

## ANALYSIS OF THE INFLUENCE OF JOB SATISFACTION MEDIATION ON THE RELATIONSHIP BETWEEN KNOWLEDGE SHARING AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE



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### Abstract

Improving how well employees perform is a key goal for companies in many different areas. This research looks into how the culture of an organization and the way knowledge is shared help achieve this goal, with a special focus on how job satisfaction plays a role in connecting these factors. The study used a quantitative approach, mainly through surveys and statistical analysis called SEM, to examine the links between these variables. The results show that having a strong organizational culture and good knowledge-sharing practices not only directly help improve performance but also do so indirectly by increasing job satisfaction. This means that job satisfaction acts as a partial bridge between these factors. Employees who are happy with their jobs tend to be more motivated to do their best, especially when they are in a supportive and collaborative environment and when the company has clear values. From a theoretical standpoint, this study provides deeper insights into the mental and social processes that affect how well employees perform. In practice, businesses can use these findings to create better policies. For instance, they can develop structured programs for managing knowledge, reinforce the company's core values, and improve aspects that affect job satisfaction like career growth and work-life balance. This research highlights the importance of taking a comprehensive approach to managing people, one that combines thinking, feeling, and social aspects. By improving these three areas—organizational culture, knowledge sharing, and job satisfaction—companies can build a work environment that is both productive and helps achieve long-term success for both employees and the organization.

**Keywords:** Employee Performance, Knowledge Sharing, Organisational Culture, Job Satisfaction

## INTRODUCTION

The business world today is moving faster than ever before, fueled by globalization and digital changes that push companies to keep adapting. A report from the World Economic Forum in 2023 found that 85% of companies now see knowledge sharing as a key way to handle change. This is backed up by McKinsey's 2022 research, which shows that businesses with good knowledge-sharing systems can boost productivity by up to 35%. However, there's a big gap between knowing the importance of this and actually doing it. A Deloitte survey from 2023 found that 82% of executives recognize the role of company culture, but only 28% really know how to build it. This issue is made worse by low employee engagement. Gallup data from 2022 shows that just 21% of workers are truly motivated. Meanwhile, research from the Society for Human Resource Management (SHRM) in 2022 found that job satisfaction can cut turnover by up to 43% and raise productivity by 31%, showing that creating a collaborative workplace is now a must for long-term success, according to Argote and Ingram (2020).

This challenge is becoming more noticeable in the domestic sector, especially in Indonesia's manufacturing industry. Even though manufacturing is a major part of the national economy, productivity issues continue to be a big problem. Data from the Central Statistics Agency (BPS) in 2024 shows that the manufacturing sector only contributes about 18.98% to GDP, which is much lower than the government's goal. One major problem identified is the lack of collaboration between departments in sharing knowledge. A 2023 survey by the Indonesian Employers Association (APINDO) found that 72% of manufacturing companies in Indonesia see this as the main barrier to improving employee performance.

Another important aspect is the organizational culture. According to contingency theory, when a company's culture matches its overall strategy, it can lead to better performance (Hartnell et al., 2019). Studies by Hanaysha and Tahir (2018) and a meta-analysis by Vij and Farooq (2020) show that organizational culture has a positive and meaningful effect on how well employees perform. In terms of job satisfaction, Kumar et al. (2021) found that a strong organizational culture directly improves job satisfaction, which aligns with the Person-Organization Fit theory (Kristof-Brown et al., 2018).

It's clear that job satisfaction plays an important role as a mediating factor.

Based on Herzberg's two-factor theory (1959), job satisfaction is a major driver of employee motivation and performance. Inuwa's (2020) research shows that being happy at work has a positive and significant impact on how well someone performs. Le and Lei (2019) also support this, finding that job satisfaction connects information sharing with performance innovation. Almahamid and McAdams (2019) reached a similar conclusion, showing that job satisfaction links organizational culture with employee productivity.

Even though many studies have looked at these relationships, there are still some areas that need more attention. For instance, the direct connection between information sharing and employee performance is still being debated, with different studies giving conflicting results (Prihartono et al., 2022; C. Tsai et al., 2021; Y. Tsai, 2013). Also, how job satisfaction acts as a mediator in this relationship can vary depending on the setting and the way the research is conducted (Zhao & Liu, 2021). These inconsistencies provide a chance for more detailed, focused, and comprehensive research.

This study seeks to fill a gap in existing research by taking a thorough approach. We are mainly focused on understanding how job satisfaction plays a key role in connecting organizational culture, information sharing, and employee performance—especially within the manufacturing sector in Indonesia. We will use a comprehensive method to examine a model that includes: (1) the direct relationships between different factors, and (2) how job satisfaction influences the connection between organizational culture and knowledge sharing with employee productivity. Our analysis will look at both how each individual factor affects outcomes and how these factors interact within the system. The results of this research are expected to provide useful guidance for professionals in the manufacturing industry, with a particular emphasis on East Java, which is the main area of our study.

## REVIEW OF LITERATURE

The study's framework was built by combining three different theories that work together. First, the Knowledge-Based View, introduced by Grant in 1996, focuses on how knowledge is a key resource that needs to be shared effectively to gain a competitive edge. Research by Sugiyanto and others in 2017 showed that the more knowledge is shared within a company, the more innovative it becomes.

Second, Social Exchange Theory, as explained by Cropanzano and Mitchell in 2005, looks at how people interact and collaborate in the workplace. This theory suggests that people are more likely to share knowledge if they believe there's a mutual benefit, which drives their participation in knowledge sharing activities. Third, the contingency approach from organizational culture studies, discussed by Hartnell and colleagues in 2019, emphasizes the need for a company culture that fits the specific needs of its industry.

This was seen clearly in the manufacturing sector of East Java, where companies with a collaborative culture reported better productivity levels. By combining these three viewpoints, the research aims to look at three main areas: how knowledge management systems affect organizational performance, how psychological factors like job satisfaction influence this relationship, and how local cultural traits can either strengthen or weaken these effects.

The results are expected to offer useful guidance, such as designing incentives based on social exchange principles, creating culture-specific interventions, and developing performance measurement tools suited to Indonesia's manufacturing environment. The approach has several advantages. It balances both strategic and human behavior aspects, is highly relevant to the local manufacturing context, covers a wide range of influences including direct, indirect, and moderating effects, and offers practical help for managers making decisions. This framework not only meets academic needs but also provides clear solutions for real-world issues in the industry.

This study's framework brings together three main ideas to understand how knowledge moves and works within organizations. The first idea, called the Knowledge-Based Perspective, comes from Grant (1996). It sees knowledge as something valuable that companies can use strategically. The more people share knowledge, the more innovative the company becomes, and this has been shown in research by Sugiyanto et al. (2017).

The second idea is the Social Exchange Theory, which was developed by Cropanzano and Mitchell (2005). It explains how employees work together, especially when trust is

involved. This is especially important in places like Indonesia, where group work and trust play a big role. The third part of the framework is the organizational cultural contingency approach, which was studied by Hartnell et al. (2019). This looks at how a company's culture and its business goals need to match up. In a study of manufacturing companies in East Java, those that created a more collaborative culture saw their productivity go up by 18 to 25 percent. This research looks at three main areas: (1) how knowledge management systems affect how well a company performs, (2) how feelings like job satisfaction act as a middle step in that relationship, and (3) how local culture influences these factors.

The results should help create better ways to reward employees, design cultural changes, and measure performance, all suited to the Indonesian manufacturing industry. What makes this study special is that it combines both the structure of organizations and how people behave inside them. It also turns theory into real-world solutions that fit the unique needs of the local industry.

## RESEARCH METHOD

This study uses a quantitative method that mixes descriptive and causal approaches. This choice was made to test hypotheses and look at how different factors affect each other, specifically knowledge sharing, organizational culture, job satisfaction, and employee performance. Mediating variables are present, which makes this method fit well with advanced statistical techniques (Creswell & Creswell, 2018; Ishtiaq, 2019). Data was collected through a questionnaire survey.

The survey aims to understand people's views and beliefs using a Likert scale, a tool that has been widely used and trusted in studies about how organizations work (Hair et al., 2021; Hair, Risher, et al., 2019; Hair, Sarstedt, et al., 2019). The questionnaire will be sent to employees at a manufacturing company in East Java.

The main source of data comes directly from the participants working in the manufacturing sector. The quantitative data collected, which is in the form of numbers from the survey, will be analyzed using statistical methods. The group studied was chosen because the manufacturing industry is important in East Java and relates closely to the topics being explored. The data will be analyzed using both descriptive and inferential statistics. Descriptive statistics will give an overview of the basic features of the data, while inferential statistics will use Structural Equation Modeling (SEM) based on Partial Least Squares (PLS-SEM). PLS-SEM was selected because it is good for testing complicated research models that involve mediating variables and works well with smaller sample sizes, which is common in survey research (Sarstedt et al., 2020). The analysis process will use statistical software and testing of the structural model to check if the proposed ideas are supported.

## RESULTS AND DISCUSSION

This study took place at PT. Univenus, a tissue manufacturing company located in East Java and connected to Asia Pulp and Paper (APP). The company has around 460 employees and makes different types of tissue products, such as 2-ply and 3-ply. In recent years, the company has struggled to meet its productivity goals. For example, in 2024, they

achieved 9.85 out of a target of 10.32, and by March 2025, they had reached 9.32 out of a target of 10.84.

One big reason for this is the rising demand for 3-ply products, which are more complicated to make than 2-ply ones, thus limiting production capacity. Also, internal assessments suggest that knowledge sharing between departments isn't as effective as it should be, and the company's culture for teamwork still needs to improve. Because of this, the study looks at how knowledge sharing, organizational culture, job satisfaction, and employee performance are connected. To collect data, they used a descriptive method with a 1-5 Likert scale to measure how respondents feel about the different aspects of the study.

**Table 1.**  
**Descriptive Analysis Results of Variables**

Variable	Mean	Category
Knowledge Sharing	4,21	High
Organisational Culture	4,18	High
Job Satisfaction	4,05	High
Employee Performance	4,09	High

Source: processed by researchers, 2025

Research findings show that most people had positive views about how knowledge is shared in the organization. The highest score was 4.21, which suggests that employees are generally willing to share their knowledge and experiences with each other. The organization's culture also received a high score of 4.18, showing that corporate values are well integrated into daily work practices. Job satisfaction was rated at 4.05, which means overall working conditions are fairly good, but there is still space for improvement, particularly when it comes to pay and opportunities for career growth. Employee performance was rated 4.09, meaning that employees are hitting the targets for quality, quantity, and timely completion of their tasks.

To make sure the research results are reliable and accurate, an external evaluation of the model was done using several key standards. Convergent validity was checked through Average Variance Extracted (AVE), with a minimum requirement of 0.5. Construct reliability was assessed using Composite Reliability (CR), which needed to be at least 0.7. Internal consistency was measured with Cronbach's Alpha, which also had to be above 0.7. The evaluation results confirm that all the measures used in this study meet the necessary standards for accuracy and reliability.

**Table 2.**  
**Results of Measurement Model Evaluation (Outer Model)**

Variable	AVE	CR	Cronbach's Alpha
Knowledge Sharing	0,713	0,912	0,884
Organisational Culture	0,695	0,907	0,875
Job Satisfaction	0,702	0,915	0,882
Employee Performance	0,689	0,908	0,879

Source: processed by researchers, 2025

The test results show that all the variables meet the required testing standards. The AVE values, which range from 0.689 to 0.713, suggest that each construct indicator explains

more than 68% of the data variation. Additionally, the Composite Reliability and Cronbach's Alpha values, which are all above 0.87, indicate strong internal consistency among the measurement items. These findings confirm that the questionnaire used is reliable for measuring each research variable.

Moreover, the inner model was evaluated by looking at the strength of the relationships between latent variables using the coefficient of determination ( $R^2$ ) value. This method helps researchers determine how well the independent variables explain the variation in the dependent variables within the research model. The results of this analysis provide a clear understanding of the model's predictive validity.

**Table 3.**  
**Structural Model Evaluation Results (Inner Model)**

Dependent Variable	$R^2$	Category
Job Satisfaction	0,598	Strong
Employee Performance	0,645	Strong

Source: processed by researchers, 2025

The  $R^2$  value of 0.598 for job satisfaction shows that knowledge sharing and organizational culture together explain 59.8% of the changes in employee job satisfaction. The rest, which is 40.2%, is due to other factors not included in the study. For employee performance, the  $R^2$  value is 0.645, meaning the three factors—knowledge sharing, organizational culture, and job satisfaction as a mediator—account for 64.5% of the variation in performance. According to Chin's (1998) guidelines, these values are considered strong, showing that the research model has good predictive ability and can explain the connections between the variables well.

To check how well the model fits the data, the Standardized Root Mean Square Residual (SRMR) was used. The best value for SRMR is less than 0.08. In this study, the SRMR result is within the acceptable range, which means the model fits the real data closely and there are no major differences between what the model predicts and what was actually observed.

**Table 4.**  
**Goodness of Fit Results**

GoF Index	Value	Criteria
SRMR	0,056	Good (<0.08)

Source: processed by researchers, 2025

Model Fit Test Results: The SRMR value is 0.056, which is below the threshold of 0.08. This means the research model fits the actual data very well. In simpler terms, the way the variables are connected in this model closely matches the patterns seen in the real-world data. Hypothesis Testing: To check the hypotheses, we used the bootstrapping method in PLS-SEM.

We decided that a hypothesis is supported if the t-statistic is higher than 1.96 and the p-value is less than 0.05. The results show that all the tested relationships meet these conditions, meaning all the research hypotheses are statistically significant. These results also support the conceptual model that was developed in this study.

**Table 5.**  
**Hypothesis Testing Results**

Hypothesis Code	Relationship	B	t-stat	p-value	Decision
H1	Knowledge Sharing → Employee Performance	0,276	3,215	0,001	Accepted
H2	Organisational Culture → Employee Performance	0,312	3,508	0,000	Accepted
H3	Job Satisfaction → Employee Performance	0,405	4,187	0,000	Accepted
H4	Knowledge Sharing → Job Satisfaction	0,421	5,002	0,000	Accepted
H5	Organisational Culture → Job Satisfaction	0,438	5,215	0,000	Accepted
H6	Knowledge Sharing → Job Satisfaction → Employee Performance	0,170	2,845	0,004	Accepted
H7	Organisational culture → Job Satisfaction → Employee Performance	0,177	2,926	0,003	Accepted

Source: processed by researchers, 2025

The study's findings show that knowledge sharing and organizational culture directly influence employee performance. However, they also have an indirect effect on performance through their impact on job satisfaction. The high  $\beta$  coefficient for H5 (0.438) highlights how organizational culture plays a major role in improving job satisfaction, which in turn boosts performance. The analysis of H6 and H7 also shows that job satisfaction acts as a key mediator. This means that efforts to improve performance are more successful when combined with better knowledge sharing, a positive organizational culture, and improvements in factors that affect job satisfaction, such as the work environment and career growth opportunities. These results suggest that companies should focus on creating a collaborative culture, setting up effective knowledge-sharing systems, and offering programs that enhance job satisfaction as part of any performance improvement strategy.

## Discussion

This study offers solid evidence on how knowledge sharing and organizational culture affect employee performance, with job satisfaction acting as a bridge between them. The results back up the Dynamic Capabilities theory (Pisano, 2017; Teece, 2010, 2018), which highlights the value of integrating knowledge for gaining a competitive edge. It also supports recent work by Pelealu (2022) and Saptaria (2024), showing that knowledge sharing is closely linked to better performance. This research adds something new by explaining how job satisfaction plays a key role in this process. The study found that organizational culture ( $\hat{\beta}=0.438$ ) has a strong effect on job satisfaction, which then influences performance. These findings not only confirm existing theories but also show how important it is to take an integrated approach in human resource management. Factors like knowledge sharing, organizational culture, and job satisfaction work together in a dynamic way to boost organizational productivity.

The results of this study are backed by many previous studies. Research by Zhang et al. (2022) showed a clear link between knowledge sharing and better employee performance. This study builds on that by showing that different ways of sharing knowledge – such as team meetings, mentoring, and using digital tools – can greatly improve work efficiency and quality. These results show that creating a culture of knowledge sharing is not just a management tactic, but a key strategy for boosting productivity.

The findings on how organizational culture affects performance are also supported by other studies. This research shows that a strong and supportive culture has a big impact on employee performance. A workplace based on trust, openness, and teamwork creates a safe environment where employees can be creative and take risks. These conditions help align individual goals with organizational goals, and they also increase commitment and productivity (Diana et al., 2021; Ismawati et al., 2021). Similar conclusions were found by Siengthai & Pila-Ngarm (2018). What makes this study special is how it explains the dynamic connection between organizational culture and other factors. A strong culture not only directly affects performance but also creates a solid base for other initiatives, like knowledge sharing, to succeed.

The main point of this study is about how job satisfaction plays a key role in connecting different factors. The analysis shows that knowledge sharing affects employee performance directly, but it also has a stronger impact when it leads to higher job satisfaction. This means that when employees are satisfied with their jobs, they are more willing to share knowledge, which helps the organization perform better (Saptaria, 2024). These findings add to previous research, like the work of Trivellas et al. (2020), who looked at how information sharing relates to happiness at work. This study shows that job satisfaction isn't just a result of knowledge sharing—it also helps strengthen the positive effects of knowledge sharing on how well individuals perform.

This mediating role of job satisfaction is also clear in the link between organizational culture and employee performance. A positive organizational culture creates a supportive and welcoming work environment, which improves employees' mental well-being. As a result, they feel more satisfied, which increases their motivation and commitment to do better work. These findings are backed by several studies, including those by J. Y. Park & Park (2019), S. Park et al. (2022), Steffensen et al. (2019), and a study at PT. XYZ by Fadillah et al. (2023), all of which highlight the important role of job satisfaction as a mediator.

So, this study shows that simply improving organizational culture or encouraging knowledge sharing isn't enough. What matters more is making sure these efforts lead to real feelings of satisfaction and comfort for employees. In this context, job satisfaction isn't just a side effect—it's a key part that connects organizational policies to better performance outcomes. The results of this study also have practical importance for managers and organizational development (Z. Zhang et al., 2022).

One main takeaway is that knowledge sharing should not be seen as something that just happens naturally. Instead, it should be treated as a responsibility for management and a valuable asset that needs to be managed carefully. Organizations must put in place systems that support knowledge exchange, such as teamwork platforms, rewards, and a culture of trust, so that knowledge flows smoothly and effectively. Second, organizational culture isn't just a soft issue that's often ignored when planning strategies. It actually forms a solid base that affects the work environment, influencing both how well people perform and how they feel mentally and satisfied in their jobs. A culture that's inclusive, open, and focused on personal growth has been shown to be a major factor in creating a productive workplace. Third, job satisfaction goes beyond just showing how well employees are doing. It acts as a key link that helps make the positive effects of sharing knowledge and having a good organizational culture even stronger. In simple terms, job satisfaction isn't just something that happens because the work environment is good—it also helps create and deepen the impact of the organization's policies.

In practice, these results suggest that managers should take a more complete approach. They should not only build systems that encourage knowledge sharing but also keep a close eye on and improve employee satisfaction regularly. Real actions can include programs that acknowledge both individual and team achievements, open ways for people to communicate, and giving more freedom in how they do their work. As Setya Dewi & Angga Negoro (2024) noted, these steps can boost employee well-being and help the organization reach its goals more effectively.

This study offers useful ideas for both researchers and businesses, but there are some limits that point the way for future work. The study was based on a single company, so the particular situation of that organization might make the findings less applicable to other situations. To make the results more reliable, future research could look at a wider range of companies—both in terms of how many people are involved and the different industries they come from—so the findings can be tested in more varied and realistic settings.

In addition, the model created in this study could be improved by adding more factors that affect employee performance, such as intrinsic motivation, leadership style, or how the organization is structured. Including these elements can create a more detailed and complete framework for analysis (Qalati et al., 2022). This would allow for a better understanding of how organizational culture, knowledge sharing, job satisfaction, and performance are connected in a more complete way. Overall, this study adds valuable insight to management research, especially in showing how job satisfaction acts as a mediator. These results not only support the findings from earlier studies but also offer a deeper look at how job satisfaction works as a key factor that helps improve performance through better organizational practices. More importantly, the study highlights that to truly improve employee performance, organizations need to do more than just manage behaviors like sharing information. They must also pay attention to deeper aspects such as how the workplace culture is built, how

much employees feel appreciated, and what kind of emotional environment is present. In this sense, job satisfaction is not just an extra measure—it is a crucial part that needs to be actively supported to ensure long-term performance success.

## CONCLUSION

This study shows that sharing knowledge and having a strong organizational culture greatly affect how well employees perform, both directly and indirectly through their impact on job satisfaction. The analysis supports the idea that a positive work culture and good knowledge-sharing practices help create a better workplace. When employees are happy with their jobs and work conditions, they are more motivated to work harder and be more productive. In this situation, job satisfaction isn't just something that comes from company policies—it also helps make managerial actions more effective in improving performance. Based on these findings, organizations should work harder to build a culture that encourages teamwork, trust, and creativity. They should also improve the systems and processes that help employees share knowledge. This can be done by holding regular group discussions, creative workshops, or internal forums where people can share ideas. Also, making better use of internal knowledge systems like company websites, digital libraries, or communities where people can share experiences can help improve the flow of information. Leadership also plays a key role in supporting employee well-being. This can be done by creating fair reward systems, offering career growth opportunities, and building an inclusive and diverse workplace. By focusing on these areas, organizations not only boost employee satisfaction but also create a strong base for long-term performance improvements.

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