

THE INFLUENCE OF ORGANIZATIONAL CLIMATE, WORK INVOLVEMENT, AND KNOWLEDGE SHARING ON EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to determine the effect of organizational climate, work involvement, and knowledge sharing on employee performance in the Semarang Tengah District Office, Semarang City. The population used was all employees of Semarang Tengah District with a total of 95 people, with the sampling technique using the census method or saturated sample, the size of the sample used was 95 respondents. The data source used is primary data, with the data collection method using a questionnaire. The data analysis technique used is multiple linear regression analysis. The results of hypothesis testing show that organizational climate has a positive and significant effect on employee performance, work involvement has a positive and significant effect on employee performance, and knowledge sharing has a positive and significant effect on employee performance. The coefficient of determination is 0.631, meaning that organizational climate, work involvement, and knowledge sharing can explain variations in employee performance variables by 63.1 percent, so it still needs to be followed up with further research, especially related to individual aspects and organizational commitment.

Keywords: Organizational Climate, Work Involvement, Knowledge Sharing, Employee Performance

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INTRODUCTION

The district when viewed from the government system can act as the spearhead of regional government. This is because the District deals directly with the wider community so the image of the government bureaucracy is determined more by the organization. The district as a public service agency is required to provide the best and always carry out the process of reform and anticipate developments that occur in society. The position of the sub-district as a regional apparatus within the Regency/City as a regional technical executor having a certain work area. The implementation of activities that are quite complex in the District makes the organization still face various problems, one of which is the lack of quality and quantity of human resources both in terms of capability, capacity, and competence.

The district needs designated personnel to manage activities and the budget, and the problem is that until now the organization has not been matched by the quality or quantity of human resources in the district. In efforts to improve the image of the bureaucracy, the work and performance of government agencies towards professionalism, and the creation of good governance, it is necessary to unify the directions and views of all levels of human resources

in the district, which are used as guidelines or references in carrying out both managerial and operational tasks throughout task areas and units within the District in an integrated manner (Soepardi, 2015).

Human resources or what is called employees in government agencies is an important asset. The success of an institution is determined by the employees it has. The very important role of employees will make every agency always pay special attention to employees who have it on an ongoing or ongoing basis. One of the attitudes that must be possessed by employees is to be able to use and manage time properly in their performance or performance because time-efficient performance will display time-respecting behavior. Every employee is also required to be able to compete and act professionally at work as a consequence of the increasing demands of their work (Indarwati et al., 2022).

The performance of civil servants according to Government Regulation Number 30 of 2019 is the work result achieved by each civil servant in the organization/unit in accordance with the employee's work goals and work behavior. Every institution, such as the district, will require civil servants to work more optimally in order to improve their performance to achieve organizational goals. This is because performance can be the basis for achieving the agency's goals. Each sub-district in carrying out work programs that are directed is always efficient to achieve goals, one of the ways is to improve the performance of the civil servants they have.

Employee performance is one of the determining factors for organizational success. Performance is influenced by a variety of factors both internal and external employees. This also applies to an agency, where to achieve performance, there are factors that influence it, including organizational climate (Syandriadi, 2021). Rahmatia et al., (2022) state that works involvement affects employee performance, and Abeyrathna & Priyadarshana (2020) state that knowledge sharing can affect employee performance.

The study of employee performance in this study was carried out at local government agencies, namely the Semarang Tengah district. Semarang Tengah district consists of 1 district and 15 villages. Regulation of the Mayor of Semarang Number 90 of 2016 concerning position, organizational structure, duties, and functions, as well as work procedures for the district and village of Semarang City, one of the functions of the district is coordinating the administration of general administration and public services. Semarang Tengah district is expected to be able to work more optimally, effectively, and efficiently by increasing the performance of its employees, so that organizational goals are achieved.

Efforts to improve employee performance are not easy thing for organizations such as the Semarang Tengah district. This is because there are still various kinds of obstacles or obstacles experienced both by each individual and as a group so that it will have an impact on performance achievement not being able to meet the expected targets. The performance of Semarang Tengah District employees in 2019 – 2021 fluctuated. Work assessments that have decreased and increased during 2019 to 2021 are such as evaluating Employee Performance Targets, discipline from employees, and collaboration between employees whereas in 2020 performance decreased, and has increased in 2021. Performance appraisals are always decreasing from 2019 until 2021, namely public service orientation, where in 2020 it will decrease to 75.86%, and in 2021 it will also decrease to 73.12%. Another work assessment that has always decreased is regarding employee initiative which in 2020 decreased to 78.32%, and in 2021 again decreased to 75.82%.

Performance achievements that have not been able to meet the expected targets indicate that there is a phenomenon of problems in achieving employee performance targets in Semarang Tengah District, Semarang City. This assessment shows that work performance is still not optimal, so it has not been able to meet the expected targets. This shows that public services from Semarang Tengah District, Semarang City are still not optimal, so

improvements need to be made so that their performance increases and is able to achieve the targets expected by each leader.

Triastuti (2018), Irianto (2020), Utami & Nusraningrum (2020), and Syandriadi (2021) state that organizational climate has a positive and significant effect on employee performance. In contrast, Sagay et al., (2018) and Harmius et al., (2021) state that organizational climate has a positive and insignificant effect on employee performance. The results of the research by Siregar et al., (2020), Aldiansyah & Rijanti (2021), and Rahmatia et al., (2022) state that work involvement has a positive and significant effect on employee performance, in contrast to the results of research by Susilowati & Azizah (2020) which states that work involvement has a positive and insignificant effect on employee performance. The results of research by Nurrachman et al., (2019), Abeyrathna & Priyadarshana (2020), and Fauziyah & Rahayunus (2020) state that knowledge sharing has a positive and significant effect on employee performance. In contrast, the results of Utami & Nusraningrum (2020) state that knowledge sharing has a positive and insignificant effect on employee performance.

The previous description shows that there is still an employee performance appraisal in the Semarang Tengah District, Semarang City. In addition, inconsistent results are shown from previous research on organizational climate, work involvement, and knowledge sharing on employee performance. Based on this, current study aims to prove the influence of organizational climate, work involvement, and knowledge sharing on employee performance.

LITERATURE REVIEW

Employee Performance

Employee performance is a work result that is achieved by someone in carrying out the tasks assigned to him based on skill, experience, sincerity, and time (Hasibuan, 2017). Performance is the result of work both in quality and quantity that is achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). Meanwhile, Government Regulation Number 30 of 2019 states that the performance of civil servants is the work achieved by each civil servant in the organization/unit in accordance with the employee's work goals and work behavior. Based on some of the definitions above, it can be concluded that employee performance is work performance produced by an employee in an organization or in a work unit, which is seen in terms of quality and quantity related to the tasks given in accordance with employee work goals, work behavior, and responsibilities in order to be completed within a certain period of time.

Organizational Climate

According to Stoner, quoted by Muizah et al., (2021), organizational climate is a trait or characteristic that is relatively fixed in the internal environment of an organization and which distinguishes it from other organizations. Organizational climate is the internal environment or organizational psychology that can also be seen as influencing the behavior of members in it and the organizational climate is formed due to activities within an organization (Luthans, 2018). Based on some of the definitions, it can be concluded that organizational climate is the perception of organizational members towards the relative environmental quality of the organization experienced by its members so that it can differentiate from other organizations and can influence the attitudes and behavior of members of the organization to produce effects on their behavior and how the organization is working well to improve member performance.

Work Involvement

Work involvement can be defined as a measure of the degree to which individuals psychologically favor their jobs and consider the level of performance achieved important as

self-esteem (Robbins & Judge, 2018). Job involvement can also be interpreted as a positive, affective-motivated state of high energy combined with a high level of dedication and a strong focus on work (Bakker & Albrecht, 2018). Work involvement is a form of commitment by an employee in involving the role and concern for work both physically, knowledgeably, and emotionally so that the work is very important and has a strong belief in completing it (Siregar et al., 2020). Based on some of the definitions, it can be concluded that work involvement is an employee's commitment as shown by his participation in a more involved role, caring, motivation, and high energy combined with a high level of dedication while working to achieve organizational values and goals.

Knowledge Sharing

Raskov explains knowledge sharing as a process that occurs between individuals in a community, where each individual interacts and shares knowledge with other individuals through cyberspace or face-to-face, practical communities, groups, forums, and the like (Memah et al., 2017). Hoof and Rider stated that sharing knowledge is a process when individuals exchange knowledge, both tacit knowledge and explicit knowledge to produce new knowledge (Tung, 2018). Based on some of the definitions above, it can be concluded that knowledge sharing is a systematic process of interaction or communication carried out between individuals in organizations, which allows them to share tacit and explicit knowledge through media either from cyberspace or face-to-face and others so that they can produce knowledge. and create interdependent relationships to achieve common goals.

The Effect of Organizational Climate on Employee Performance

Organizational climate is a collection and pattern of the environment that determines the emergence of motivation and focuses on perceptions that make sense or can be assessed so that it has a direct influence on employee performance. A conducive organizational climate provides a sense of comfort that will enable employees to work more optimally. The results of Triastuti's (2018) suggest that a better and more conducive climate within an organization will have a positive impact on improving employee performance. The results of Irianto (2020) state that a better organizational climate in an organization will have a positive influence on increasing employee performance. This is reinforced by the results of Utami & Nusraningrum (2020) and Syandriadi (2021) which states that a better organizational climate created will have a positive and significant influence on employee performance. Based on this description, the hypothesis proposed is:

H1: Organizational climate has a positive effect on employee performance.

The Effect of Work Involvement on Employee Performance

Employee performance will increase when employees feel that these employees have the authority to make decisions, contribute to organizational success, and give authority to carry out work tasks according to their work initiatives, so in other words high work involvement can improve employee performance. The results of Siregar et al., (2020) suggest that a higher level of work involvement from employees will have a positive impact on increasing employee performance. The results of Aldiansyah & Rijanti (2021) state that the higher work involvement experienced by employees will have a positive influence on improving employee performance. This is reinforced by Rahmatia et al., (2022) which states that work involvement has a positive and significant effect on employee performance. Based on this description, the hypothesis proposed:

H2: Work involvement has a positive effect on employee performance.

The Effect of Knowledge Sharing on Employee Performance

If the organization can share knowledge well, it will improve the performance of its employees, because by adding good knowledge to employees. Employee performance will achieve maximum results, if it is supported by the knowledge possessed by the employee, including that which comes from various knowledge from his co-workers. The results by Nurrachman et al., (2019) revealed that a high level of knowledge-sharing behavior in an organization will have a positive impact on increasing employee performance. The results of Abeyrathna & Priyadarshana (2020) state that a higher level of knowledge sharing that is carried out can have a positive influence on improving employee performance. This is reinforced by Fauziyah & Rahayunus (2020) stating that knowledge sharing has a positive and significant effect on employee performance. Based on this description, the hypothesis proposed is:

H3: Knowledge sharing has a positive effect on employee performance.

Based on the description of the hypothesis development, the research framework is shown in Figure 1.

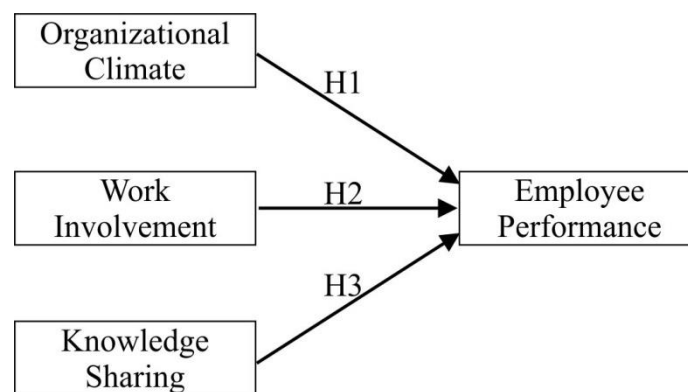


Figure 1. Research Framework

RESEARCH METHODS

Population and Sample

The population used in this study were all employees working in the Central Semarang District office with a total of 95 employees. Considering that the total population in this study is only 95 employees, the entire population will be used as a research sample, with the sampling technique in this study using the census method or saturated sample, namely a sampling technique when all members of the population are used as samples (Sugiyono, 2019). The number of samples in this study was 95 respondents.

Operational Definition

The operationalization of variables is a more real description of the phenomena for determining the construct so that it can be measured (Indriantoro & Supomo, 2016). Organizational climate in this study is measured by indicators used to measure organizational climate variables according to Litwin and Stringer cited by Aryanto et al., (2019), including: harmonious cooperation, mutual sharing, warmth between employees, work support between employees, and conflict. Work involvement is measured by the indicators used to measure work involvement in this study which will be taken from research conducted by Aldiansyah & Rijanti (2021), including providing ideas for the organization, participating in all organizational activities, prioritizing work, completing work well, and prioritizing organizational interests.

Knowledge sharing is measured by the indicators used to measure various knowledge variables in this study taken from research conducted by (Nurrachman et al., 2019), including the ability of employees to convey knowledge, share information, share expertise, share ideas, and share knowledge. experience. Employee performance is measured by indicators used to measure performance based on Government Regulation number 30 of 2019, including targets for employee performance, quality of work, quantity of work, timeliness of work, and employee discipline.

Method of Collecting Data

The data used in the research is primary data, which is obtained directly from research sources by providing questionnaires that will be filled out by research respondents, namely employees who work in the Central Semarang District Office, Semarang City. The questionnaire will be measured using a Likert scale with details Strongly Disagree is given a value of 1, Disagree is given a value = 2, Less Agree is given a value = 3, Agree is given a value = 4, and Strongly Agree is given a value = 5.

Data Analysis Technique

The data analysis technique used in this study is multiple linear regression analysis (Ghozali, 2016). In addition, the data analysis used included testing the feasibility of the model through the coefficient of determination and the F-test, as well as the hypothesis test using the t-statistical test. Testing multiple linear regression analysis in this study used the SPSS 24.0 program.

RESULT AND DISCUSSION

Classical Assumption Test

The normality test was carried out using the Kolmogorov-Smirnov test. Table 1 shows the results of the normality test using the Kolmogorov-Smirnov test to obtain the Asymp value of Significance (2-tailed) of 0.104. The significance value is greater than 0.05, and it can be concluded the distribution of data in the linear regression model is normally distributed (Ghozali, 2016).

Multicollinearity testing can be determined by looking at the tolerance value and Variance Inflation Factor (VIF). Table 1 shows that the variables organizational climate, work involvement, and knowledge sharing each have a tolerance value greater than 0.10 and a VIF value less than 10. This means that in the resulting linear regression model, there are no symptoms of multicollinearity (Ghozali, 2016).

The heteroscedasticity test in this study was carried out using the Glejser test (Ghozali, 2016). Table 1 shows that each variable of organizational climate, work involvement, and knowledge sharing is greater than 0.05. These results can be concluded that the resulting linear regression model does not occur heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis in this study was used to determine the effect of organizational climate, work involvement, and knowledge sharing on employee performance. The results of the regression analysis are described in Table 2. Based on this, the linear regression equation model can be written as follows:

$$Y = 0.298 X_1 + 0.318 X_2 + 0.279 X_3 \quad (1)$$

The linear regression equation model explains that the value of the regression coefficient of the organizational climate variable (b_1) = 0.298 and is positive. This means that organizational climate has a positive effect on employee performance, and shows a unidirectional influence between organizational climate on employee performance. The

regression coefficient value of the work involvement variable (b_2) = 0.318 and is positive. This means that work involvement has a positive effect on employee performance, and shows a unidirectional effect between work involvement on employee performance. The regression coefficient value of a knowledge-sharing variable (b_3) = 0.279 and is positive. This means that knowledge sharing has a positive effect on employee performance, and shows a unidirectional effect between knowledge sharing on employee performance.

Table 5 shows that the magnitude of the coefficient of determination is 0.631. These results mean that organizational climate, work involvement, and knowledge sharing can explain variations in employee performance variables of 63.1% ($0.631 \times 100\%$), while the remaining 36.9% ($100\% - 63.1\%$) variations in performance employees are explained by other variables that were not examined or included in the model, for example, the use of information technology, work culture, physical work environment, work ethic, and other variables. Table 6 shows a significance value of 0.000 which is less than 0.05, so it can be concluded that the resulting regression model is fit and significant, so the regression model is feasible to use.

The hypothesis test in this study used the t-statistical test, where the t statistical test was used to determine the effect of organizational climate, work involvement, and knowledge sharing on employee performance partially. The number of samples used is 95 respondents, and the value of the t table can be obtained by the formula, $df = n - 1 - k$, so that the value of $df = 95 - 1 - 3 = 91$, with a significance level of probability 0.05, so that the value of $t\text{-table} = 1.986$. The test results in Table 2 show that the three hypotheses are acceptable.

Table 1. Classical Assumption Test

| Variables | Normality | Multicollinearity Tolerance / VIF | Heteroscedasticity |
|---------------------------|-----------|--------------------------------------|--------------------|
| Organizational Climate | 0.104 | 0.377 / 2.656 | 0.484 |
| Work Involvement | | 0.333 / 3.004 | 0.627 |
| Knowledge Sharing | | 0.506 / 1.978 | 0.540 |

Table 2. Multiple Regression Test

| Influence | Estimate | SE | t-value | p-value |
|--|----------|-------|---------|---------|
| Organizational Climate → Employee Performance | 0.298 | 0.107 | 2.918 | 0.004 |
| Work Involvement → Employee Performance | 0.318 | 0.123 | 2.931 | 0.004 |
| Knowledge Sharing → Employee Performance | 0.279 | 0.096 | 3.164 | 0.002 |

Discussion

The results of previous calculations show that the t-count value of the organizational climate variable is $2.918 > 1.986$, and the significance value is $0.004 < 0.05$. This means that the first hypothesis which states that organizational climate has a positive and significant effect on employee performance is statistically acceptable. These results also show that harmonious cooperation, sharing, warmth between employees, work support between employees, and conflict, can improve employee performance. These results support the research of Triastuti (2018), Irianto (2020), Utami & Nusraningrum (2020), and Syandriadi

(2021) which state that organizational climate has a significant positive effect on employee performance.

The second result explains that work involvement has a t-count value of $2.931 > 1.986$ and a significance value of $0.004 < 0.05$. These findings indicate the second hypothesis which states that work involvement has a positive and significant effect on employee performance which is statistically acceptable. These results also show that better work involvement as measured by the indicators of giving ideas to the organization, participating in all organizational activities, prioritizing work, completing work well, and prioritizing organizational interests can be a consideration for assessing the level of involvement in government agencies such as Central Semarang District. The results of the descriptive analysis show that most of the respondents agreed with each of the statements submitted. This shows that if the employee's work involvement in the agency is getting higher, it will be able to improve the performance of the Central Semarang District employees. These results support the results of Siregar et al., (2020), Aldiansyah & Rijanti (2021), and Rahmatia et al., (2022) which state that work involvement has a positive and significant effect on employee performance.

The last finding shows that the knowledge-sharing variable has a t-test value of $3.164 > 1.986$ and a significance value of $0.002 < 0.05$. These results show that the third hypothesis is accepted, knowledge sharing has a positive and significant effect on employee performance. These results indicate that the better ability of employees to convey knowledge, share information, share expertise, share ideas, and share experiences can have an impact on improving employee performance. This result is in line with the results of research by Nurrachman et al., (2019), Abeyrathna & Priyadarshana (2020), and Fauziyah & Rahayunus (2020) which state that knowledge sharing has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of research on the influence of organizational climate, work involvement, and knowledge sharing on employee performance in Central Semarang District, Semarang City, the conclusions that can be drawn are as the organizational climate has a positive and significant effect on employee performance. These results mean that by creating an organizational climate that is more comfortable and conducive in an agency environment such as the sub-district office, the performance produced by employees in the Central Semarang District, Semarang City will be higher.

Work involvement has a positive and significant effect on employee performance. These results mean that with a high level of work involvement possessed by employees in an agency such as the District office, the performance produced by employees will be higher. Sharing knowledge has a positive and significant effect on employee performance. These results mean that the higher the level of knowledge-sharing activities carried out by employees in agencies, the higher the performance produced by employees.

Based on the limitations of this research, further studies should add factors that affect employee performance. Employee internal factors such as achievement motivation and organizational factors such as awards drive employee performance.

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