

The Mediating Role of Knowledge Sharing in Relationship Between Organizational Culture and Employee Performance

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Abstract

This research was conducted at electricity company, PT Indonesia Power Grati Pomu, Indonesia, with the aim of analyzing the influence of organizational culture on employee performance, analyzing the influence of organizational culture on knowledge sharing, analyzing the effect of knowledge sharing on employee performance, analyzing the influence of organizational culture on employee performance through knowledge sharing. The population of this study were employees of PT Indonesia Power Grati Pomu with a total number of 91 employees. The sampling technique used total sampling technique. Data analysis used Structural Equation Modeling (SEM) Partial Least Square (PLS). The results showed that organizational culture has a significant positive effect on employee performance, organizational culture has a significant positive effect on knowledge sharing, knowledge sharing has a significant positive effect on employee performance, organizational culture has a significant positive effect on employees performance through knowledge sharing.

Keywords

Knowledge Sharing, Organizational Behavior, Employee Performance.

1. Introduction

Employees are the most valuable asset in a company because employees are the spearhead of a company so that human resources management practices must be considered properly. Employees are the most important element in determining the back and forth of a company. To achieve company goals, employees who are in accordance with the requirements of a job are needed, and must also be able to carry out the tasks that have been determined by the company. The goals of an organization will be achieved if the performance of the company's human resources is good, therefore it needs to be maintained and treated properly (Supriyadi et al. 2017). Every company will always try to improve the performance of its employees, with the hope that the company's goals will be achieved. The ability of employees is reflected in performance, good performance is optimal performance. The employee's performance is one of the assets for the company to achieve its goals.

Employee performance is a result achieved by workers in their work according to certain criteria that apply to a particular job. Robbins (2015) explains that employee performance is a function of the interaction between ability and motivation. Furthermore, Robbins (2015) states that performance goal

setting is to set targets that are useful not only for evaluating performance at the end of the period but also for managing work processes during that period. Employee performance is a result achieved by workers in their work according to certain criteria that apply to a particular job. According to Robbins (2015), employee performance is a function of the interaction between ability and motivation. Setting performance goals is useful for setting intended goals and not only for evaluating performance at the end of a period but also for managing work processes during that period. Employee performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him (Widia and Rusdianti, 2018). Employee performance can be seen from the number of work results produced by employees, the level of efficiency and effectiveness of employees in carrying out their work, and the timeliness of completing the work that has been determined (Mangkunegara, 2016). Employee performance is an important part of running an organization, because if the performance of the employees of the organization is good then all activities in the organization will run well, and vice versa if the employee's performance is bad then all activities in the organization will not run properly and inefficiently. Mangkunegara (2016) explains that performance is the result of work both in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Good performance is optimal performance, in terms of performance in accordance with organizational standards and supports the achievement of organizational goals, vision and mission of the organization. Increasing employee performance will bring progress for the organization to be able to survive in an increasingly fierce competition. Boone and Kurtz (2016) state that evaluation of employee performance can be done by comparing actual results with desired results.

Concerning with human resource management, there are many things that need to be considered so that companies are able to compete, one of which is knowledge sharing. Knowledge sharing is the most difficult knowledge management activity for organizations to implement. However, organizations that successfully manage knowledge sharing activities will achieve good knowledge management performance because knowledge sharing is an activity that has the greatest influence on the success of knowledge management (Andika 2016). The success of an organization in managing knowledge sharing activities will create competitive advantage (Solek-Borowska, 2015). Thus, organizations need to understand the factors that affect knowledge sharing. There are several factors that influence the process of knowledge sharing, including organizational culture. According to Robbins and Judge in Wibowo (2010) organizational culture is a shared meaning system adopted by members that distinguishes the organization from other organizations. Ajmal and Tauno Kekäle's (2010) research states that organizational culture affects knowledge sharing. An organizational culture that provides opportunities and trust for employees to develop and develop themselves will tend to be open to sharing knowledge. Employee will conduct knowledge sharing in organizations that have an innovative culture and are oriented towards progress and results. Conversely, employees who will not carry out knowledge sharing activities in the organization do not have a knowledge-based and innovation-based culture. Feelings of being disrespected when sharing knowledge will make employees unwilling to share knowledge.

Strong knowledge sharing in a company will encourage employee performance. Knowledge will be distributed to all employees. There is no monopoly on knowledge by senior employees. Employees will quickly learn and apply knowledge if knowledge sharing can take place well in an organization. The knowledge gap between senior and junior employees can be avoided. Syifani's (2016) and research by Masni et al. (2018) state that knowledge sharing affects employee performance. The higher the knowledge sharing, the higher the employee's performance.

Based on the description above, this study wants to examine more deeply the influence of organizational culture on employee performance through knowledge sharing. Thus, research questions can be made as whether organizational culture affect employee performance, organizational culture affect knowledge sharing, knowledge sharing affect employee performance, and whether organizational culture affect employee performance through knowledge sharing.

2. Literature Review and Hypothesis

2.1 Employee Performance

Performance is basically the work of an employee in a certain period that can be compared with various possibilities and can be measured and assessed (Suharyoko 2016). While performance according to Tadjuddin (Suharyoko 2016) is a result or level of success achieved by workers or employees in their field of work, according to certain criteria that apply to certain jobs and are evaluated by certain people. Based on the definitions above, it can be said that performance is the embodiment or appearance of employees in carrying out work. A person can be said to be doing a good job, when they can do their job well, meaning that they achieve a predetermined target or work standard and are even expected to exceed the work standard in question. Performance is a comparison between work performance, namely the comparison between work results and the expected standards (Dessler 2015). According to Siagian (2015) performance is a universal concept which is the operational effectiveness of employees, parts of the organization and parts based on established standards and criteria.

Faryandi (2017) states that: "Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period". That is, performance can be described as a record of what has been done on a specific job within a certain time frame. According to Hasibuan (2016) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, seriousness and time. Rivai (2015), performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or objectives or criteria that have been determined in advance and have been mutually agreed. Mangkunegara (2016) states that performance is the result of work in quality and quantity achieved by an employee in the ability to carry out tasks in accordance with the responsibilities assigned by the superior to him. Meanwhile, according to Sari and Hadijah (2016), employee performance is the result of employee work as a whole or during a certain period both in quality and quantity based on predetermined and agreed criteria. Performance is human behavior in an organization that meets the standards of behavior set for achieve the desired result. Performance is the result of work both in quality and quantity achieved by a person in carrying out the task according to the given responsibility. Thus, from the various opinions above, the authors can define performance as a result of work achieved by an individual that is adjusted to the role or task of that individual in a company in a certain period of time, which is associated with a certain measure of value or standard of the company where the individual works.

There are several opinions regarding the factors that affect employee performance, Mahmudi (2015) suggests that there are four factors that can affect employee performance, including:

1. Individual factors, including knowledge, abilities, self-confidence, motivation and commitment possessed by each individual.
2. The leadership factor covers the quality in providing encouragement, enthusiasm, direction, and support provided by the leader or team leader.
3. Team factors, including the quality of support and encouragement given by teammates, trust in fellow team members, evenness and cohesiveness of team members.
4. System factors, including work systems, work facilities, or infrastructure provided by the organization, organizational processes and work culture in the organization

Meanwhile, according to Pasolong (2015), the factors that affect employee performance are as follows:

1. Ability, including the ability in a field that is influenced by talent, intelligence (intelligence), and interest.
2. Willingness, including the willingness to issue a high level of effort for organizational goals.

3. Energy, which is the source of strength from within a person. With the presence of energy, a person is able to respond and react to whatever is needed, without thinking or paying attention consciously so that mental acuity and concentration in managing work becomes higher.
4. Technology, including the application of existing knowledge to make it easier to do work.
5. Compensation, which is something that an employee receives as remuneration for his performance and is useful for him.
6. Clarity of goals, including goals that must be achieved by employees. This goal must be clear so that the work done by employees can be directed and run more effectively and efficiently.
7. Security, including a fundamental human need, because generally someone who feels safe in doing his job will affect his performance.

Gomes (2003) states that employee performance measurement indicators include:

1. Quantity of work, the amount of work done in a specified time period.
2. Quality of work, the quality of work achieved based on terms of suitability and readiness.
3. Job Knowledge, the breadth of knowledge about work and skills.
4. Creativeness, the authenticity of ideas that arise from actions to solve problems that arise.
5. Cooperation, willingness to cooperate with other people (fellow members of the organization).
6. Dependability, awareness and trustworthiness in terms of attendance and completion of work on time.
7. Initiative, the spirit to carry out new tasks and to enlarge its responsibilities.
8. Personal Qualities, concerning personality, leadership, hospitality, and personal integrity.

2.2 Organizational Culture

The definition of an organization according to Ernawan (2012) is something abstract, difficult to see but we can feel its existence. Another opinion put forward by Robbins (2015) is that organizations are social entities that are coordinated consciously, with a relatively identifiable limit, continuously to achieve goals. So it can be concluded that the organization is a forum in which there is a group of people working together to achieve organizational goals. According to Aulia (2016) the definition of organizational culture is the values, beliefs and principles that serve as the basis for the organization's management system, management practices and behaviors that help strengthen these basic principles. Aulia (2016) states that culture is an interaction of habitual characteristics that affect groups of people in their environment. According to Wardani et al. (2016) organizational culture as a pattern of basic assumptions found, created, or developed by a certain group with the intention that organizations learn to overcome or cope with problems arising from external adaptation and internal integration that is already running quite well, so it needs to be taught to new members as the right way to understand, think and feel about these problems. Organizational culture is formed by a group of organizations to move in overcoming challenges in the future. According to Sutrisno (2015) organizational culture can be defined as a set of values, beliefs, assumptions, or norms that have long been valid, agreed upon and followed by members of an organization as guidelines. behavior and solving organizational problems. Based on some of the definitions above, it can be seen that organizational culture is the values, ideology, norms, attitudes, beliefs, and assumptions that are shared in an organization or company which is a manifestation of how the behavior of people in the organization can differentiate the organization. with other organizations.

Robbins (2015) provides seven characteristics of Organizational Culture, the seven characteristics are as follows:

1. Innovation. Innovation is a new idea set to initiate or improve a product, process or service. Through innovation, it can be seen how far organizational members are encouraged to find new, better ways, the level of creativity, the drive to make new breakthroughs in work and the urge to develop abilities. Risk taking is an encouragement for members of the organization to implement new ideas at work and an encouragement to be responsive in taking advantage of existing opportunities.

2. Attention to details. To what extent are employees given authority in carrying out their duties, trust to be responsible, demands to be responsible and freedom to have a way of completing work in accordance with their function.
3. Result orientation. How management focuses on results rather than on the techniques and processes used to achieve results, including: clarity of information on employee work success, level of efficiency and level of effectiveness.
4. Person / individual orientation. To what extent management decisions take into account the effect of the results on the people in the organization through organizational empowerment, whether there is a superior's approval, the opportunity given by the superior to learn continuously, allowed or not allowed to criticize and suggest one another, and the system. clear appreciation.
5. Team orientation. How the units within the organization are encouraged to carry out their activities in a good coordination. How much linkage and cooperation is emphasized in carrying out tasks and how deep the interdependence between members is instilled.
6. Aggressiveness. The extent to which people are aggressive and competitive rather than relaxed in job completion and job competition.
7. Stability. Organizational activities emphasize maintaining the status quo as a contrast to growth.

Each of these characteristics takes place on a continuum (a unity) from low to high. So by assessing an organization based on these seven characteristics, we will get a multiple picture of the organizational culture. This description becomes the basis for organizational members to understand the organization, how it is resolved in it, and how members are expected to behave (Robbins, 2015)

Meanwhile, Luthan (2011) describes the characteristics of organizational culture, including:

1. Observed behavioral regularities. Observed behavioral regularities of organizational culture are characterized by the observable regularity of the ways of acting of all school members. This behavior order can take the form of certain ritual events, the common language used or certain symbols, which reflect the values held by members of the organization.
2. Norms. Organizational culture norms are also marked by the existence of norms containing the standards of behavior of organizational members, both for employees and superiors. These standards of behavior can be based on the organization's own internal policies as well as on local and central government policies. Standards of organizational culture behavior have characteristics that support the achievement of organizational goals. This characteristic is the main characteristic of organizational culture that cannot be separated from one another, also applies to all types of organizations whether oriented to services or products.
3. Dominant values. Dominant values when connected with the challenges of business in Indonesia today, namely the achievement of the quality of human resource management, then the organizational culture should be placed in the framework of achieving the quality of human resource management. Values and beliefs in achieving the quality of human resource management should be the main thing for all members of the organization.

The function of organizational culture according to Robbins (2015) is as follows:

1. Define boundaries; it means that organizational culture creates clear differences between one organization and another.
2. Culture provides a sense of identity to organizational members.
3. Culture makes it easier to commit to something broader than one's self-interest.
4. Culture enhances the stability of the social system (glue / unites organizational members). Culture is the social glue that helps unite the organization by providing precise standards of what members of the organization should say and do.
5. Organizational culture functions as a meaning-making mechanism and a controlling mechanism that guides and shapes the attitudes and behavior of organizational members.

Meanwhile, indicators of organizational culture according to Robbins (2015) include the following:

1. Innovation and risk taking, namely the degree to which employees are encouraged to be innovative and take risks.
2. Attention to detail, namely the degree to which employees are expected to be able to demonstrate accuracy, detailed analysis and attention.
3. Result orientation, namely the degree to which the leader focuses on the result or output rather than on how to achieve that result.
4. People orientation, namely the degree to which management decisions affect the people in the organization.
5. Team orientation, which is the degree to which the work is organized by team rather than by individuals.
6. Aggressiveness, namely the degree to which employees are aggressive and competitive, rather than cooperative.
7. Stability / stability, namely the degree to which organizational decisions and actions emphasize efforts to maintain the status quo.

Research by Anozie Obinna Paschal and Dr. Ismail Nizam (2016) on effects of organizational culture on employees performance: case of Singapore Telecommunication. This study finds out that organizational culture such as ritual, value and heroes has a huge and significant impact on employee's performance. Research by Lydiah Wairimu Wambugu (2014) about the effects of Organizational Culture on Employee Performance (Case Study of Wartsila - Kipevu Ii Power Plant). The results of this study indicate that organizational culture has a significant effect on employee performance.

H1: organizational culture has an effect on employee performance.

2.3 Knowledge Sharing

Knowledge sharing is a knowledge sharing process which is defined as the exchange of knowledge between at least two parties in a reciprocal process that allows reshaping knowledge in a new context (Faiqoh and Husna 2016). According to Putri et al. (2018), Knowledge Management is a systematic process for finding, selecting, organizing, extracting and presenting knowledge in a certain way, so that organizational members are able to utilize and increase their mastery of knowledge in a specific field of study, then there is an institutionalization process so that knowledge is created. into organizational knowledge. Mardillah and Rahardjo (2017) state that knowledge sharing is a systematic process of sharing and distributing knowledge from one party to another who is in need, through various methods and media. Knowledge sharing that occurs in organizations can be divided into two, include tacit knowledge sharing and explicit knowledge sharing:

1. Tacit Knowledge Sharing. Tacit knowledge is personal, developed through experience and difficult to communicate. Tacit knowledge is categorized as knowledge obtained from individual or individual experience. The experience gained by each individual in the organization can vary based on unpredictable circumstances.
2. Explicit Knowledge Sharing. Explicit knowledge is knowledge that can be learned and communicated easily, in oral and written form. Explicit knowledge is systematic so that it is easy to share. One example of explicit knowledge is the standard operating procedure.

Andika (2016) conveyed the benefits of knowledge sharing, including encouraging the spread of individual learning throughout the organization - facilitating competency development, having a positive effect on the performance of organizational members, having a positive effect on innovative work behavior, having a positive effect on the innovation capabilities of the organization. Meanwhile Raharso & Tjahjawati (2016) explained that the benefits of knowledge sharing are a condition when individuals have the desire to invest more knowledge, in the form of donating individual intellectual capital to their colleagues.

According to Khoe Yao Tung (2018) there are several dimensions that determine knowledge sharing, including the following:

1. Extrinsic motivation. Extrinsic motivation is motivation that can satisfy a person by obtaining external sources of motivation such as financial and non-financial. Organization members are willing to share knowledge because they expect appreciation for what they have done, at least recognition of ownership of knowledge.
2. Absorbing ability. It is the ability or capacity of students to absorb knowledge. This capability includes identifying, assimilating, and exploiting knowledge from the external environment, including implementing it.
3. Wealth of communication media. Organizations can share knowledge through several channels or communication media that connect students to one another in higher education. The availability of media and communication channels greatly affects the success of sharing knowledge.
4. Sense of self-worth. It is a self-concept that reflects attitudes about competence, status, and valuable moral behavior about a person among his peers. Sense of self-worth will affect a person's overall perspective on his or her abilities (self-concept, physical, psychological, social, emotional, aspirations, and achievements), feelings experienced, and physical condition of oneself with the immediate environment.
5. In role behavior. Individuals have real understanding and attitudes in carrying out the expected tasks. The attitude shown by students in their work is the role of this individual behavior related to position and status.
6. Knowledge sharing attitude. The attitude of sharing knowledge is characterized by the behavior of individuals in sharing the knowledge they have acquired with other members of the organization. Senior students in the faculty will immediately brief new students about the knowledge they have.

Several studies on organizational culture and knowledge sharing were carried out by Sahar Khazaei Poul, Foad Khanlarzadeh, and Vida Samiei (2016) about The Impact of Organizational Culture on Knowledge Sharing. The results showed that organizational culture has an effect on knowledge sharing. Mian M. Ajmal and Tauno Kekäle (2009) conducted a study on the role of organizational culture for knowledge sharing in project environments. The results showed that organizational culture has a significant effect on knowledge sharing in project-based companies.

H2: organizational culture affects knowledge sharing.

Research by Memah et al. (2017) about the Influence of knowledge sharing on employee performance. The results showed that knowledge sharing has a positive and significant effect on employee performance. Aristanto (2017) conducted a research about the Effect of knowledge sharing on individual innovation capability and employee performance. The results showed that knowledge sharing had a significant positive effect on individual performance.

H3: knowledge sharing affects employee performance.

Auilia's research (2016) about the influence of organizational culture on employee performance through knowledge sharing as an intervening variable. The results showed that there is a significant direct influence of organizational culture on knowledge sharing and knowledge sharing on employee performance, and there is also an indirect influence between organizational culture on employee performance through knowledge sharing.

H4: organizational culture affects employee performance through knowledge sharing.

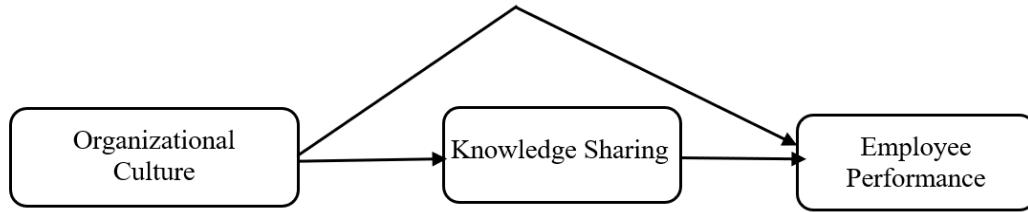


Figure 1. Research Model

3. Methods

The population in this research were all employees of electricity company, PT. Indonesia Power Grati Pomu, Pasuruan Regency, East Java, Indonesia with a total of 91 people and total sampling is used to determine the sample size. The reason for taking total sampling is because the total population is less than 100, the entire population is used as the research sample (Sugiyono, 2017). The questionnaire technique is used to obtain data related to the research variables. The questionnaire is arranged in the form of a closed statement with 5 (five) alternative answers using Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Data analysis technique used to analyze questionnaires that have been filled out by respondents is path analysis using Partial Least Square (PLS).

4. Result and Discussion

4.1 Discriminant Validity

Table 1. Average Variant Extracted (AVE)

Variable	AVE
Organizational Culture	0.722
Employee Performance	0.713
Knowledge Sharing	0.770

Based on the data presented in table 1 above, it is known that the AVE value of organizational culture, employee performance, and knowledge sharing variables are > 0.5 . Thus it can be stated that each variable has good discriminant validity

4.2 Composite Reliability

Composite Reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.6 (Ghozali, 2014). The following is the composite reliability value of each variable used in this study:

Table 2. Composite Reliability

Variable	Composite Reliability
Organizational Culture	0.947
Employee Performance	0.971
Knowledge Sharing	0.953

Based on the data presented in table 2 above, it is known that the composite reliability value for the variable organizational culture, employee performance, and knowledge sharing are > 0.6 . Thus it can be stated that each variable has good composite reliability.

1.3 Cronbach Alpha

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or meets cronbach alpha if it has a cronbach alpha value > 0.7 (Eisingerich and Rubera 2010). The following is the cronbach alpha value of each variable:

Table 3. Cronbach Alpha

Variable	Cronbach alpha
Organizational Culture	0.935
Employee Performance	0.919
Knowledge Sharing	0.940

Based on the data presentation above in table 3, it can be seen that the Cronbach alpha value of each research variable is > 0.7 . Thus these results indicate that each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

4.4 Path Coefficient

Table 4. Path Coefficient

Variable	Original Sample
Organizational Culture -> Knowledge Sharing	0.666
Knowledge Sharing -> Employee Performance	0.846

The biggest path coefficient value is the effect of knowledge sharing on employee performance, which is 0.846. Then the second biggest influence is the effect of organizational culture on knowledge sharing of 0.666.

4.5 Hypothesis Testing

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be stated as accepted if the P-Values value < 0.05 (Yamin and Kurniawan 2011). The following are the results of hypothesis testing obtained in this study through the inner model:

Table 5. Hypothesis Test Results

Hypothesis	Correlation	T-statistics	P-Values	Result
H1	Organizational culture -> employee performance	4.965	0.000	Accepted
H2	Organizational culture -> knowledge sharing	5.021	0.000	Accepted
H3	Knowledge sharing -> employee performance	22.660	0.000	Accepted
H4	Organizational culture -> knowledge sharing -> employee performance	4.965	0.000	Accepted

From table 5 above it can be concluded that:

1. The effect of organizational culture on employee performance has a P value of 0.000 or less than 0.05. Therefore it can be said that organizational culture has a significant effect on employee performance.
2. The effect of organizational culture on knowledge sharing has a P value of 0.000 or less than 0.05. Therefore it can be said that organizational culture has a significant effect on knowledge sharing.
3. The effect of knowledge sharing on employee performance has a P value of 0,000 or less than 0.05. Therefore it can be said that knowledge sharing has a significant effect on employee performance.

4. The effect of organizational culture on employee performance through knowledge sharing has a P value of 0.000 or less than 0.05. Therefore it can be said that knowledge sharing can significantly mediate the effect of organizational culture on employee performance.

5. Conclusion

The results showed that organizational culture affects employee performance. This is based on the results of the hypothesis test where the P value of organizational culture to employee performance is smaller than 0.05 which means that organizational culture has a significant effect on employee performance. The more positive organizational culture, the higher the employee performance. Likewise, vice versa, the more negative organizational culture, the lower the employee performance. The results showed that organizational culture affects knowledge sharing. This is based on the results of the hypothesis test where the P value of organizational culture to knowledge sharing is smaller than 0.05 which means that organizational culture has a significant effect on knowledge sharing. This means that the better the organizational culture, the better knowledge sharing will be. The results showed that knowledge sharing affects employee performance. This is based on the results of the hypothesis test where the P value of knowledge sharing to employee performance is smaller than 0.05 which means that knowledge sharing has a significant effect on employee performance. This means that the better knowledge sharing, the more positive impact on employee performance. Conversely, the more negative knowledge sharing, the more negative the impact on employee performance. The results showed that knowledge sharing mediates the effect of organizational culture on employee performance. This is based on the results of the hypothesis test where the P value of organizational culture to knowledge sharing and to employee performance is smaller than 0.05 which means that knowledge sharing mediates the effect of organizational culture on employee performance.

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