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**Organizational Culture and Work Environment on Employee Performance  
with Management Knowledge as Mediation**

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**Abstract**

This study aims to examine the influence of organizational culture and work environment. This research was conducted on employees who work at PT Telkom Solo Raya and DIY with a total sample of 125 employees using a random sampling method. Data analysis was performed using Structural Equation Modeling (SEM) analysis with the Smart PLS application. The results of this study indicate that organizational culture has a direct positive effect and the work environment has a positive and significant effect on employee performance. Meanwhile, management knowledge can mediate the influence of organizational culture and work environment on employee performance.

**Keywords:** Organizational Culture, Work Environment, Knowledge Management, Employee Performance.

**Introduction**

The problem of human resources is a challenge for management because the success of a company depends on the quality of its human resources. Human resources also need to get attention from the leadership so that employees can work better and achieve company goals. The company links culture with performance management. Enterprise human resources (HR) programs should be focused on building customer-centric teams, empowering managers and people to make decisions and fostering a culture of learning (Bersin, 2017). To create a company that can run smoothly, namely having an organizational culture. Organizational culture is a regulation that is consciously or unconsciously realized by individuals as shared values and beliefs that are used for the identity of an organization (Kreiner and Kinicki, 2008). Organizational culture is something fundamental, even if the organization has a strong culture, where all members of the organization carry out their cultural values, the organization can create its competitive advantage (Indiyati, 2018). In line with the opinion of Tewal et al., (2017) that organizational culture is a value system for each organization to regulate the way employees behave and act in the company.

Robin (2017) states the importance of organizational culture in relation to employee performance, in essence, employees in companies with strong cultures are more committed to their companies than employees in companies with weak cultures. Companies with strong cultures will also use recruiting efforts and socialization practices. Wahyuniardi et al., (2018) in their research results found that organizational culture and work environment have a positive and significant influence on employee performance. In line with research conducted by Susetyo et al., (2014) from the results of his research it was found that organizational culture and work

environment have a significant effect on employee performance if the company's work environment is comfortable and employees like the work environment then these employees will feel comfortable and can improve employee performance which affects the company. Conversely, if employees feel uncomfortable with their work environment, it can reduce the employee's performance. them to foster employee commitment.

Wahyuniardi et al., (2018) in his research found that organizational culture and work environment have a positive and significant influence on employee performance. Pawirosumarto et al., (2016) in his research stated that the environment is a place where employees carry out their activities, where this can bring positive and negative effects for employees to achieve their work results. The work environment has benefits, namely creating morale so that employee productivity and performance increase. A good work environment is a conducive work environment, if a conducive environment is a condition for improving employee performance (Eny, 2019). Employee performance can be said to be good if the resulting performance is in accordance with the company's performance standards and achieves the company's goals. To produce good performance, human resources must have high knowledge so that high employee performance will have an impact on company performance (Zameer et al., 2014). According to Iceberg's competency theory (MIT Careers, 2005 in Salleh et al., 2015) there are three aspects that are assessed by an organization, namely knowledge, attitudes and skills that affect employee performance.

Wahda (2017) from the results of his research found that the role of mediating knowledge management can mediate the influence between organizational culture and employee performance. In line with research conducted by Aulia (2016) that organizational culture has a significant effect on employee performance through management knowledge as the mediation. Meanwhile, according to the Organizational culture theory put forward by Hofstede and Bond (1980) states that a good organizational culture can create good employee performance with knowledge management. Based on the description of the background and performance targets of employees at PT Telkom in Solo Raya and the Special Region of Yogyakarta, it is necessary to conduct testing and research on Organizational Culture, Work Environment and Management Knowledge on Employee Performance at PT Telkom in Solo Raya and the Special Region of Yogyakarta.

## **Literature Review**

### **1. Organizational culture**

Organizational culture is a set of values and principles of a corporate system and these values can reinforce and strengthen corporate culture (Schein, 2000). The process of forming culture, in a sense, is identical to the process of forming groups where the essence of grouping or group identity is on shared patterns of thoughts, beliefs, feelings, and values resulting from shared experiences and shared learning resulting in patterns of shared assumptions referred to as group culture. Scheins, 2007). The stronger organizational culture means that more employees accept the values in the organization and greater employee commitment (Robbins and Coulter, 2002).

## **2. Work environment**

The environment is a place where employees carry out their activities, where this can have positive and negative effects for employees to achieve their work results (Pawirosumarto et al., 2016). A good work environment is a conducive work environment, if a conducive environment is a condition for improving employee performance (Eny, 2019).

## **3. Management Knowledge**

Management knowledge is a way to improve organizational performance by managing the knowledge possessed by employees (Cummings, 2015). Knowledge management as a tool that can collect and organize available knowledge and disseminate it within an organization (Ahmadya, 2016). Knowledge management as a strategy to help turn knowledge into action and share it in such a way as to improve organizational performance by consciously providing accurate knowledge to someone at the right time (Chen, 2006 in Khoualdi and Saleh, 2015).

## **4. Employee performance**

Employee performance is a standard used to determine how much employees contribute to the organization such as quantity, quality, output period and attendance at work (Mathis and Jackson, 2006). Individual performance is influenced by skills, skills and motivation (Mahmudi, 2010). In an organization, you can get the job done if you have employees who are talented and have good abilities (Kurniawan, 2018).

## **A. Hypothesis Development**

### **1. The Effect of Organizational Culture on Employee Performance**

Organizational culture is an intermediary between employees and other employees in the company, because the strong organizational culture of a company causes employees to feel part of the company so that it affects employee performance (Tanuwibowo, 2014). Organizational culture has been determined by the company with the aim of assessing employee performance so that employees can improve performance at work (Wahyuniardi et al., 2018). Good organizational culture can create good employee performance with knowledge management (Organizational culture theory put forward by Hofstede and Bond (1980). Some research results show a relationship between organizational culture and employee performance, including Mohammad (2017) that organizational culture and work environment show a simultaneous influence on employee performance while partially only the work environment affects employee performance. In Wahyuniardi et al.'s research, (2018) that organizational culture and work environment have a positive and significant influence on employee performance.

H1 = Organizational Culture Has a Positive Influence on Employee Performance

### **2. The Effect of the Work Environment on Employee Performance**

The environment is a place where employees carry out their activities, where this can have positive and negative effects for employees to achieve their work results (Pawirosumarto et al., 2016). A clean and complete work environment can provide a comfortable atmosphere for employees and affect employee performance (Wahyuniardi et al., 2018). In the research of Pawirosumarto et al., (2016) that the work environment has no significant and positive effect on

employee performance, but the work environment only has a significant effect on job satisfaction, but does not have a significant effect on employee performance. In Wahyuniardi et al.'s research, (2018) that organizational culture and work environment have a positive and significant influence on employee performance.

H2 = Work Environment Has a Positive Impact on Employee Performance

### **3.The Influence of Organizational Culture On Management Knowledge**

The convergent theory of organizational culture claims that, there is a unified consolidated culture within the organization that is differentiated as something that provides stability between cultural factors (fundamentals) assumptions, values, artefacts (cultural manifestations) among different people and units. (Scheins, 2004). Organizational culture is an intermediary between employees and other employees in the company, because the strong organizational culture of a company causes employees to feel part of the company so that it affects employee performance (Tanuwibowo, 2014). Good organizational culture can create good employee performance with knowledge management (Organizational culture theory put forward by Hofstede and Bond (1980). Glosser's studies show that knowledge discovery and distribution positively affect the speed of performance and the quality of performance at the organizational level. Some research results show the relationship between organizational culture and knowledge management among other things carried out by Ilmaniar and Djastuti (2018) that organizational culture has proven to have a positive and significant effect on management knowledge, meaning that the higher the organizational culture of employees will increase employee management knowledge. In the research of Ahmadya et al., (2016) that the relationship between organizational culture and knowledge management has been successfully carried out in an organization when the appropriate culture has been coordinated with the system.

H<sub>3</sub> = Organizational Culture Has a Positive Influence on Knowledge Management

### **4. The Influence of the Work Environment on PManagement knowledge**

The work environment is very influential in the formation of individuals in a company and affects individual achievement (Rivai, 2009). Employees work in a comfortable and pleasant work environment, so the knowledge that will be obtained will be wider (Wahyuniardi et al., 2018). In the research of Nitiwidjojo et al., (2019) that work environment variables and knowledge management simultaneously affect organizational performance. In the research of Wahyuniardi et al., (2018) that a comfortable work environment has a positive effect on employee knowledge thereby increasing employee performance.

H4 = Work Environment Has a Positive Effect on Knowledge Management

### **5.Influence of Knowledge Management On Employee Performance**

Management knowledge is a way to improve organizational performance by managing the knowledge possessed by employees, if knowledge management owned by good and broad employees will accelerate the completion of a job and have an impact on improving employee performance within the company (Cummings, 2015). Employee abilities can be seen from the knowledge and expertise in doing the work given so that it affects the employee's performance

(Adamy, 2016). Management knowledge become an important factor of management strategy to improve organizational performance in order to compete with other companies (Castro, 2015). In the research of Nitiwidjojo et al., (2019) that the knowledge management variable has a partial effect on organizational performance, meaning that the effect of knowledge management variable on organizational performance is 39.7% and the rest is influenced by other variables. In research by Rahmayanto et al., (2019) that the majority of respondents stated that the application of knowledge management which includes: knowledge discovery, knowledge capture, knowledge sharing and knowledge application has a positive effect on employee performance.

H<sub>5</sub> =Management Knowledge Has a Significant Influence on Employee Performance

#### **6. Management Knowledge Plays a role in mediating the influence of organizational culture on employee performance**

An organization has a high commitment in which there is management knowledge then it will have high performance (Grant, 2002). Good organizational culture then knowledge management applied in the organization is also good because the more knowledge that is applied will improve employee performance (Aulia, 2016). Higher management knowledge to employees will produce new innovations that improve employee performance (Widayana, 2005). Several research results indicate the mediating role of knowledge management including Wahda (2017) that knowledge management can be a mediating influence between organizational culture and employee performance. In Aulia's research (2016) that organizational culture has a significant effect on employee performance through management knowledge as mediation.

H<sub>6</sub> =Knowledge Management Mediates the Influence of Organizational Culture on Employee Performance

#### **7. Management Knowledge Plays a role in mediating the influence of the work environment on employee performance**

A safe and healthy work environment will have a positive impact on employees working at the company. If employees feel comfortable at work and can use time effectively, productivity will be high and employee performance will also be high (Anggi, 2015). The work environment is very influential in the formation of individuals in a company and affects individual achievement (Rivai, 2009). Management knowledge positively influenced by the support from the company (Chang et al in Muneer et al., 2014). Management knowledge be a step in building and developing the trust that employees have to improve performance in an organization (Armstrong, 2008). Some research results show the relationship between work environment and knowledge management including Kurniawan (2018) that the work environment and knowledge partially or simultaneously have a significant influence on employee performance. In Falah and Prasetya's research (2017) that the variable is management knowledge on employee performance has been going well, meaning it has a significant value and has a positive effect on employee performance.

H<sub>7</sub> =Management knowledge mediates the influence of the work environment on employee performance

## **B. Research Framework**

The research framework above was compiled based on organizational culture theory, a good organizational culture can create good employee performance with knowledge management proposed by Hofstede and Bond (1980). Organizational culture is a set of values and principles of a corporate system and these values can reinforce and reinforce culture synonymous with the process of forming groups where the core of grouping or group identity is in patterns of thoughts, beliefs, feelings and shared values resulting from experience. shared learning and shared learning produce patterns of shared assumptions which are referred to as group culture (Schein, 2016).

Pawirosumarto's research et al., (2016) explained that organizational culture has no significant and positive effect on employee performance so it is not used as a reference for behavior and activities in completing work. Research by Ahmadya et al., (2016) shows that the relationship between organizational culture and knowledge management has been successfully carried out in an organization when the appropriate culture has been coordinated with the system.

Based on the theory of organizational culture and Pawirosumarto and Ahmadya's research, it can be explained that there is an influence of Organizational Culture on Performance and the influence of the Work Environment on Performance and Knowledge Management as a mediator. So that the following influence framework can be arranged: (1) The Influence of Organizational Culture on Performance and the Influence of the Work Environment on Performance. Knowledge Management as a Mediator for the Effect of Organizational Culture on Performance and the Effect of the Work Environment on Performance.

Armstrong and Taylor (2014) states that knowledge management operationally means knowledge management is a company or organization activity where knowledge development and utilization occurs, while knowledge management strategically means knowledge management is a step to establish every organization or company as a knowledge-based company. Knowledge management is concerned with storing and sharing the accumulated wisdom, understanding and expertise within an enterprise about its processes, techniques and operations.

As according to Mathis and Jackson (2008). Knowledge management is the way organizations identify and utilize knowledge in order to be competitive. It is the art of creating value using the organization's intellectual capital, which is known to the organization (or rather the people within the organization). Knowledge management is a conscious effort to get the right knowledge to the right people at the right time so that it can be shared and implemented.



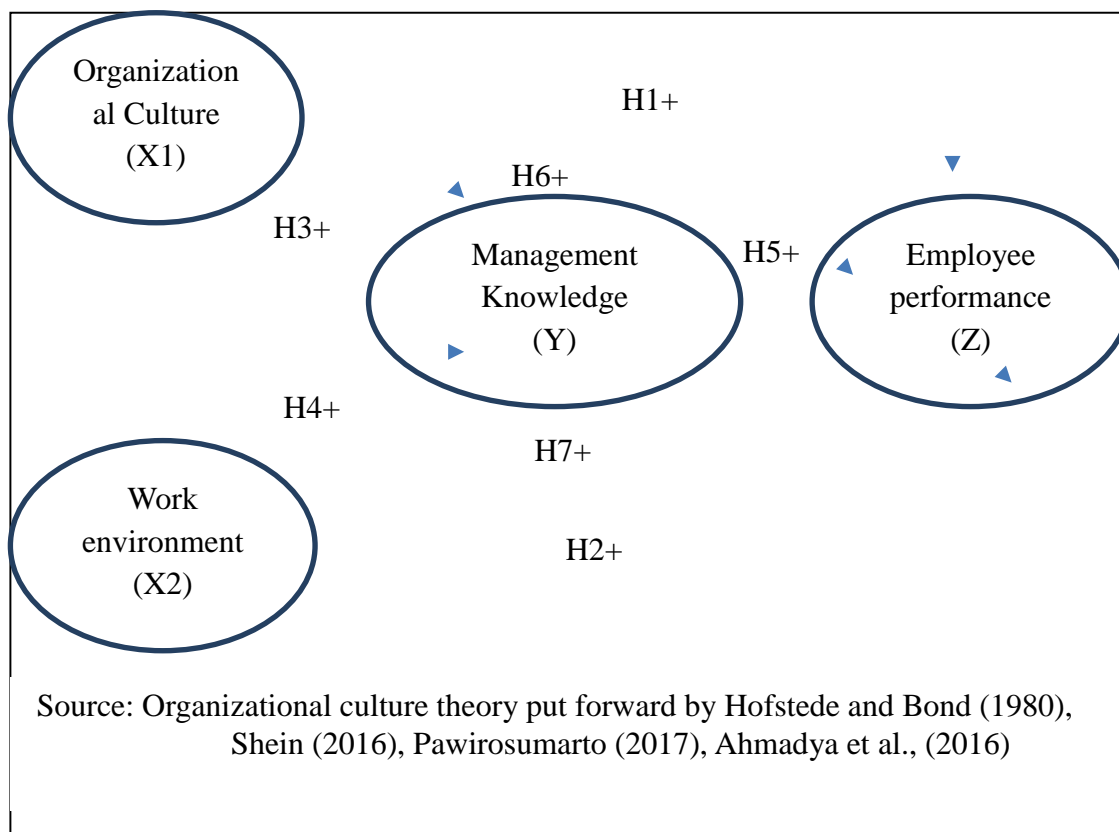


Figure 1. Research Framework

Based on the research problems in the theoretical framework, it can then be formulated as follows:

- H1 = Organizational Culture Has a Positive Influence on Employee Performance
- H2 = Work Environment Has a Positive Impact on Employee Performance.
- H3 = Organizational Culture Has a Positive Influence on Knowledge Management.
- H4 = Work Environment Has a Positive Influence on Knowledge Management.
- H5 = Management Knowledge Has a Significant Influence on Employee Performance.
- H6 = Knowledge Management Mediates the Influence of Organizational Culture on Employee Performance
- H7 = Management knowledge mediates the influence of the work environment on employee performance

**C. Research Methods**

The population in this study were 762 PT Telkom office employees in Central Java and the Special Region of Yogyakarta (DIY). The sample is part of the data which includes the number and characteristics possessed by the population. The sample in this research is 125 employees. According to Roscoe (1975) quoted by Uma Sekaran (2006) to determine the number of research

samples in order to produce good data samples of more than 30 and less than 500. According to Hair et al., (2014) the number of research samples must be 100 or greater. The sampling technique by means of random sampling. In this study, there were 2 research variables (independent + dependent), namely X1 = Organizational Culture, X2 = Work Environment, 1 independent variable, namely Y = Employee Performance, and 1 mediating factor, namely Z = Management Knowledge. The method in this study was random sampling which is a sampling method in which each element that makes up the population is given the same opportunity to be selected as a sample. The data collection method in this study was carried out by distributing questionnaires to Telkom office employees in Central Java containing questions related to the variables being studied. Then testing the hypothesis using the SPLS program. The measurement scale used is the Likert scale, the scale range used is a scale of 1 to a scale of 5. Score 5 for Strongly Agree (SS) answers, Score 4 for Agree (S) answers, Score 3 for Less Agree (KS) answers, Score 2 for the answer Disagree (TS), Score 1 for the answer Strongly Disagree (STS).

**D. Analysis and Discussion**

This test was produced to explain the instruments used in the research variables to be able to provide concrete confirmation of the problems that exist in the field. This test uses Smart PLS with validity and reliability testing and produces the outer model as follows:

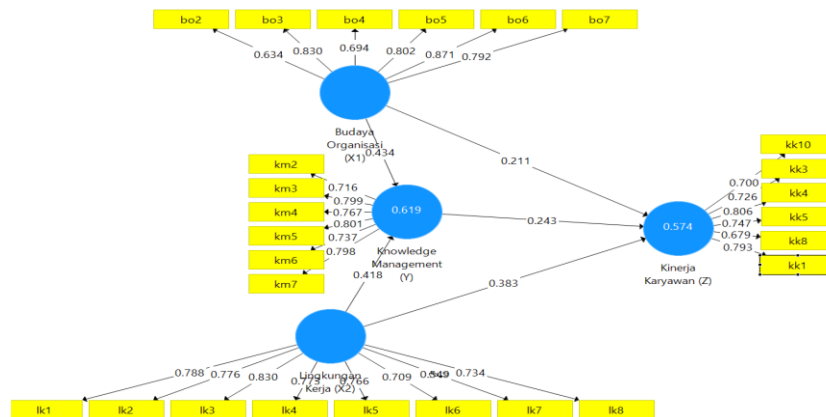


Figure 2 Outer Model

**1. Validity Testing**

In conducting the analysis, it turned out that at the beginning of the test there were several items that did not meet the test requirements, so outlier questions were needed on that particular variable.

**a) Convergent Validity**

In the convergent validity method using outer loading and average variance extracted (AVE) testing.



Construct	Question Items	Loading Value	
<b>Organizational Culture (X1)</b> (AVE = 0.600)	Bo2	0.634	Valid
	Bo3	0.830	Valid
	Bo4	0.694	Valid
	Bo5	0.802	Valid
	Bo6	0.871	Valid
	Bo7	0.792	Valid
<b>Employee Performance (Z)</b> (AVE = 0.553)	kk1	0.793	Valid
	Kk10	0.700	Valid
	Kk3	0.726	Valid
	Kk4	0.806	Valid
	Kk5	0.747	Valid
	Kk8	0.679	Valid
<b>Management Knowledge (Y)</b> (AVE = 0.594)	Pm2	0.716	Valid
	Pm3	0.799	Valid
	Pm4	0.767	Valid
	Pm5	0.801	Valid
	Pm6	0.737	Valid
	Pm8	0.798	Valid
<b>Work Environment (X2)</b> (AVE = 0.555)	Lk1	0.788	Valid
	Lk2	0.776	Valid
	Lk3	0.830	Valid
	Lk4	0.773	Valid
	Lk5	0.766	Valid
	Lk6	0.709	Valid
	Lk7	0.649	Valid
	Lk8	0.734	Valid

**b) Discriminate Validity**

This test was carried out using the cross loading method with the following analysis results:

Question Items	Organizational Culture (X1)	Employee Performance (Z)	Management Knowledge (Y)	Work Environment (X2)
bo2	0.634	0.481	0.451	0.421
bo3	0.830	0.557	0.600	0.552
bo4	0.694	0.485	0.522	0.477
bo5	0.802	0.548	0.624	0.597
bo6	0.871	0.489	0.600	0.617
bo7	0.792	0.491	0.568	0.587
kk1	0.543	0.793	0.577	0.578
kk10	0.533	0.700	0.580	0.613
kk3	0.474	0.726	0.448	0.497
kk4	0.456	0.806	0.461	0.554
kk5	0.448	0.747	0.422	0.409
kk8	0.456	0.679	0.478	0.458
pm2	0.487	0.446	0.716	0.525
pm 3	0.532	0.528	0.799	0.547
pm 4	0.533	0.589	0.767	0.559
pm 5	0.663	0.507	0.801	0.596
pm 6	0.534	0.539	0.737	0.561
pm 7	0.607	0.502	0.798	0.556
lk1	0.616	0.552	0.634	0.788
lk2	0.511	0.624	0.496	0.776
lk 3	0.564	0.524	0.614	0.830
lk4	0.346	0.504	0.514	0.773
lk5	0.614	0.488	0.551	0.766
lk6	0.574	0.578	0.577	0.709
lk7	0.488	0.405	0.384	0.549
lk8	0.465	0.513	0.500	0.734

## 2. Reliability Testing

The results of this test are to explain whether each variable used has a consistent or reliable answer. This test uses cronbach's alpha and composite reliability.

.Variable	Cronbach's Alpha	Composite Reliability	Information
Organizational Culture (X1)	0.863	0.899	Reliable
Employee Performance (Z)	0.837	0.881	Reliable
Management Knowledge (Y)	0.863	0.897	Reliable
Work Environment (X2)	0.883	0.908	Reliable

### 3. Multicollinearity Test Results

This test is to produce a correlation that is generated between each variable in the regression model. This test uses the VIF method.

Model	Employee Performance (Z)	Management Knowledge (Y)
Organizational Culture (X1)	2,479	1,984
Management Knowledge (Y)	2,625	
Work Environment (X2)	2,443	1,984

### 4. Hypothesis Test

Relations Between Variables	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Information
H1 = X1 → Y	0.434	5,671	0.000	supported
H2 = X2 → Y	0.418	5,613	0.000	supported
H3 = X1 → Z	0.211	1,669	0.096	supported
H4 = X2 → Z	0.383	3,646	0.000	supported
H5 = Y → Z	0.243	2,330	0.020	supported
Intervening Effect = X1 → Y → Z	0.106	2,088	0.037	supported
Intervening Effect = X2 → Y → Z	0.102	2,148	0.032	supported

Based on the results of the study, it was found that organizational culture has a significant positive effect on employee performance. This is evidenced by analysis through smart PLS with a coefficient value of 0.211 and a p value of 0.096 > 0.05. This shows that the organizational culture that is formed in the company is getting better, so it does not really have an impact on employee performance and is considered to affect employee performance. These results are not the same as previous research evidence according to Wahyuniardi et al., (2018) that organizational culture and work environment have a positive and significant influence on employee performance. In the research of Susetyo et al., (2014) that organizational culture and work environment have a significant effect on employee performance.

Based on the research results, it was found that the work environment has a significant positive effect on employee performance. This is evidenced by analysis through smart PLS with a coefficient value of 0.383 and a p value of 0.000 < 0.05. This shows that the work environment that is formed in the company is getting better, it will result in the performance of employees who are formed getting better too. These results are supported by empirical evidence according to Wahyuniardi et al., (2018) that organizational culture and work environment have a positive and significant influence on employee performance. In the research of Susetyo et al., (2014) that organizational culture and work environment have a significant effect on employee performance.

Based on the results of the study, it was found that organizational culture had a significant positive effect on knowledge management. This is evidenced by analysis through smart PLS with a coefficient value of 0.434 and a p value of 0.000 <0.05. This shows that the organizational culture that is formed in the company is getting better, it will result in management knowledge produced within the company getting better. These results are supported by empirical evidence according to Ilmaniar and Djastuti (2018) that organizational culture has proven to have a positive and significant effect on management knowledge, meaning that the higher the organizational culture of employees will increase employee management knowledge. In a study by Kang et al., (2014) that the four exogenous variables consisting of employee training, reward systems, support from management, and openness in communication are considered to have a positive influence on employee knowledge which can improve performance. A good organizational culture can create good employee performance with knowledge management (Organizational culture theory put forward by Hofstede and Bond (1980) meaning that organizational culture will be able to create management knowledge in accordance with what is formed within the company.

Based on the results of the study, it was found that management knowledge has a significant positive effect on employee performance. This is proven by analysis through smart PLS with a coefficient value of 0.243 and a p value of 0.020 <0.05. This shows that management knowledge that is built in the company is getting better, it will result in a significant increase in employees' contribution to the company. These results are supported by empirical evidence according to Falah and Prasetya (2017) that the management knowledge variable on employee performance has gone well, meaning that it has a significant value and has a positive effect on employee performance. Management knowledge is a driving factor in improving employee performance, if the management knowledge possessed by employees is good and extensive, it will accelerate the completion of a job and have an impact on improving employee performance in the company. Management knowledge is a step in building and developing the trust that employees have to improve performance in the organization (Armstrong, 2008).

Based on the results of the study, it was found that knowledge management has a role in mediating the influence of organizational culture on employee performance. This is evidenced by analysis through smart PLS with a p value of 0.037 <0.05. This shows that the culture that is formed within the company is getting better, the transfer of management knowledge that occurs between employees will run well. This will have an impact on employee performance increasing significantly. These results are supported by empirical evidence according to Wahda (2017) that knowledge management can mediate the influence between organizational culture and employee performance. According to Aulia (2016) that organizational culture has a significant effect on employee performance through management knowledge as the mediation.

Based on the results of the study, it was found that knowledge management has a role in mediating the influence of the work environment on employee performance. This is evidenced by analysis through smart PLS with a p value of 0.032 <0.05. This shows that the work environment that is formed within the company is getting better, the transfer of management knowledge that occurs between employees will run well. This will have an impact on employee

performance increasing significantly. These results are supported by empirical evidence according to Kurniawan (2018) that the work environment and knowledge partially or simultaneously have a significant effect on employee performance.

### **Conclusion**

Based on the results of the data analysis test, it can be concluded that first, organizational culture has a significant positive effect on employee performance, second, work environment has a significant positive effect on employee performance, third, organizational culture has a significant positive effect on management knowledge, fourth, organizational culture has a significant positive effect on management knowledge, fifth, knowledge management has a significant positive effect on employee performance. Sixth Knowledge management can mediate the influence of organizational culture on employee performance. Seventh Knowledge management can mediate the influence of the work environment on employee performance.

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