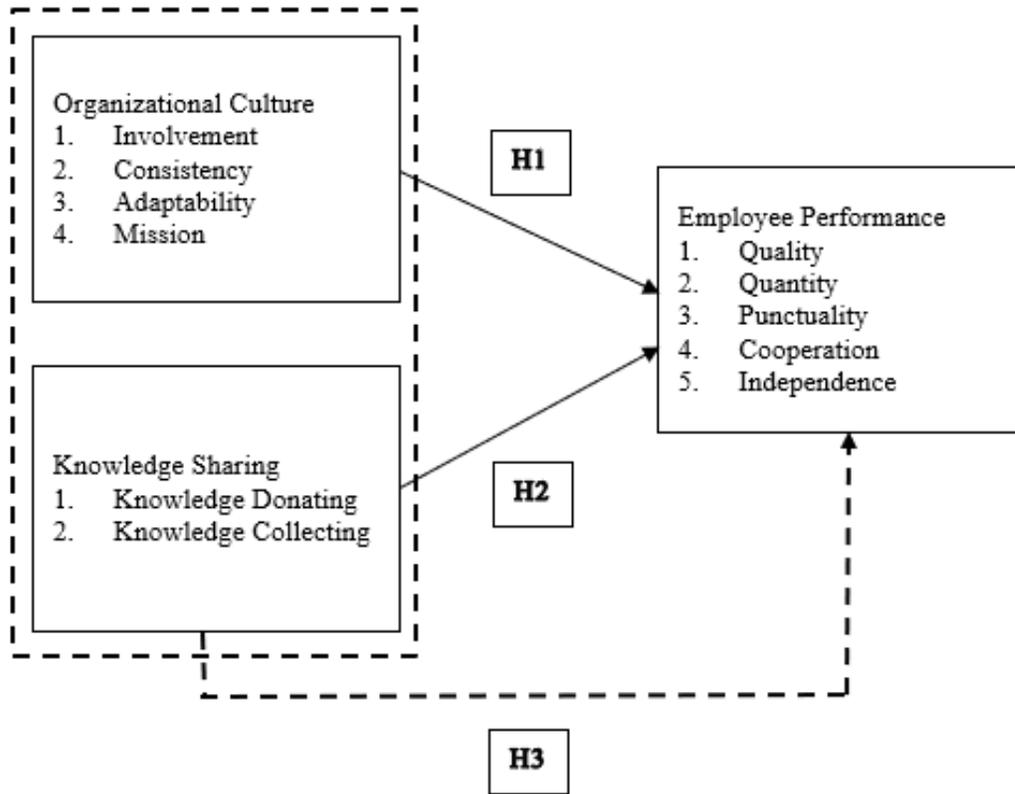


Figure 1. Research Framework

3. Methodology

This research uses descriptive and causal research methods with a quantitative approach to show the linkage between cause and effect (Gilang et al., 2019). The sampling technique in this research is saturated sampling technique. The data used are primary data obtained in this study through a research questionnaire which is distributed directly by involving respondents from PT. Hariff Daya Tunggal Engineering and secondary data obtained from various sources such as books, literature, journals, and previous research related to research variables. The data analysis technique used is descriptive analysis and path analysis.

4. Results and Discussion

Multiple Linear Regression Analysis

Linear regression analysis aims to determine the effect of the independent variables X1 (Organizational Culture) and X2 (Knowledge Sharing) on Y (Employee Performance) conducted on 30 respondents at PT. Hariff Daya Tunggal Engineering.

Table 1 Multiple linear regression analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.872	2.060		2.850	.008
	Organizational Culture	.140	.041	.509	3.443	.002
	Knowledge Sharing	.152	.069	.327	2.212	.036

a. Dependent Variable: Employee Performance

Based on Table 1, the results of the multiple linear regression above, the equation can be formulated as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 5,872 + 0,140 X_1 + 0,152 X_2$$

In the equation in the multiple linear regression above, it can be seen that:

- The constant value shows the number 5.872. It can be concluded that the average employee performance variable will increase by 5.872 if the organizational culture and variables are knowledge sharing equal to zero.
- The regression coefficient on the organizational culture variable is 0.140 indicating that if there is an increase in the organizational culture variable by one unit, then the value of the employee performance variable will increase by 0.140.
- The regression coefficient on the variable is knowledge sharing 0.152, indicating that if there is an increase in the variable knowledge sharing by one unit, it will increase the employee's performance by 0.152.

Hypothesis Testing

Test Results on Partial Regression (t Test)

- The influence of organizational culture (X1) on employee performance (Y) with a t value of 3.443 > 2.052 and a significance level of 0.002 < 0.05. So it can be concluded that the first hypothesis is accepted so that the organizational culture variables partially have a positive and significant influence on the performance of the employees of PT. Hariff.
- The influence of knowledge sharing (X2) on employee performance (Y) with a t value of 2.212 > 2.052 and a significance level of 0.036 < 0.05. So it can be concluded that the second hypothesis is accepted so that the variable knowledge sharing partially has a positive and significant effect on the performance of the employees of PT. Hariff.

Simultaneous Hypothesis Testing Results (Test F)

Table 2 Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.335	2	23.667	10.479	.000 ^b
	Residual	60.979	27	2.258		
	Total	108.311	29			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Knowledge Sharing, Organizational Culture

The value of f self-count is 10.479 and the significance value is 0.000. So it can be concluded that, the influence of organizational culture (X1) and knowledge sharing (X2) on employee performance (Y) with a value of f count $10.479 > 2.99$ and a significance level of $0.000 < 0.05$. So from the variable organizational culture (X1) and knowledge sharing (X2) have a simultaneous effect on employee performance variables (Y).

Analysis of the Coefficient of Determination

The coefficient of determination is used to determine the percentage influence of all independent variables on the dependent variable.

Table 3 Determination Coefficients

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661 ^a	.437	.395	1.50282
a. Predictors: (Constant), Knowledge Sharing, Organizational Culture				
b. Dependent Variable: Employee Performance				

Based on Table 3 the results of the determination coefficient test, namely, the R square value is 0.437, which means that the influence of organizational culture variables (X1) and knowledge sharing (X2) on employee performance (Y) is 0.437 or 43.7% and while the remaining 56.3% is the influence of other variables.

5. Conclusion

Based on the results of research and discussion that has been done previously regarding the influence of organizational culture and knowledge sharing on the performance of employees of PT. Hariff Daya Tunggal Engineering, it can be concluded which can provide answers to the problems formulated in this study are as follows:

- a. Organizational culture at PT. Hariff Daya Tunggal Engineering within good category.
- b. Knowledge sharing at PT. Hariff Daya Tunggal Engineering within good category.
- c. Employee performance at PT. Hariff Daya Tunggal Engineering within good category.
- d. Organizational culture has a positive and significant influence on the performance of PT. Hariff Daya Tunggal Engineering. Knowledge Sharing has a positive and significant impact on the performance of PT. Hariff Daya Tunggal Engineering. Organizational culture and knowledge sharing simultaneously have a positive and significant influence on the performance of employees PT. Hariff Daya Tunggal Engineering because it has a determination coefficient of 43.7%, then the third hypothesis can be accepted.

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