

# THE EFFECT OF ORGANIZATIONAL CULTURE, INFORMATION TECHNOLOGY AND KNOWLEDGE SHARING ON EMPLOYEE PERFORMANCE

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## ABSTRACT

The purpose of this study was to determine the effect of organizational culture, information technology and knowledge sharing on employees. This study uses a literature study with a literature review by identifying phenomena, findings and interpreting research findings. The study was conducted using secondary data in the form of the results of previous studies relating to the relationship between organizational culture, information technology, knowledge sharing and employee performance. The results showed that organizational culture, information technology, knowledge sharing are important factors in improving employee performance.

**KEYWORDS:** organizational culture, information technology, knowledge sharing, employee performance

## 1. INTRODUCTION

The Directorate General of Customs and Excise (DGCE) as one of the Echelon I Units within the Ministry of Finance, carries out its mission as a trade facilitator, industrial assistance, community protector, and revenue collector. In its role as a trade facilitator and industrial assistance, DGCE provides support, guidance and facilities to domestic companies, also facilitates Small and Medium Industries (IKM) through Ease of Import for Export Destinations (KITE) IKM, exploring the potential of export products that have the opportunity to be able to enter the global market and carry out direct exports from various regions. In the context of monitoring and protecting the community (community protector), DGCE plays a role in guarding the border and protecting the community from smuggling and illegal trade. In its role as a revenue collector, DGCE must meet the target of state revenues in the form of import duties, export duties, and excise duties to support national development.

The Directorate General of Customs and Excise has great duties and responsibilities, so that DGCE employees must have good performance in carrying out their duties, so that every service provided to the community can be carried out in accordance with applicable regulations and laws. DGCE employees are State Civil Apparatuses who must comply with existing regulations as mandated by Law Number 5 of 2014 concerning State Civil Apparatuses, where in carrying out the duties and responsibilities of DGCE employees must also be assessed for their performance in accordance with Government Regulation Number 30 of 2019 concerning Performance Assessment of Civil Servants (PNS). In accordance with the Regulation on the Utilization of State Apparatus and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Compiling a Community Satisfaction Survey, it is stated that public service providers are required to carry out a community satisfaction survey to determine their performance periodically.

Regarding DGCE Performance, the following is the phenomenon of the achievement of one of the DGCE Main Performance Indicators (KPI), namely the satisfaction index of Customs and Excise service users.

**Table 1. DGCE Key Performance Indicators**

<b>Table</b>			
<b>Key Performance Indicators</b>	<b>Year</b>	<b>Target</b>	<b>Performance Realization</b>
the satisfaction index of Customs and Excise service users	2018	4,34 (5 Scale)	4,20
	2019	4,34 (5 Scale)	4,61
	2020	4 (5 Scale)	4,62
	2021	4,60 (5 Scale)	4,49
Source: Performance Report DGCE 2018 – 2021			

Based on the table, it can be seen that the KPI achievement of the customs and excise service user satisfaction index decreased in 2021 compared to the achievement in 2019 and 2020.

Constraints experienced related to the decrease in the achievement of the satisfaction index of customs and excise service users include:

1. Constraints experienced related to the decrease in the achievement of the satisfaction index of customs and excise service users include;
2. Minimum standard of service time that has not met the expectations of service users;
3. The skills and competencies of employees in serving service users are not optimal;
4. Changes in DGCE policies and regulations and outside DGCE that affect service completion time;
5. Information technology systems (applications and networks) that are not yet stable in supporting customs and excise services all the time.

The decrease in the KPI achievement of the satisfaction index of customs and excise service users indicates a decrease in employee performance related to organizational culture, information technology, and knowledge sharing factors.

Performance is basically a form of behavior produced by individuals as a form of work performance that has been carried out by workers in accordance with their roles in the organization. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him Mangkunegara, (2006:9). Civil servant performance is the work achieved by every civil servant in the organization/unit in accordance with employee performance targets and employee behavior (Government Regulation No. 30 of 2019). Likewise, the administration of government must be seen in the context of optimizing the implementation of the main functions of the existence of the apparatus in the government, especially in improving performance in order to provide services to the community. A government is considered effective if it can achieve its goals optimally, is able to adapt to its environment and technology in order to improve work performance and develop human resources to achieve organizational goals. Therefore, all government institutions must improve their performance through improving employee performance through the use of technology and sharing knowledge with their organizational culture.

## **2. LITERATURE REVIEW**

### **3. ORGANIZATIONAL CULTURE**

Human resources are the single most important element in daily activities, both in society, organizations, institutions, companies and governments. The role of human resources is the main factor that supports activities in an institution/company to run, because as sophisticated as the existing technological tools, it will be meaningless if there are no human resources to manage it.

Human resource management will bring up approaches to overcome the symptoms caused by an organizational culture that has not worked well. According to Mangkunegara (2009, p.114) organizational culture is a set of assumptions or belief systems, values, and norms developed within an organization that are used as behavioral guidelines for its members to overcome external and internal adaptation problems. Meanwhile, Rivai and Mulyadi (2012, p.374) state that organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals.

Organizational culture is a shared philosophy, ideology, values, assumptions, beliefs, expectations, attitudes, and norms that embrace an organization. According to Robbins (2006, p. 721) organizational culture is things that refer to the system of shared meaning held by members that distinguishes the organization from other organizations. Organizational culture is a pattern of organizational beliefs and values that are understood,

inspired, and practiced by the organization, so that the pattern gives its own meaning and becomes the basis for the rules of behavior in the organization. Therefore, organizational culture is used as a controller and direction in shaping human attitudes and behavior in the organization. Thus, organizational culture is expected to have a positive effect on the personal members of the organization as well as on the organization in terms of achieving the vision and mission as well as organizational goals.

Robbins (2006) asserts that organizational culture is able to carry out a number of important functions within the company, including that culture is able to create differences between one organization and another, culture becomes an identity for members of the organization, culture creates commitment to something broader than one's individual self-interest, culture is the social glue that helps unite the organization by providing appropriate standards for employees to adhere to, commitment, culture as a meaning-making and control mechanism that guides and shapes employee attitudes and behavior.

According to Robbins and Judge (2012) there are seven characteristics of organizational culture as follows:

1. Innovation and Risk Taking, namely the extent to which members of the organization are encouraged to be innovative and dare to take risks.
2. Attention to detail, namely the extent to which members of the organization are expected to show accuracy, analysis and attention to detail.
3. Outcome Orientation, namely the extent to which management focuses on results compared with attention to the processes used to achieve these results.
4. People Orientation, namely the extent to which decisions made by management take into account the effect on members of the organization.
5. Team Orientation, namely the extent to which group work is more emphasized than individual work.
6. Aggressiveness, which is the extent to which members of the organization behave aggressively and competitively compared to behaving calmly.
7. Stability, namely the extent to which the organization emphasizes the status quo as a contrast to growth.

#### **4. INFORMATION TECHNOLOGY**

The development of human civilization is accompanied by the development of ways of delivering information, hereinafter known as Information Technology. At first, information technology was developed by humans in prehistoric times and served as a system for recognizing the forms they knew. They described the information they got on the walls of the cave, about the hunt and the prey. Until now, information technology continues to develop but the delivery and form are more modern.

Information technology according to Sutabri (2014: 3) is as follows: "Information technology is a technology used to process data, including processing, obtaining, compiling, storing, manipulating data in various ways to produce quality information, namely relevant information, accurate and timely, which is used for personal, business, and government purposes and is strategic information for decision making". According to Mulyadi (2014: 21) Information technology includes computers (both hardware and software), various electronic office equipment, factory equipment and telecommunications. Darmawan (2012: 17) states that information technology is the result of human engineering on the process of delivering information from sender to recipient so that it is faster, wider in distribution, and longer stored. According to Tjhay (2003) the measurement of the use of information technology is based on three indicator items, which are grouped as follows:

1. Utilization Intensity  
Interest (intention) or the intensity of high utilization of the use of information system technology will foster behavior that supports the use of information system technology.
2. Frequency of Utilization  
Measurement of actual use (actual use) is measured as the amount of time used to interact with a technology and the frequency of its use.
3. Number of Applications or Software used  
Programs that are specifically used to support special applications for users such as applications for business, applications for education, multimedia applications, and other applications used in accordance with their fields.

#### **5. KNOWLEDGE SHARING**

Knowledge has become an important resource for every organization and even for each individual. Currently, many organizations view knowledge as a potential source to achieve excellence and answer all existing challenges. One of the important factors to improve the performance of employees or organizations is the existence of a knowledge sharing culture.

According to Subagyo (2007) knowledge sharing is a method or one of the steps in knowledge management that is used to provide opportunities for members of a group, organization, agency or company to share their knowledge, techniques, experiences and ideas with other members. In addition, Raskov (2007) gives the notion that knowledge sharing occurs between individuals in a community, where individuals interact and share knowledge with other individuals through virtual or face-to-face spaces, Community of Practice (CoP), groups, forums and the like. So the unit of analysis in knowledge sharing is the individual. On the other hand, knowledge transfer occurs between groups, between units and even between organizations or companies, where a group interacts with other groups in order to share or transfer knowledge. Therefore, for analysis in knowledge transfer is a team or unit/department.

Lin (2006) states that the management of knowledge resources will be explained effectively in a company, if employees in the company have the desire to work together with fellow co-workers to contribute to the knowledge they have in the organization. This can be built with trust, not only trust between employees but also employee trust in the organization. So that only companies that are able to encourage their employees to share their knowledge into groups and organizations will have great opportunities in improving employee performance to create new ideas and develop new business opportunities.

According to Lumbantobing (2011), knowledge sharing includes the notion of knowledge transfer which is defined as a systematic process in sending, distributing and disseminating knowledge and multidimensional contexts from one person or organization to other people or organizations who need it through varied methods and media. Where this process aims to optimize the use or exploitation of existing knowledge and to encourage the creation of new knowledge as a result of learning and the combination of various different knowledges.

According to Jacobson (2006) knowledge sharing is defined as an exchange of knowledge between two individuals, one person communicating knowledge, while the other assimilating that knowledge. The main focus of knowledge sharing from each individual is being able to explain, encode and communicate knowledge to other people, groups, and especially to organizations. Knowledge sharing can occur among individuals, within and between teams, between organizational units, and between organizations (Glassop, 2002).

The above definition is further expanded with the statement that knowledge sharing is a process whereby individuals collectively and interactively improve a thought, idea, or suggestion in accordance with the instructions from individual experience Hooff and Ridder (2004) provide an understanding of knowledge sharing as a process in which individuals they mutually risk their knowledge (both tacit and explicit knowledge), and finally in an integrated manner they can create new knowledge, so that in this case it can be concluded that knowledge sharing is a process of sharing knowledge between individuals and organizations to create common goals. for organizations that want to use their knowledge assets to achieve competitive advantage.To successfully establish a culture of sharing as the core of knowledge management, organizations must meet the following organizational or cultural requirements (Tobing, 2007):

- a. The leadership role, in the form of the ability to formulate a vision, direct involvement, providing support and advocacy.
- b. Companies value knowledge, learning, and innovation.
- c. The organization's ability to execute the transformation process smoothly and effectively.

## **6. EMPLOYEE PERFORMANCE**

Performance is the result of work either in quality or quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Mangkunegara, 2005:9). According to Bangun (2012:231) performance is the result of work achieved by someone based on (job requirements) or job requirements. Performance (performance) according to Moeheriono (2012: 96) is the result of work that can be achieved by a person or group of people in an organization either quantitatively or qualitatively, in accordance with the authority, duties and responsibilities of each in an effort to achieve the goals of the organization concerned. legally, does not violate the law and in accordance with morals and ethics. Performance is a description of the level of achievement of the implementation of program activities or policies in realizing the goals, objectives, vision, mission of the organization as outlined through the strategic planning of an organization (Moehoriono, 2010:60). Based on Government Regulation Number 30 of 2019 Employee Performance is the work achieved by every civil servant in the organization/unit in accordance with employee performance targets and employee behavior.

Mangkuprawira and Hubeis in their book *Quality Management of Human Resources* (2007:153) say that performance is the result of a certain work process in a planned manner at the time and place of the employee and the organization concerned. Mangkuprawira and Hubeis (2007:160) state that employee performance is affected by employee intrinsic and extrinsic factors. Intrinsic factors that affect employee performance consist of education, experience, motivation, health, age, skills, emotions and spirituality. While extrinsic factors that affect employee performance consist of the physical and non-physical environment, leadership, vertical and horizontal communication, compensation, control in the form of supervision, facilities, training, workload, work procedures, punishment system and so on.

Another definition comes from Murpy and Cleveland (1989:175) saying that, performance is the quality of task and work-oriented behavior. This means that the performance of employees in an organization is determined by the attitudes and behavior of employees towards their work and the orientation of employees in carrying out their work.

According to Mahmudi (2005:21), there are factors that affect employee performance, namely:

- a. Employee internal factors, are factors from within employees where these factors are innate factors from birth and factors that are obtained when developing. Innate factors such as talent, personal traits, physical and psychological conditions. While the factors obtained, such as knowledge, skills, work ethic, work experience and work motivation.
- b. Internal factors of the organizational environment, namely in carrying out their duties, employees need organizational support where they work. This support greatly affects the level of employee performance. Organizational internal factors include technology, compensation system, work climate, organizational strategy, support for the resources needed to carry out the work, and management system.
- c. Organizational external environmental factors, which include circumstances, events, or situations that occur in the organization's external environment, such as the economic crisis, inflation, etc.

## 7. RESEARCH METHOD

This research uses literature study with literature review by identifying phenomena, evaluating and interpreting research findings. The research was conducted using secondary data in the form of the results of previous studies relating to the relationship between organizational culture, information technology, knowledge sharing, and employee performance.

## 8. RESEARCH RESULTS AND DISCUSSION

Research conducted by Alharbi (2013) explains that there is a significant effect between organizational culture on employee performance, meaning that the better the culture applied by an organization, the better the performance of employees. The same thing was also found by Jujung (2016) that organizational culture affects the performance of employees. However, there are different results related to the relationship of organizational culture to performance, such as the results of Dewilina's research (2014) which found that organizational culture had no effect on employee performance. This is also found by Ken Sudarti (2008) and Tjhai (2003) who explain that organizational culture has no effect on employee performance.

Research conducted by Adiana (2015) explains that information technology has a significant effect on employee performance. In addition, research conducted by Rahadi (2015) states that one of the benefits of information technology is to develop company performance so that time and cost efficiency occurs which in the long term can provide high economic benefits. These studies are not in accordance with the research conducted by Azwir et al., (2011) in their research results stating that the use of information technology does not affect the performance of a government agency. This happens because the use of information technology in this study must pay attention to the implementation time. In addition, this research is supported by Eduard.J (2020) which states that the application of information technology has no effect on managerial performance, because information technology is commonplace or as a support so that there is no interest from employees at the managerial level to use information technology as a tool. quality and performance improvement instrument.

Previous studies have shown different results regarding knowledge sharing on employee performance. Aniek (2020) found that knowledge sharing had an effect on employee performance. The same thing was stated by Omur Hakan (2013) and Aulia (2016) who found the results that knowledge sharing had an effect on employee performance. The research of Leonardo et al., (2017) also strengthens that knowledge sharing affects employee performance because knowledge sharing is a strong factor to encourage employee performance by providing new knowledge about the work to be carried out. However, different results were found by Endang (2013)

which stated that knowledge sharing had no effect on employee performance. Sautpin (2017) the results of his research state that knowledge sharing has no significant effect on employee performance.

One of the other factors that effect knowledge sharing is organizational culture. Based on research conducted by Canon (2014) shows that organizational culture has a significant effect on knowledge sharing. But different results were shown by other researchers, namely Iskandar (2015) who found the results that organizational culture had no effect on knowledge sharing.

Another factor that also affects knowledge sharing is information technology. In line with research conducted by Vira (2010) that there is a significant effect between information technology on knowledge sharing. This is supported by research conducted by Hooff and Ridder (2004) which found the same result that information technology has an effect on knowledge sharing. According to Aristana et al, the application of information technology can increase the desire of employees to share knowledge. In addition, as knowledge sharing activities increase, it can assist employees in carrying out a collaborative process that is beneficial for improving organizational management. This shows that the higher the application of information technology, the higher the knowledge sharing activities carried out by employees (Kim and Lee, 2006; Davison, Ou and Martinsons, 2013; Arpaci and Balotlu, 2016).

Organizational culture can be defined as the values agreed by the organization as a guide for employees in carrying out their duties and as a shared basic behavior. Strengthening organizational culture can improve job performance. By strengthening the organizational culture, it is hoped that negative things that damage the image of DGCE will not occur. Strengthening Organizational Culture at DGCE is carried out through, among others, the formation of Basic Attitudes. The Basic Attitude of DGCE Employees is an attitude in the form of standards of behavior and enthusiasm for every employee as a tangible manifestation of the implementation of the Values of the Ministry of Finance in accordance with the characteristics of service and supervision duties in the customs and excise sector. Strengthening the Basic Attitudes of DGCE Employees is carried out as a form of implementation of the revitalization of organizational culture. Based on the Decree of the Director General number KEP-664/BC/2017 regarding the Basic Attitudes of DGCE Employees, namely:

1. Honest attitude, that every DGCE employee must carry out his duties correctly, be trustworthy both in word and deed, in accordance with applicable regulatory standards.
2. Loyal attitude, that every DGCE employee must provide full support and have a high commitment to contribute to the progress of the organization/institution by working earnestly in order to maintain the good name of the organization/institution.
3. Korsas's attitude, that every DGCE employee must have a sense of belonging and a sense of togetherness among employees in order to carry out their duties.
4. Initiative attitude, every DGCE employee must be able to solve work problems or provide solutions without waiting for orders to realize better supervision and service.
5. Corrective attitude, that every DGCE employee must always be willing to admit, remind, and correct the mistakes of other people (others) to change for the better.

Regarding supervision and services by DGCE, both internally to employees and externally to service users, it is inseparable from the use of technology. The process is carried out online or paperless to support the supervisory and service tasks of employees. The application of technology for data transfer processes, goods inspection processes, payments and the process of releasing exported, imported and excisable goods aims to provide more effective and efficient services. On the internal side, DGCE has implemented a digitalization process to carry out organizational communication with employees. Starting from personnel affairs, correspondence, attendance and the application of recording employee expenditures or shopping for goods. The application of technology that is very intense in carrying out work requires DGCE employees to be able to use application systems for better services. Business dynamics that continue to evolve, require DGCE to adapt the application of technology in its work. Therefore, DGCE continues to innovate in the field of information technology as well as adjust employees through sharing knowledge in interactions with other employees, which is a very important part in carrying out DGCE's duties and functions.

In relation to improving the skills and competencies of employees in order to have better performance DGCE has built a learning culture through Learning Organizations. By implementing a learning organization, DGCE is expected to be able to:

1. To improve individual, team, and organizational performance in achieving DGCE's vision, mission, and strategic objectives.
2. Create an agile, adaptive, and innovative organization.

3. Improve the learning culture for all employees in the DGCE environment.
4. Improve the competence of reliable, accountable, and competent human resources, and can complete tasks effectively and efficiently.
5. Maintain the intellectual assets of the organization.
6. Improve knowledge sharing culture at individual, team and organizational levels.

To support a culture of knowledge sharing, it is necessary to implement learner spaces, which include:

1. Availability of adequate space to support learning activities and sharing knowledge in the office environment of the work unit.
2. Availability of learning support equipment, including computers or laptops, software and other supporting equipment.
3. Availability of adequate internet, intranet and other communication networks to support learning and knowledge sharing activities for all employees.
4. Availability of access to learning resources to support learning activities and share knowledge for all employees.
5. Availability of time allocation for all employees to carry out learning activities and share knowledge online and offline during working hours.
6. Availability of technical support to ensure learning activities run well.

## 9. CONCLUSION

Based on the results of research and discussion, the following conclusions can be drawn:

1. Many experts have stated that performance is influenced by organizational culture, information technology and knowledge sharing.
2. Previous research shows that some research results state that performance is influenced by organizational culture factors, information technology and knowledge sharing, while several other studies show different results where performance is not influenced by organizational culture factors, information technology and knowledge sharing;
3. Employee performance will be better if all members of the organization believe in and actualize the values contained in the basic attitudes of DGCE employees as a form of strengthening organizational culture;
4. Employee performance will increase if the organization and its members continuously adapt to existing changes by always innovating through the use of information technology for external and internal organizations;
5. The skills and competencies of employees will increase with the existence of a knowledge sharing culture between employees and between units within the organization, which in turn will be able to improve employee performance.

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