

The effect of Knowledge Sharing on Employee Performance in Work Training Development Center (BBPLK) Bandung Through Organizational Culture as Intervening Variable

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Abstract

Knowledge is a very valuable asset for the company. The more knowledge the stakeholders of a company have, the more advanced the company will be. However, companies that have a lot of quality knowledge are not necessarily able to produce goods or services of the same quality. The difference in output will be influenced by several factors, one of which is the performance of the employees of the company. To realize employee performance in accordance with company expectations, it is necessary to have a culture that can facilitate knowledge sharing activities in the company. This research was conducted to determine the effect of knowledge sharing on employee performance through organizational culture as an intervening variable at the Center for Job Training Development (BBPLK) Bandung. To get the data, this research used probability sampling with simple random method with 142 employees as respondents. The data analysis technique used descriptive and causal analysis. To test the hypotheses, this study uses PLS-SEM statistical analysis using the SmartPLS 3.9.9 analysis tool. From the results of the analysis, researchers found that organizational culture as an intervening variable can positively assist knowledge sharing in influencing employee performance.

Keywords

Knowledge Sharing, Organizational Culture, Employee Performance

1. Introduction

Along with the increasingly complex needs of the company, it also has difficulty facing various problems that are difficult to predict. According to Nathania in Rabbani (2018) highly employee performance can be used as quality human resources for the company. In other words, high performance of human resources can provide satisfactory feedback for the company. In addition, knowledge is an asset that is no less valuable for the life of the company. The more knowledge that stakeholders and all environmental components of a company have, the more advanced the company will be.

According to Andra and Syafitri (2018), the implementation of Knowledge Sharing in the corporate environment can be one of the causes of increasing employee performance. Knowledge sharing can be regarded as a mechanism where knowledge is transmitted from one party to another within a company or between companies. There are many benefits obtained by a company if knowledge sharing is properly implemented, including producing employees who have superior knowledge. So, they will be able to produce products and technologies that are not easily imitated, unique and have competitive advantages among other companies.

To implement knowledge sharing to achieve employee performance that is in line with expectations, it is necessary to have a culture that serves as a bridge to facilitate knowledge sharing in a company. According to Rivai and Mulyadi (2012), organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. The implementation of a good organizational culture will make the sharing of knowledge and experience between employees in a company run in an orderly manner in accordance with the directions and references owned by the company.

In this study, Organizational Culture acts as an intervening variable in an effort to achieve the company's target by increasing the performance of employees of the Bandung Work Training Development Center (BBPLK) and there is a role for knowledge sharing as an effort to improve company performance through increased knowledge. In a previous study by Allya (2022) that organizational culture (X) affects employee performance (Y) through knowledge sharing (Z). Based on the results of processed data by Allya (2022), it is concluded that the organizational culture variable does not have a significant effect on the employee performance variable, but the influence changes to be significant when it is associated with the intervening variable. However, in contrast to previous research, this study aims to prove that there is an effect of Knowledge sharing (X) on Employee Performance (Y) through Organizational Culture (Z). sharing has a significant effect on the employee performance variable, but the effect changes to be more significant when it is associated with the intervening variable. Therefore, the organizational culture variable that functions as an intervening variable in this study needs to be used to prove the correlation between the analysis and previous research.

To avoid a discussion that is too broad so that this research is focused and directed, the researchers limit the discussion of the problems surrounding the influence of knowledge sharing on employee performance through organizational culture at the Center for Job Training Development (BBPLK) Bandung. Therefore, this study was conducted to analyze the condition of the variable knowledge sharing, employee performance, and organizational culture as well as the influence of knowledge sharing through organizational culture within the company on employee performance. Organizational Culture at the Center for the Development of Job Training (BBPLK) Bandung”.

1.1 Objectives

1. Influence of knowledge sharing on employee performance
2. The Influence of Knowledge Sharing on Organizational Culture
3. The influence of organizational culture on employee performance
4. The Influence of knowledge sharing on employee performance with organizational culture as an intervening variable

2. Literature Review

Knowledge Sharing

Understanding Knowledge Sharing According to Tobing in Partogi and Tjahjawati (2019) knowledge sharing is the stage of disseminating and providing knowledge at the right time for employees in need. Then according to Dalkir in Prasetiawan (2021) knowledge sharing is an activity of sharing knowledge in the community, which is not only limited by access and documents, but requires social relations within the community that can produce knowledge which can then be used properly. That is, in knowledge sharing activities, there is reciprocal interaction between several individuals or groups who both need information and knowledge to complete the tasks and problems they are facing.

Employee Performance

According to Ciobanu and Andronicianu in Immanuel (2017), performance is the result of concrete work and can be measured so that employee performance is a very important element for organizations in achieving goals. This opinion is followed by a statement that performance is the result of individual work in terms of quantity and quality based on predetermined work standards. According to Prawirosentono in Sinambela in Partogi and Tjahjawati (2019) performance is the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and according to morals and ethics.

Organizational Culture

According to Fahmi in Rino (2019), organizational culture is the result of the process of merging the cultural styles and behavior of everyone that was brought before into a new norm and philosophy, which has energy and group pride in dealing with certain things and goals. According to (Sudaryono, 2017) suggests that "organizational culture is a value system that is agreed upon and adhered to by all members of the organization that are dynamic and able to increase organizational productivity". Based on the explanation of some of the opinions above, it can be concluded that Organizational Culture is the customary values of the organization that are used as a reference in behaving and solving problems that exist in the organizational environment as well as being a differentiator between one organization and another.

3. Methods

In this study, the author uses a causal descriptive type of research with a quantitative approach. According to Sugiyono (2018:13) quantitative data is a research method based on positivistic (concrete data), research data in the form of numbers to be measured using statistics as a calculation test tool, related to the problem being studied to produce a conclusion. According to Sugiyono (2018:86) Descriptive Research is defined as research conducted to find out independent value variables, either one or more (independent) variables without making comparisons or connecting with other variables. To collect data, researchers used BBPLK Bandung employees who collected 142 people as respondents.

4. Data Collection

As previously mentioned, this study uses sampling to determine the hypothesis. Therefore, probability sampling with the type of simple random sampling is used as a sampling method. According to Sugiyono (2019:129) Probability sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a sample member. The type of probability sampling used in this study is simple random sampling. It is said to be simple (simple) because the sampling of members from the population is carried out randomly without regard to the strata that are in that position (Sugiyono, 2019:129). To verify the hypothesis, all the data collected were analyzed by the PLS-SEM data analysis technique. According to Ramayah et al. (2018), Partial Least Squares Structural Equation Modeling (PLS-SEM) focuses on prediction and estimation and is useful in maximizing the explained variance of the independent variable on the dependent variable.

5. Results and Discussion

5.1 Measurement Model Evaluation

After analyzing the respondent's profile, the next step is to process the data to determine the relationship between each variable and get the results of this study. However, before determining the relationship between variables, the data must meet the criteria of validity and reliability in the evaluation of the measurement model. As shown in Table 1, the reliability and validity of each concept are assessed during the evaluation of measurement models. Regarding construct reliability, the focus is on indicator loading values that reflect indicator reliability values and composite reliability, which demonstrates the reliability and internal consistency of the construct.

Table 1. Summary of Measurement Model

Variables	Indicator/ Items	Reliability Test			Validity Test	
		Indicator Loadings	Cronbach's Alpha	Composite Reliability	Convergent Validity (AVE)	Discriminant Validity (HTMT)
Knowledge Sharing	KS1	0,633	0,820	0,754	0,636	Valid
	KS2	0,727				
	KS3	0,562				
	KS4	0,667				
	KK1	0,654				
Employee Performance	KK2	0,618	0,847	0,879	0,500	Valid
	KK3	0,636				
	KK4	0,619				
	KK5	0,589				
	KK6	0,660				
	KK7	0,684				
	KK8	0,612				
	KK9	0,639				
	KK10	0,640				

	KK11	0,656				
	BO1	0,571				
	BO2	0,502				
	BO3	0,600				
Organizational Culture	BO4	0,561				
	BO5	0,770	0,711	0,845	0,568	Valid
	BO6	0,737				
	BO7	0,637				
	BO8	0,743				

Referring to Table 1, the value of all loading indicators for each construct meets the expected value, which is greater than 0.5. It is also known below that the Composite Reliability value of each construct is 0.754 (KS); 0.879 (EP); 0.845 (OC), which also exceeds the minimum limit of 0.70 (Hair et al., 2019). In other words, the reliability of the research construct is well established. Meanwhile, another focus is convergent and discriminant validity in responding to the problem of construct validity. The value of convergent validity is seen in the AVE (Average Variance Extract) score, where the AVE value of each construct is 0.636 (KS); 0.500 (EP); and 0.568 (OC). In other words, the convergent validity value of each construct exceeds the minimum limit value of 0.50 (Hair et al., 2016).

According to Ghazali (2015), discriminant validity testing is at assessing a variable that has a good discriminant validity value. To find out the value of a good discriminant validity is to compare the value of a construct with other constructs. The methods used are fornell-larcker criterion and cross loading. The process of calculating the fornell-larcker criterion is carried out by comparing the AVE roots of each construct to the correlation between one other construct in the research hypothesis model (Ghozali, 2015). Meanwhile, the value of cross loading is accepted if the indicator variable value is greater than the other variables.

5.2 Graphical Results

After the assessment results on a satisfactory measurement model, the next step is to assess the structural model (Hair et al., 2016). Each hypothesis is associated with a causal relationship in a structural model, while a path coefficient is usually used to evaluate the hypothetical relationship of a structural model (Hair et al., 2016). In general, the value t determines the statistical significance of the coefficient (Hair et al., 2016; Urbach & Ahlemann, 2010). The critical values commonly used in two-sided testing are t-value 1.65 (significance level = 10%), t-value 1.96 (significance level = 5%) and t-value 2.57 (significance level = 1%) (Hair et al., 2016).

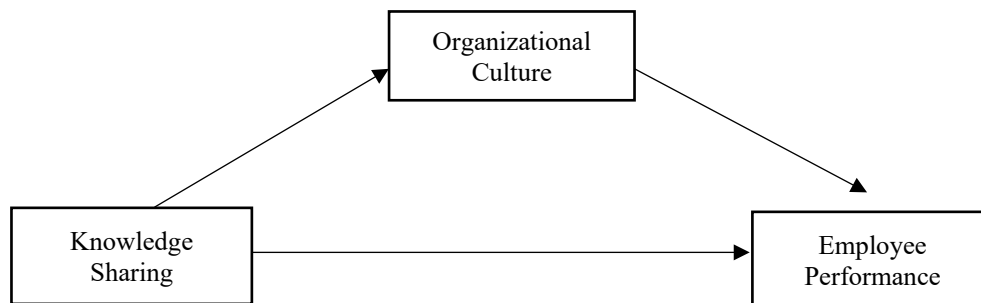


Figure 1. Conceptual Framework

In this study, a hypothesis will be supported if the hypothesis t value (the relationship between variables) is greater than the cut-off value of 1.96. In comparison, a hypothesis will be rejected if the t value of the hypothesis (the relationship between variables) is lower than the cut-off value of 1.96. For example, as presented in Figure 1 and Table 2, it can be observed that KS→EP obtained a research significance value of 5.194>1.96, a significance level of

0.000<0.05, and a positive path coefficient value of 0.567 which indicates the direction of the relationship between knowledge sharing with employee performance is positive and significant.

Table 2. The Summary of Relationship Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Knowledge Sharing → Employee Performance	0,567	0,569	0.088	5,194	0
Knowledge Sharing → Organizational Culture	0,652	0,657	0.03	10,137	0
Organizational Culture → Employee Performance	0,624	0,624	0.094	5,337	0
Knowledge Sharing → Organizational Culture → Employee Performance	0,424	0,426	0.071	4,816	0

In addition, the table above shows the mediating effect of attitude, this shows the indirect effect of KS→OC→EP which obtained the significance value of the study is the t-value of 4.816>1.96, the significance level of 0.00<0.05, and the positive path coefficient value is 0.424 which indicates that knowledge sharing on employee performance through organizational culture is positive and significant. Then, the researcher found the score variable on the dependent variable, explained by all independent variables, with reference to the value of R^2 . Based on Table 3, the R^2 Employee Performance (EP) and Organizational Culture (OC) values are 0.761 and 0.752, respectively.

Table 3. The Summary of R^2 Values

	R Square	R Square Adjusted
Employee Performance	0,761	0.758
Organizational Culture	0,752	0.749

6. Conclusion

In conclusion, it was found that organizational culture as an intervention variable has an important role between knowledge sharing and employee performance for employees of the Bandung Work Training Development Center (BBPPLK). Sharing Knowledge at the Center for the Development of Job Training (BBPLK) Bandung has been considered very good, but the company can increase knowledge sharing activities in the company environment to maintain the company's intellectual assets in the future to achieve company goals. It is hoped that the results of this study can improve and maintain the values that have been researched in terms of knowledge sharing, employee performance and excellent organizational culture, creating healthy competition so that the Bandung Work Training Development Center (BBPLK) can continue to grow and excel in the future.

Further research is recommended to find a scope with a different and wider population and more samples for more accurate research results. In addition, it is also expected that theories from different experts use the latest methods as well as research methods and different objects to see the differences and similarities between the research carried out so that they can see the treasures of science.

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Biographies

Diah Tiffani Annisa is a student of the Department of Business Administration at Telkom University, Indonesia. Currently he has entered the 7th semester of her undergraduate education. During her study period, Diah Tiffany actively participated in various student activities held by the Telkom University Business Administration Student Association. In addition, he is also actively involved in other organizations such as the Indonesian Young Entrepreneurs Association (HIPMI) PT. Telkom whose organization provides experience in the field of business and relations for her. Another activity that Diah Tiffani is currently doing is choosing a student from the department and to get a fasttrack scholarship, what's even more amazing, she was accepted in 2 majors at once, namely Master of Business Administration (MBA) and Master of Management (MM). However, Diah Tiffani prefers a master's degree in management because she wants to focus more on studying Human Resources. Diah Tiffani also attended national and international conferences and research to broaden her horizons in the field of business and management. The acceptance of Diah tiffani in this conference is a matter of pride and pride for her.

Anita Silvianita is a lecturer at Telkom University's Business Administration Study Program since September 2011 and has an undergraduate education background in Development Economics from Parahyangan Catholic University and holds a master's degree from the School of Business and Management (SBM) ITB. In 2019, she finished her doctoral program in Business from Graduate School of Business (GSB) University Sains Malaysia. During her time in Business Administration, Anita has experience teaching Business Mathematics, Introduction to Economics, Microeconomics and Research Methodology courses. In terms of research, he has a concentration in the field of Knowledge Management. For this research topic, he has had several studies that have successfully entered into international journals, including "Factor Analysis on Knowledge Sharing at Telkom Economic and Business (TEBS)

Telkom University Bandung" and "A Model Linking the Knowledge Management (KM) Enabler, KM Capability and Operational Performance in Indonesian Automobile Industry". In addition, Anita was awarded the best paper with the title "The Effect of Affiliation, Level of Trust and Innovation to Knowledge Sharing in Economic and Business Faculty, Telkom University" in 2014.

Mahir pradana is a lecturer at the Business Administration Study Program at Telkom University since March 2014 and has an educational background in management from Padjajaran University and a Master of Science in Business Administration from the University of Bern, Switzerland. In 2016, he was noted to have helped a lot in guiding students' final assignments with various excellent researches. During his time as a lecturer in the Department of Business Administration, Proficient in the area of E-Commerce and Marketing, with the Entrepreneurship expertise group. For publication, he has several books, journals, and research that have been successful in international journals, including "The Truth about Cheating", "Viral marketing determinants of top online shop brands in Indonesia", and "How Can Large Collectives Solve Problems Using the Internet? (Breaking Creative Tasks into Modular Crowdsourcing Tasks)".