

Analyzing Organizational Culture and Work Environment's Impacts on Employee Knowledge



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ABSTRACT: The Utility Department is a critical component that helps a company's processes work smoothly. The Utility Department is responsible for a number of activities, such as waste treatment, fuel delivery, and electrical supply units. Considering the significance of this position, the Department must take into account a number of factors, including employee performance, information sharing, and organizational culture. Thus, the purpose of this study is to ascertain and evaluate how organizational culture and information sharing impact workers' performance at PT XYZ's Utility Department. This study employed a quantitative approach using a descriptive research design. Subsequently, 40 employees of PT XYZ's Utility Department participated in the sample, which was conducted utilizing a saturated sampling method and a non-probability sampling technique. Partial least squares based structural equation modelling and descriptive analysis are the methods of data analysis that are employed. The result of this research, we find that organizational culture has a positive impact on employee performance while Knowledge Sharing has no influence on employee performance.

KEYWORDS: Organizational Culture, Knowledge Sharing, Employee Performance

INTRODUCTION

An organization, whether it be institutional or commercial, cannot exist without its human resources (HR). Human resources are individuals who work for an organization as planners and implementers who push it toward its goals. As such, human resources are a crucial component that has to be effectively managed in terms of both availability and competency. The availability of human resources has evolved into a critical requirement for any business. This is true because the only resources with abilities, emotions, logic, knowledge, and creativity are human resources (Annisa & Silvianita, 2023).

A crucial component of every firm, human resources serve as a planner for all of its operations. A few HRM tasks include employee motivation, monitoring, evaluation, and punishment, among others. Human resources are assets that must be continuously taken into account in order to acquire high-performing human resources that can help firms grow in response to changing societal needs. In order to optimize the attainment of corporate goals that are impacted by the performance of the firm's own employees, dependable human resources must be created via good and optimum management (Yugusna et al., 2016).

The requirement for clothing will only grow at the rate that the global population is growing. This will have an impact on the requirement for raw fiber. At the moment, rayon, a synthetic fiber created by humans, and cotton, a natural fiber, meet half of the world's fiber needs, yet both are in high demand. Synthetic fibers with a quality comparable to natural fibers can be produced from cellulose basic materials by PT XYZ using Lenzing AG Technology. A foreign investment company is called PT XYZ. The Utility Department is one of the departments that supports the company's production process among other departments. This division is essential to the business's production process.

This undoubtedly merits the Department's attention, particularly in light of the need to consistently sustain staff performance at an optimal level in order to positively impact the business. Regarding this problem, the Department must focus on a number of issues, including employee performance, knowledge sharing, and organizational culture. Suwondo and Sutanto (2015:17) state that there are a number of variables that can be assessed in order to gauge an employee's performance, including: (1) Accuracy in completing tasks, or the worker's capacity to finish tasks within the allotted time and with the guidance provided. (2) An employee's degree of initiative at work, or their capacity to participate actively in all corporate events, whether or not they fall under their purview. (3) Mental dexterity, which refers to the worker's capacity for teamwork with coworkers and comprehension

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of all instructions from superiors. (4) Time management, or the worker's capacity to show up at his workplace on schedule (Hindami & Silvianita, 2023).

Pre-questionnaire sheets were distributed to forty employees, and the results indicate that there is a phenomena where employee performance is still below company expectations. Organizational culture is a factor that affects employee performance. As stated by Triatna in A Rijanto (2018), organizational culture consists of the fundamental principles, norms, and learning strategies that constitute the foundation of the company and serve as its other distinguishing features.

LITERATURE REVIEW

The relationship between organizational culture, work environment, and employee creativity has been a subject of extensive research in organizational behavior and management literature. This literature review aims to provide a comprehensive overview of key findings and theoretical frameworks that underpin the intricate dynamics among these variables (Fakhri et al., 2024). Organizational culture, defined as the shared values, beliefs, and norms that shape behavior within an organization, has long been recognized as a significant determinant of employee creativity. Numerous studies have demonstrated that organizations with a culture that encourages risk-taking, experimentation, and openness to new ideas tend to have more creative employees. The model of organizational culture, which identifies three levels of culture - artifacts, espoused values, and underlying assumptions - has been widely used to understand how organizational culture influences employee behavior and creativity (Larasati et al., 2023). In parallel, the work environment plays a crucial role in shaping employee creativity. Factors such as physical workspace design, organizational structure, leadership style, and reward systems can either facilitate or hinder creative thinking and innovation. For example, the componential theory of creativity suggests that the work environment influences creativity through various factors, including challenge, freedom, resources, supervisory encouragement, and organizational support (Fakhri et al., 2024). Furthermore, recent research has highlighted the moderating role of employee creativity in the relationship between organizational culture, work environment, and employee creativity outcomes. Employees with higher levels of creativity are better able to navigate and thrive in diverse organizational cultures and work environments, leveraging their innovative thinking to overcome obstacles and generate novel solutions. This moderating effect underscores the importance of not only fostering a conducive environment for creativity but also recognizing and nurturing the creative potential of employees (Asghar et al., 2022). To enhance innovation and competitiveness, organizations must prioritize the development of strategies and initiatives aimed at cultivating a culture that values creativity and fosters collaboration. This may involve promoting a culture of psychological safety, where employees feel comfortable expressing and experimenting with new ideas, as well as providing them with the autonomy and resources necessary to pursue creative endeavors. Additionally, leaders play a critical role in shaping organizational culture and setting the tone for creativity through their actions and behaviors.

In conclusion, this literature review highlights the complex interplay between organizational culture, work environment, and employee creativity. By understanding and leveraging these dynamics, organizations can create an environment that nurtures creativity, fosters innovation, and drives sustained success in today's dynamic business landscape.

Organizational Culture

The complex structure of values, presumptions, symbols, and beliefs that characterize an organization's operations and interactions with important constituencies like managers, staff, clients, and rival businesses is known as its organizational culture (Deal & Kennedy, 1982; Juliana et al., 2021). Schein and Ogbeibu (2018) assert that organizational culture is a representation of the fundamental hypotheses that a group develops to address issues of internal integration and external adaptation. These hypotheses, once validated, can be taught as the proper way to perceive, feel, and think about these issues. On the other hand, Mclean in Jeong et al. (2017) defines organizational culture as a collection of values, presumptions, and beliefs shared by all members of the organization that serve as behavioral norms and have an impact on behavior. According to Zhang et al., (2008) organizational culture fosters social connections among its members and fosters trust and positive communication, all of which contribute to the generation of social capital. But the formation of an organizational culture is a gradual process that is influenced by a range of interactions that take place within the workplace. "Organizational culture is a shared perception shared by members of the organization," claims Robbins (2014:289). All members of an organization have a same way of thinking, which is known as its organizational culture. In order to be welcomed into the organization, new members must understand and embrace certain aspects of this culture. Risk tolerance and strong ethical standards are often formed by an organization's culture. Strong cultures that uphold high moral standards will have a significant and favorable impact on employee behavior. The firm, represented by the management, must prioritize fostering employee strength, rewarding behavior over punitive action, and highlighting the importance of personal development in order to establish an ethical workplace culture. According to Luthans (2011: 137) in

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Damayanti and Fakhri (2014), is a fundamental style of thinking that is taught to new employees as a method to feel, think, and behave appropriately on a daily basis. "Said that organizational culture is something that is related to a system within an organization or company that is held and interpreted together by all members or employees so that it can differentiate an organization with other organizations," according to Robbins and Judge (2014) in Frida and Christina (2018).

There are seven (seven) indications of organizational culture, according to Robbins & Coulter (in Ganyang, 2018): (1) innovation and taking risks; (2) attention to detail; and (3) outcome oriented; (4) Focus on people; (5) Focus on teams; (6) Aggressiveness; and (7) Stability. According to the definition given above, an organization's culture may thus be described as a system of meanings or values. shared by every employee in the company.

Knowledge Sharing

Knowledge sharing, according to Danuputra (2019), is the process of sharing, disseminating, and exchanging information and knowledge between individuals, communities, and communities themselves in order to improve implementation and generate new knowledge. The mechanisms of social interaction and communication between the knowledge providers and the knowledge recipients enable this. According to Lanlika et al. (2005) knowledge sharing is one way for organizations to open themselves to external organizations in developing organizational competence. Liao et al. (in Danuputra & Sary, 2019) contend that knowledge sharing is beneficial for institutions or organizations since it generates shared intellectual capital, which is why it's critical for organizations to establish knowledge processes. In its implementation in a company, knowledge sharing certainly cannot run well if it is not supported by a conducive company environment. And also to implement this knowledge sharing of course, all elements in the company must be able to work together. The efficacy of knowledge-management practices within an organization is contingent upon employee knowledge sharing and the consequences that ensue (Hislop, 2013). Due to the complexity of knowledge sharing and the multitude of interpersonal, organizational, and environmental elements that impact it, a significant area of study has been devoted to identifying the characteristics that either promote or impede it (Mahnke et al., 2009). As a result, one critique leveled at knowledge-sharing research is that it pays relatively little attention to the value realization of knowledge sharing and instead concentrates too much on factors that facilitate knowledge sharing, such as organizational culture, technology, and rewards (Henttonen et al., 2016).

According to Hoof and Weemen in Harjanti and Noerchoidah (2017), knowledge sharing is the act of people trading and sharing new information via the process of gathering, giving, and exchanging knowledge. According to this definition, all knowledge-sharing activities include:

1. Knowledge donating

specifically, the process or voluntary activity of people or organizations freely imparting knowledge, information, or skills to other individuals or the broader public. Employees' capacity to exchange ideas, skills, knowledge, work experiences, and contextual information with one another is one example. Knowledge gathering is the capacity of an employee to gather data from other workers, such as ideas, skills, context, and knowledge about work experiences. Knowledge donation seeks to strengthen organizations, quicken the learning process, and provide access to information and skills. Actors who donate their knowledge want to make a good difference and advance larger societal growth.

2. Knowledge collecting

is a term that refers to the process of gathering and keeping data, knowledge, and information from a variety of sources that are pertinent to the operations, plans, and objectives of the business. In a corporate setting, the primary goal of knowledge collection is to produce and use useful information that facilitates decision-making, creativity, efficiency, and the accomplishment of organizational objectives.

Employee Performance

Performance is the degree of efficacy and efficiency displayed by workers in completing regular activities inside a firm or organization within a specified amount of time (Ganyang, 2018). According to Mangkunegara (2013), performance is defined as the outcome of work as judged by the amount and quality of work that can be accomplished by an employee in carrying out their assigned duties. according to Wibowo (2016) stated "Performance is the result of work that has a strong strategic relationship with the organization, customer satisfaction and contributes to the economy". Meanwhile, according to Ratundo and Sacket (in Dewi, 2021) defines "Performance is an activity that includes all actions or behaviors that are controlled by individuals and contribute to the achievement of company goals". Johari et al. (2018) state that an employee's performance can be defined as their capacity to complete a task using the resources at their disposal. Based on the perspectives of the aforementioned experts, it can be inferred that an individual's performance is an accomplishment; the outcomes of their labor are in line with the duties and tasks assigned by the organization, as evidenced by the caliber and volume of work produced. Behavioral preferences on

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qualitative, as opposed to quantitative, qualitative aspects are used to quantify employee performance. Behavior-based measurements are usually arbitrary, particularly when it's believed that workers can properly characterize what constitutes successful performance for both themselves and their colleagues. According to Etalong (2023) employee performance refers to the level of productivity, efficiency, and effectiveness with which an employee performs their job responsibilities and meets the expectations set by their employer. It includes various aspects of an employee's work, such as the quality and quantity of their output, their ability to meet deadlines, their adherence to company policies and procedures, their communication and teamwork skills, and their overall work ethic and attitude. Employee performance refers to a person's achievements as measured by the standards and criteria set by the company. Management to achieve high human resource performance is intended to improve the company as a whole (Mas'ud, 2014).

Gomes (2018) identifies eight variables that should be considered when assessing employee performance, including:

The criteria include work quantity, quality, job knowledge, creativity, teamwork, initiative, reliability, and personal qualities.

The quality and quantity of an employee's work in fulfilling tasks in the workplace in accordance with responsibilities and in accordance with targets—or targets that have been predetermined and agreed upon by the institution and its employees—are considered to be part of the employee's performance, according to the aforementioned assumption.

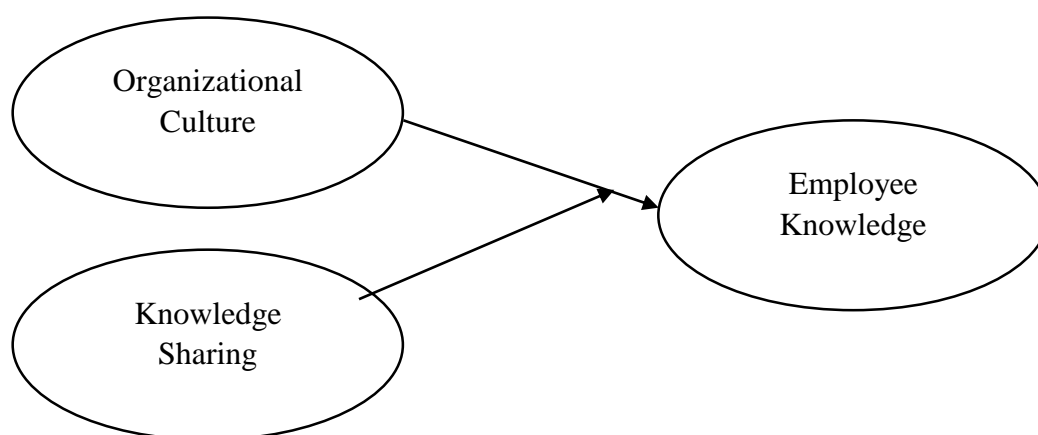


Fig. 1 Research Model

METHODS

Participant and Procedures

The data for this study was obtained from employees working in private companies located in Bandung, Indonesia. Data collection was conducted through the distribution of questionnaires, which were filled out by employees who worked on utility department. The questionnaires were electronically sent to 40 employees working in private companies in Bandung. The respondents were asked if they were willing to participate in an electronic survey consisting of 39 questions related to the variables of interest. The respondents provided information regarding organizational culture and knowledge sharing on employee performance within their current company.

Participating in the study were 40 individuals who answered questions about organizational culture, knowledge sharing, and employee performance. The questionnaires that were administered will be used to interpret the data that has been gathered. Analysis of the data collected will be done to determine how organizational culture and knowledge sharing affect employee performance.

The respondents in this study were divided based on job rank, and length of employment. Out of the 40 respondents, all were male, It is well known that respondents with managerial positions receive a 2% percentage. responders with official jobs had a proportion of 5%, whilst supervisory responders received 10%. And with 83% of the total, individuals who work as mechanics, technicians, or operators received the highest percentage. Meanwhile for the length of employment In the Utility Department of PT XYZ, specifically, the percentages are as follows: 5% for respondents who have worked for less than a year, 32% for those who have worked for one to five years, 25% for those who have worked for five to ten years, and 38% for those who have worked for more than ten years.

Analysis

The present study utilized a quantitative research methodology. Acquiring information that characterizes the thing, occasion, or circumstance being studied is the goal of quantitative research (Sekaran & Bougie, 2016:43). This method aims to

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develop, anticipate, and clarify hypotheses. Numerical information from measurements, observations, or experiments is referred to as quantitative data (Sugiyono, 2020)

Descriptive research was the method utilized in this investigation. The goal of descriptive research is to present an event or phenomena as fact (Sekaran & Bougie, 2016). Causal research is used in this study based on the aims. Nurdin and Hartati (2019) state that causal research looks at the relationship between two or more variables in terms of cause and effect. The use of causal research is employed to examine the impact of knowledge sharing, employee performance, and organizational culture.

Partial least square (PLS) is a statistical technique used in structural equation modeling (SEM) that attempts to determine whether or not there is a link between constructs in order to analyze the predictive relationship between them (Abdillah & Hartono, 2015). It is possible to employ PLS versions that test the measurement and structural measurement models at the same time. PLS is used to explain the theoretical relationship between the two variables and forecast the impact of variable X on variable Y. However, SmartPLS 3.0 eliminates the assumptions of OLS (ordinary least squares) regression, such as the need that the data be multivariate regularly distributed and the absence of multicollinearity between exogenous variables (Ramayah et al., 2018)

RESULT AND DISCUSSION

In this research, questionnaire data was given to 40 respondents who were employees of the Utility Department of PT XYZ. The results obtained from the organizational culture variable were 82%. This percentage is in the good category on the continuum line. The results of the knowledge sharing variable are 86% so that if measured along a continuum it is included in the Very Good category. The results of the employee performance variable of 80% if measured in percentage terms along a continuum line are included in the good category.

Reliability Test

A correlation with the idea of evaluating a concept is revealed by the validity test. Chin (1995) in Abdillah and Hartono (2015) states that the three key criteria used to test convergent validity are outer loading > 0.7, communality > 0.5, and average variance extracted (AVE) > 0.5. A reliability test was used in this study to evaluate the measurement tool's internal consistency. Two benchmarks are provided for the PLS reliability test: composite reliability from indicator blocks that measure structures and Cronbach's alpha (Ramayah et al., 2018). According to Hair et al., the composite dependability or rule-of-thumb alpha value needs to be better than 0.7 in (Abdillah & Hartono, 2015), even though a value of 0.6 is still acceptable. The reliability and validity test obtained the following results using the SmartPLS software:

The alpha value output results or the Cronbach composite reliability for each must be more than 0.7 in order to be considered highly reliable. In particular, it is possible to draw the conclusion that all variables have a high degree of reliability and that the data may be trusted because three latent variables—employee performance, knowledge exchange, and organizational culture—had CA and CR values more than 0.7. The validity requirements have been satisfied, since Table 1 demonstrates that each of the three variables—organizational culture, knowledge sharing, and employee performance—has an AVE value that is higher than the necessary cutoff of 0.5.

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture	0.916	0.927	0.933	0.667
Employee Performance	0.939	0.942	0.950	0.704
Knowledge Sharing	0.924	0.929	0.937	0.624

Source: Author's Result (2024)

Outer Model

The model that explains the relationship between latent variables and indicators quoted in references known as external models (outer models) or measurement models.

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Table 2. Outer Loadings

	Organizational Culture	Employee Performance	Knowledge Sharing
X1.10	0.798		
X1.2	0.747		
X1.4	0.891		
X1.6	0.758		
X1.7	0.779		
X1.8	0.876		
X1.9	0.853		
X2.10			0.782
X2.2			0.759
X2.3			0.749
X2.4			0.826
X2.5			0.883
X2.6			0.769
X2.7			0.769
X2.8			0.800
X2.9			0.765
Y10		0.923	
Y2		0.852	
Y3		0.781	
Y4		0.866	
Y5		0.761	
Y6		0.823	
Y8		0.852	
Y9		0.846	

Factor loading indications are considered valid based on table 2 if it has a value of > 0.7 , where this size can be declared high (Budiastuti & Bandur, 2018) In addition there is an AVE value used as a determinant of convergent validity. If the value of AVE > 0.5 then is considered valid, in table 2 there is one indicator that has a value of < 0.7 namely x1.1, x1.3, x1.5, x2.1, y1, and y7. Furthermore, re-processing is carried out and all indicators of loading factors and all AVE variables have valid values on each variable and its indicators.

Inner Model

Inner Model is a model that can describe the relationship between constructs based on certain theories or assumptions.

Variabel Laten

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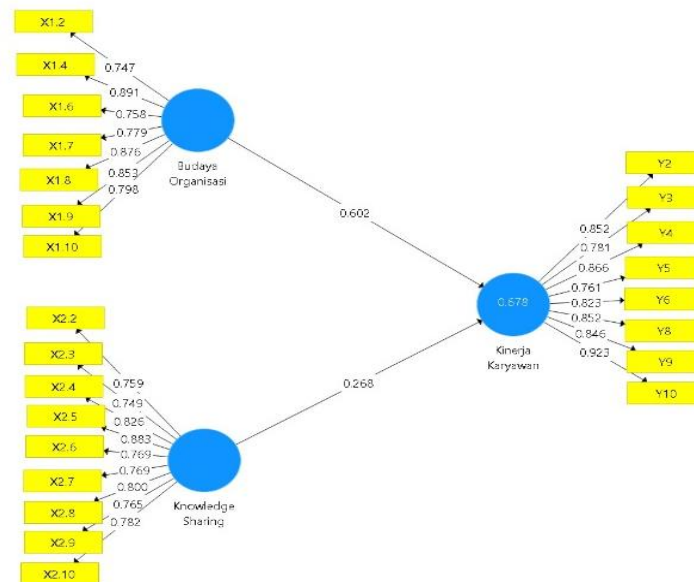


Fig. 2 Research Model and Result of Path Analysis

Based on Figure 2 it can be seen that organizational culture on employee performance has a value of 0.602. Then, knowledge sharing of employee performance has a value of 0.268. *R Square*

Table 3 R Square

	R Square	R Square Adjusted
Employee Performance	0.678	0.661

Based on table 3 above it can be seen that the organizational cultural variable and knowledge sharing have a contribution of 0.678 or 67.8% to the performance of temporary employees 32.2% is influenced by other variables that are not included in this study.

Table 4. Hypothesis Test

	Original Sampel	Sampel Mean	Standard	T Statistic	P Values	
Organizational Culture Employee Performarnc	->	0.602	0.615	0.145	4.149	0.000
Knowledge Sharing Employee Performance	->	0.268	0.261	0.157	1.706	0.089

Based on table 4 above, there is a significant positive relationship between organizational culture and employee performance, while there is a negative relationship between knowledge sharing and employee performance.

Organizational culture's effect on employee performance

According to hypothesis testing in Table 4 there is an impact of organizational culture that affects employee performance. This proves that the values, norms, habits, and practices that exist in an organization can influence how employees work and how well they carry out their duties.

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Knowledge sharing's effect on employee performance

According to hypothesis testing in Table 4 there is an impact of Knowledge Sharing that does not affect employee performance. This proves that the process of sharing knowledge among employees in an organization does not have a significant impact on how well employees carry out their duties.

CONCLUSION

In conclusion, this study has shed light on the intricate relationship between organizational culture, work environment, and employee creativity, with a particular focus on the moderating role of employee creativity. Through a comprehensive analysis, it has been demonstrated that organizational culture and work environment significantly influence employee creativity, both individually and interactively.

The findings underscore the importance of fostering a supportive organizational culture and conducive work environment that stimulate and nurture creativity among employees. Moreover, the moderating effect of employee creativity emphasizes the need for organizations to recognize and leverage the creative potential of their workforce to enhance innovation and competitiveness in today's dynamic business landscape.

Moving forward, organizations should prioritize the development of strategies and initiatives aimed at cultivating a culture that values creativity, promotes collaboration, and provides employees with the autonomy and resources necessary to explore new ideas and approaches. By doing so, they can not only harness the full creative potential of their employees but also drive sustained growth and success in an increasingly competitive marketplace.

Based on the findings of data analysis, we find that organizational culture has a positive impact on employee performance while Knowledge Sharing has no influence on employee performance. This study proves that a strong and positive organizational culture can create a work environment that supports and motivates, so that employees can achieve their best performance. Meanwhile, although knowledge sharing is considered a good practice, in a certain context or specific conditions, it does not always make a direct or significant contribution to improving employee performance.

Limitation, recommendation, and future research directions

Due to the limited time of the implementation of this research, conducting research with the number of respondents more than 40 employees in the company/organization because the increasing number of respondents will increasingly potentially increase the level of accuracy of research. If the next researcher uses the same three variables, try to with a different object. It is expected that further researchers can use more variables affect employee performance.

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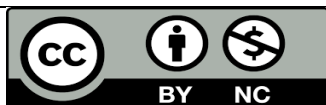
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