

THE ROLE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE INFLUENCED BY JOB SATISFACTION AND KNOWLEDGE SHARING AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE



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Abstract

This study aims to analyze the influence of Organizational Culture on Employee Performance through Job Satisfaction and Knowledge Sharing, and its impact on Organizational Performance. Based on the results of the study, it can be concluded that: (1) Organizational Culture has a positive effect on Employee Performance, which shows that employee perceptions of organizational culture in Digital Banks in Indonesia throughout Indonesia affect their performance. (2) Organizational Culture also has a positive effect on Knowledge Sharing, indicating that a high organizational culture affects the sharing of knowledge among employees. (3) Organizational Culture has a positive effect on Job Satisfaction, indicating that the perception of a good organizational culture increases employee job satisfaction. (4) Job Satisfaction has a positive effect on Employee Performance, so that high job satisfaction increases employee performance. (5) Knowledge Sharing has a positive effect on Employee Performance, indicating that high knowledge sharing contributes to employee performance. (6) Job Satisfaction fully and significantly mediates the relationship between Organizational Culture and Employee Performance, which means that job satisfaction is the main link between organizational culture and employee performance. (7) Knowledge sharing also fully and significantly mediates the relationship between Organizational Culture and Employee Performance, confirming that knowledge sharing plays an important role in the influence of organizational culture on performance. (8) Employee Performance has a positive effect on Organizational Performance, indicating that good employee performance contributes to overall organizational performance.

Keywords: Organizational Culture, Employee Performance, Job Satisfaction and Knowledge Sharing, Organizational Performance

INTRODUCTION

Organizational performance or often called Organizational Performance is a form of social construction that can be interpreted, and has certain complexities and difficulties in measuring or quantifying it (Brewel et al., 2000). Organizational performance is also used as a measure of the level of success of an organization in managing resources effectively and efficiently which is an effort to achieve a company's goals (Letzler & Kopelman, 2008). Effectiveness in question is the ability of a company's management to achieve a goal that has been set by the company. While for efficiency, this refers to how a company can utilize resources optimally to produce an output (Letszer & Kopelman, 2008). Thus, organizational performance can be interpreted as an indicator that can measure the level of achievement that has been achieved by a company and can reflect the success of an activity that has been carried out by management for an organization. Organizational performance according to Gibson (2012) is also the result that has been achieved from the behavior of people in an organization (Simbolon, 2016). The people referred to are all human resources, including the mental and physical abilities of each individual who works or is involved in an organization.

In running an organization, the existence of a facilitated organizational culture will have a direct impact on Knowledge Sharing, because basically this culture can create a learning environment where members of the organization can easily share knowledge to carry out their routine work tasks. Empirical evidence shows the positive influence of organizational learning culture on knowledge sharing and employee competency development (Meher et al., 2024). This culture has been recognized as a major supporting factor in producing effective knowledge (Islamy et al. 2020). Thus, it can be understood and has been put forward by many research studies that the cultural context, especially the values adopted by members of an organization will have an impact on their knowledge sharing behavior (Chang et al., 2017). Therefore, Knowledge Sharing is championed as an engine of progress and success in an organization. Knowledge sharing is characterized as an interaction between actors of organizational entities where the basic material is knowledge that is disseminated. Employees can exchange expertise, abilities, strategies, and explicit knowledge through knowledge (Serenko and Bontis, 2016). In a broader sense, knowledge

sharing is the process of transferring expertise and insight and applying it to a business process through communication channels between organizational actors (Olan et al., 2016).

Organizational culture can be defined as a pattern of basic assumptions created, discovered, or developed by a particular group when the group is learning to overcome problems, especially in terms of external adaptation and internal integration (Olan et al., 2019). Thus, organizational culture functions to strengthen the value system in an organization (Olan et al, 2019). Organizational culture can also include shared beliefs, life values that can be adopted, forms of behavioral norms, and assumptions that are implicitly accepted and explicitly manifested throughout the organization (Antony and Govindarajan, 2014). According to Kreitner and Kinicki (2014), organizational culture is a form of assumption that we have, can be implicitly accepted by the group and determines how the group feels, thinks, and reacts to its diverse environment. An organization is considered very necessary to take into account a strong organizational culture and is in line with several applicable limitations. As long as there is a strong organizational culture, it will have a good impact and can be implemented well by the members of the organization, so it will have an impact that will facilitate the activities of the organization.

REVIEW OF LITERATURE

Management Theory

Etymologically (language), management is taken from Latin, which means "hand". Hand in this context is the same as handling. Furthermore, experts or management experts define management. According to Robbins and Coulter translated by Saraswati (2016:36) is the process of coordinating and integrating work activities so that they are completed efficiently and effectively with and through other people.

Organizational Culture

Marampa et al (2019) defines organizational culture as something important in creating organizational performance. Culture is divided into several combinations of artifacts (called practices, symbols, gestures, or forms), values and beliefs, and fundamental assumptions shared by members of the organization of the right attitude. Culture is operated as a shared value (necessary) related to the organizational structure and control mechanisms

to produce ethical attitudes (how we do something around here) and organizational values can explain the structure in the organization culture.

Job Satisfaction

Job Satisfaction refers to the level of satisfaction or enjoyment an individual feels towards his/her job. This includes positive feelings towards the job, work environment, company culture, compensation, opportunities for career development, and various other aspects that affect one's work experience.

Knowledge Sharing

Knowledge Sharing (OCB) was first popularized by Organ (1988) then developed by other figures. Organ (1988) defines Knowledge Sharing as behavior that is an individual choice and initiative, not related to the formal reward system of the organization but in aggregate increases the effectiveness of the organization. Knowledge Sharing can be defined as a work behavior of employees in the organization, which is carried out on a voluntary basis outside the established work schedule, with the aim of improving organizational performance.

RESEARCH METHOD

Research Design

The type or design of this research or research design is quantitative descriptive using survey methods, namely critical observation and investigation to obtain accurate information on a particular problem and object in a particular community group or location to be studied (Arikunto, 2015). This study examines the role of organizational culture and organizational commitment on organizational citizenship behavior and its impact on organizational performance (Empirical Study at the General Bureau and Procurement of Goods and Services, Ministry of Education, Culture, Research and Technology).

Sampling Method

A sample is a part of the number and characteristics possessed by the population (Sugiyono, 2018). In this study, the sample taken was part of the Digital Bank Employees in Indonesia as many as 326 people. The sampling method in this study is non-probability sampling with a purposive sampling technique, namely some Digital Bank Employees in

Indonesia. The use of non-probability sampling with purposive sampling technique is because each element in the population is not known to have the opportunity to be sampled with certain criteria.

RESULTS AND DISCUSSION

Data Description

In this study, involving 326 research objects through the distribution of questionnaires online and distributed to employees of Digital Banks in Indonesia throughout Indonesia. The demographic characteristics of respondents in this study are distinguished by gender, age, length of service, and level of education. The following are the characteristics of respondents who are the objects of research.

Respondents' Gender Profile

The following is a tabulation of respondent characteristics distributed to 326 respondents based on gender:

Table 1.
Respondent Demographic Data Based on Gender

Gender	Frequency	Percentage (%)
Man	176	53.99
Woman	150	46.01
Total	326	100

Source: Processed data

Table 1 shows the characteristics of respondents based on gender. Respondents with male gender were 176 people, or if presented at 53.99%, while for female respondents, there were 150 people, or 46.01%. This shows that employees working at Digital Banks in Indonesia with a male gender are more male than females, this is because this job involves activities in the field for expansion and analysis.

Respondents' Age Profile

The following is a tabulation of the characteristics of respondents distributed to 326 respondents based on age:

Table 2.
Respondents' Demographic Data by Age

Age	Frequency	Percentage (%)
20 - 30 Years	206	63.19
31 - 40 Years	70	21.47
41 - 50 Years	23	7.06
< 20 Years	14	4.29
> 50 Years	13	3.99
Total	326	100

Source: Processed data

Table 2 shows the characteristics of respondents based on age. Respondents aged between 20 and 30 years were 206 people or 63.19%, respondents aged 31 to 40 years were 70 people or 21.47%, respondents aged 41 to 50 years were 23 years or 7.06%, respondents aged under 20 years were 14 people or 4.29%, and respondents aged over 50 years were 13 people or 3.99%. The majority of employees working at Digital Banks in Indonesia have employees who are on average 20 to 30 years old, with a total of 206 employees or 63.19%. This is because the age of 20 to 30 years is a productive age.

Respondents' Length of Service Profile

The following is a tabulation of respondent characteristics distributed to 326 respondents based on length of service:

Table 3.
Respondents' Demographic Data Based on Length of Service

Years of Service	Frequency	Percentage (%)
<1 – 5 Years	108	33.13
>5 – 10 Years	123	37.73
>10 – 15 Years	42	12.88
>15 – 20 Years	25	7.67
>20 Years	28	8.59
Total	326	100

Source: Processed data (see attachment)

Table 3 shows the characteristics of respondents based on length of service. Respondents with a working period of less than 1 year to 5 years were 108 people or 33.13%, respondents with a working period of more than 5 years to 10 years were 123 people or 33.73%, respondents with a working period of more than 10 years to 15 years were 42 people

or 12.88%, respondents with a working period of more than 15 to 20 years were 25 people or 7.67%, respondents with a working period of more than 20 years were 28 people or 8.59%. Because Digital Banks in Indonesia are filled with millennials, many workers have worked for 5 to 10 years.

Respondents' Education Level Profile

The following is a tabulation of respondent characteristics distributed to 326 respondents based on education level:

Table 4.
Respondents' Demographic Data Based on Education Level

Education	Frequency	Percentage (%)
Bachelor	259	79.45
Postgraduate	38	11.66
Diploma	29	8.90
Total	326	100

Source: Processed data

Table 4 shows the characteristics of respondents based on education level. Respondents with diploma education level were 29 people or 8.90%, respondents with bachelor education level were 259 people or 79.45%, respondents with postgraduate education level were 29 people or 8.90%. This company prioritizes graduates with bachelor education level because they have more enthusiasm and are quick to learn new things that will be their duties in that position.

Hypothesis Testing

Table 5.
Hypothesis Test Results

Variables	Beta	Std.Error	Tstat	Gis (Two Tailed), Alpha 5%	Decision
O.C.→EP	0.488	0.081	6,057	0,000	H1 Supported
O.C.→JS	0.380	0.063	6,038	0,000	H2 Supported
O.C.→KS	0.916	0.071	12,879	0,000	H3 Supported
JS→EP	0.620	0.085	11,718	0,000	H4 Supported
KS→EP	0.468	0.067	10,013	0,000	H5 Supported
EP→OP	0.935	0.075	12,506	0,000	H8 Supported

Source: AMOS Output (Attached)

H1: Organizational Culture Influence on Employee Performance

Organizational Culture has a coefficient value of 0.488, meaning that the higher the perception value of Organizational Culture, the higher the perception of Employee Performance, which is 0.488 units. Based on the test results above, a significance value of $0.000 < 0.05$ (alpha 5%) was obtained so that H_0 was rejected or H_a was accepted and it can be concluded that statistically there is a significant positive influence between Organizational Culture and Employee Performance.

H2: Organizational Culture Influence on Knowledge Sharing

Organizational Culture has a coefficient value of 0.916, meaning that the higher the perception value of Organizational Culture, the higher the perception of Knowledge Sharing, which is 0.916 units. Based on the test results above, a significance value of $0.000 < 0.05$ (alpha 5%) was obtained so that H_0 was rejected or H_a was accepted and it can be concluded that statistically there is a significant positive influence between Organizational Culture and Knowledge Sharing.

H3: Organizational Culture Influences Job Satisfaction

Organizational Culture has a coefficient value of 0.380, meaning that the higher the perception value of Organizational Culture, the higher the perception of Job Satisfaction by 0.380 units. Based on the test results above, a significance value of $0.000 < 0.05$ (alpha 5%) was obtained so that H_0 was rejected or H_a was accepted and it can be concluded that statistically there is a significant positive influence between Organizational Culture and Job Satisfaction.

H4: Job Satisfaction Affects Employee Performance

Job Satisfaction has a coefficient value of 0.620, meaning that the higher the perception value of Job Satisfaction, the higher the perception of Employee Performance, which is 0.620 units. Based on the test results above, a significance value of $0.000 < 0.05$ (alpha 5%) was obtained so that H_0 was rejected or H_a was accepted and it can be concluded that statistically there is a significant positive influence between Job Satisfaction and Employee Performance.

H5: Knowledge Sharing influence on Employee Performance

Knowledge Sharing has a coefficient value of 0.468, meaning that the higher the perception value of Job Satisfaction, the higher the perception of Employee Performance,

which is 0.468 units. Based on the test results above, a significance value of $0.000 < 0.05$ (alpha 5%) was obtained so that H_0 was rejected or H_a was accepted and it can be concluded that statistically there is a significant positive influence between Knowledge Sharing and Employee Performance.

H8: Employee Performance Affects Organizational Performance

Employee Performance has a coefficient value of 0.468, meaning that the higher the perception value of Employee Performance, the higher the perception of Organizational Performance, which is 0.468 units. Based on the test results above, a significance value of $0.000 < 0.05$ (alpha 5%) was obtained so that H_0 was rejected or H_a was accepted and it can be concluded that statistically there is a significant positive influence between Employee Performance and Organizational Performance.

Hypothesis of Indirect Effect

Table 6.
Hypothesis of Indirect Effect

Hypothesis	Estimate	P-Value	Information
Organizational Culture Influence on Employee Performance through Job Satisfaction (OC)→JS→EP)	0.645	0.0000034	H6 Supported (Alpha 5%)
Organizational Culture Influence on Employee Performance through Knowledge Sharing (OC)→KS→EP)	0.321	0.00000506	H7 Supported (Alpha 5%)

H6: Organizational Culture Influence on Employee Performance through Job Satisfaction

Based on the results of statistical testing, it is known that Organizational Culture influences Employee Performance mediated by Job Satisfaction of 0.645, meaning that the higher the perception of Job Satisfaction that mediates the relationship between Organizational Culture, the higher the perception of Employee Performance of 0.645 units. The test results above show that the p-value is $0.0000034 < 0.05$ (alpha 5%) so that H_a is accepted or H_0 is rejected, and it can be concluded statistically at a 95% confidence level that Job Satisfaction can fully and significantly mediate between Organizational Culture and Employee Performance.

H7: Organizational Culture Influence on Employee Performance through Knowledge Sharing

Based on the results of statistical testing, it is known that Organizational Culture influences Employee Performance mediated by Knowledge Sharing of 0.321, meaning that the higher the perception of Knowledge Sharing that mediates the relationship between Organizational Culture, the higher the perception of Employee Performance of 0.321 units. The test results above show that the p-value is $0.00000506 < 0.05$ (alpha 5%) so that H_a is accepted or H_o is rejected and it can be concluded statistically at a 95% confidence level that Knowledge Sharing can fully and significantly mediate between Organizational Culture and Employee Performance.

CONCLUSION

Based on the results of the research conducted, it can be concluded that:

1. Organizational Culture has a positive effect on Employee Performance. This shows that the higher the Organizational Culture perceived by employees working in Digital Banks in Indonesia throughout Indonesia affects Employee Performance.
2. Organizational Culture has a positive effect on Knowledge Sharing. This shows that the higher the Organizational Culture perceived by employees working in Digital Banks in Indonesia throughout Indonesia affects Knowledge Sharing.
3. Organizational Culture has a positive effect on Job Satisfaction. This shows that the higher the Organizational Culture perceived by employees working at Digital Banks in Indonesia throughout Indonesia affects Job Satisfaction.
4. Job Satisfaction has a positive effect on Employee Performance. This shows that the higher the Job Satisfaction perceived by employees working at Digital Banks in Indonesia throughout Indonesia has an effect on Employee Performance.
5. Knowledge Sharing has a positive effect on Employee Performance. This shows that the higher the Knowledge Sharing perceived by employees working at Digital Banks in Indonesia, throughout Indonesia affects Employee Performance.
6. Job Satisfaction can fully and significantly mediate between Organizational Culture and Employee Performance. This shows that the higher the perception of Job Satisfaction that mediates the relationship between Organizational Culture, the higher the perception of Employee Performance.

7. Knowledge Sharing can fully and significantly mediate between Organizational Culture and Employee Performance. This shows that the higher the perception of Knowledge Sharing that mediates the relationship between Organizational Culture, the higher the perception of Employee Performance.
8. Employee Performance has a positive effect on Organizational Performance. This shows that the higher the Employee Performance perceived by employees working at Digital Banks in Indonesia, throughout Indonesia it affects Organizational Performance.

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