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## THE ROLE OF ORGANIZATIONAL CULTURE AND KNOWLEDGE SHARING ON EMPLOYEE PRODUCTIVITY

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**Abstract:** *This research, conducted at Jombang Education and Culture Service, aims to test the role of organizational culture and knowledge sharing on employee productivity. This research is a descriptive-quantitative approach. Data collection used a survey. The sample in this study was 77 people consisting of echelon II.b to IV.a officials and staff with civil servant status. The analysis technique used Partial Least Square with SmartPLS 3.0 application. The results showed that the clan culture employees most strongly felt were the organizational culture. The interaction between organizational culture and knowledge sharing had a significant and positive effect, and knowledge sharing had a positive and significant effect on employee productivity. Knowledge sharing was proven to moderate the relationship between organizational culture and employee productivity, but organizational culture directly and significantly affected employee productivity.*

**Key Words:** Organizational Culture, Employee Productivity, Knowledge Sharing

### Introduction

Advances in technology and the development of knowledge bring new challenges for organizations to adapt to environmental changes by empowering existing Human Resources (HR) as well as possible, namely by equipping human resources with abilities, skills and skills following the demands of the times to survive during change. With adequate capabilities and the ability to adapt to technological developments, HR can work efficiently and effectively.

Human resources who are capable and perform well can positively contribute to achieving organizational goals. In government organizations, improving public services can be done by moving the old public service model toward a new one. Denhardt & Denhardt (2007) stated that in this new model, the government is expected to be able to change the old administrative model, which tends to be intolerable in applying standard procedures oriented towards accountability to the community.

The Regional Head, assisted by the Regional Apparatus Organization, was felt to be still less than optimal. Various public complaints, especially about public services to government organizations, especially in Jombang Regency were still widely exposed through mass media and social media. Service delivery seemed slow with the application of rigid procedures. The discrepancy between the Service Standards and their application still cannot be eliminated, not to mention the services in the field of education organized by the Department of Education and Culture of Jombang Regency.

Based on the R&D standards of the Ministry of Home Affairs of the Republic of Indonesia in 1991, it could be said that the productivity level of the employees of the Education and Culture Office of Jombang Regency is low, with an efficiency level of 0.5922 or 59.22%. Therefore, the efficiency level is 0.5922 or 59.22%, and the effectiveness is 0.250 or 25.00%.

The achievement of productivity is inseparable from the habits, commitments and rules set in the organization and must be carried out by employees. Susanto (1992) said that instilling good cultural values in employees is necessary so that every employee knows the organizational culture and commitment to organizational values can increase. The relationship between organizational culture and organization can be found and analyzed with the criteria of the competitive value model from Quinn & Rohrbaugh (1983) and Cameron & Quinn (1999). The model has four types of culture: clan culture, adhocracy culture, hierarchical culture and market culture. These four types of organizational culture will be assessed based on the six main dimensions of organizational culture: dominant characteristics, organizational leadership, employee management, organizational glue, strategic emphasis and success criteria.

This study examines the relationship between organizational culture and employee productivity. Kabelo Kelepile (2015), Peyman Akbari et al. (2015), Suseno (2015), Drastitin et al. (2016), Julkarnain (2017), Risnawan (2018), Matahelumual et al. (2019), Mohammadi (2020) told that organizational culture had a positive and significant effect on work productivity.

In addition to organizational culture, Sukarna (1993), Anoraga (2004), Nurmansyah (2011), and Ravianto (2013) mention many factors that affect productivity, but overall mention two of the factors that influence work productivity, namely education, and skills. Therefore, implementing knowledge in the organization will maintain the organization's sustainability, especially if the knowledge can be managed properly to develop and produce new knowledge.

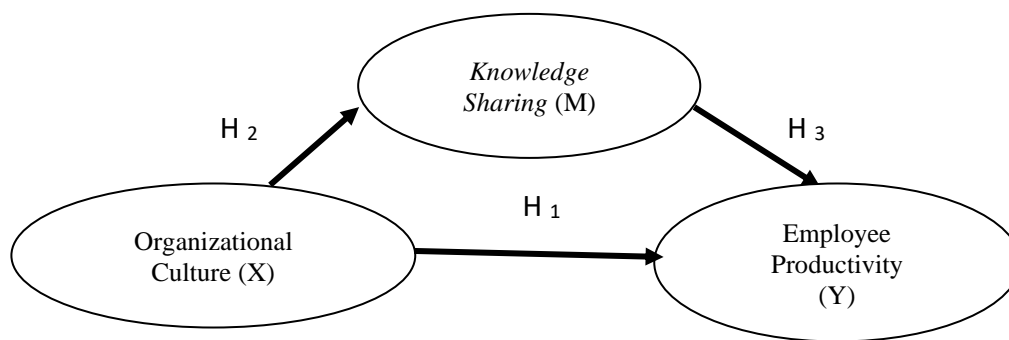
Although knowledge sharing is considered good and has a positive effect on productivity, most people are unwilling or difficult to share their knowledge for a variety of reasons (Adriyanto & Prasetyo, 2021; Wahyudi and Laily, 2020; Basit et al., 2019; Natalardo & Sunardi, 2018; Torabi & El-Den, 2017). Sharing knowledge in an organization is influenced by the organizational culture that exists in the organization. Rohim and Budhiosa (2019) research mentions that organizational culture directly and significantly influences knowledge sharing. However, other facts showed that partially clan culture significantly affects *knowledge sharing*. Adhocracy culture has no significant effect on *knowledge sharing*, hierarchical culture has a negative and significant effect on *knowledge sharing*, and market culture directly and significantly affects knowledge sharing.

Al Murawwi et al. (2014) also conducted research using Cameron & Quinn's (2011) organizational culture theory on knowledge management, one of which is *knowledge sharing*. Suppiah & Sandhu (2011), examining the influence of organizational culture on *knowledge-sharing behaviour*, mentions that the results are not the same as the results of other studies.

His research concluded that organizational culture has positive and negative effects on *knowledge-sharing behaviour* depending on the culture type. Subsequent research conducted by Durmusoglu et al. (2014) found that knowledge acquisition can be increased even if the culture is not supportive by simply starting to appreciate the knowledge within the organization. However, it should also be noted that the variables of organizational culture and *knowledge sharing* have a complementary and even synergistic relationship.

Based on the explanation above, it is important to conduct further research on the influence of market organizational culture on employee productivity mediated by knowledge sharing. There are 3 (three) problem formulations raised in this study. The first problem is whether organizational culture has a significant effect on employee productivity. The second problem is whether organizational culture has a significant effect on knowledge sharing. The third problem is whether knowledge sharing has a significant effect on employee productivity and whether knowledge sharing mediates organizational culture on employee productivity.

Systematically, the conceptual framework in this study can be seen in Figure 1 as follows:



**Figure 1.** Conceptual Framework

The hypothesis in this study are:

**H1: The Influence of Organizational Culture on Employee Productivity**

Pettigrew first introduced organizational culture through his article *Administrative Science Quarterly* (Hofstede et al., 1990; Pettigrew, 1979). Since then, the term organizational culture has been widely used in many companies. Organizations carrying out their activities have a system of values and beliefs that must be known, obeyed, and carried out by members of the organization to achieve organizational goals. Organizational culture is the system of values and beliefs used as shared guidelines by organizational members and characterizes an organization (Robbins, 1996). Cameron & Quinn (2011) where organizational culture is reflected by job orientation, leadership style, language and code, work procedures, and the level of success that distinguishes it from other organizations. Identify organizational culture can be done using the *Organizational Culture Assessment Instrument (OCAI)*, which is divided into six dimensions, namely: 1) Dominant Characteristics; 2) Organizational Leadership; 3) Employee Management; 4) Organizational Adhesive; 5) Strategic Emphasis, and 6) Success Criteria. Mohammadi (2020) mentions that organizational productivity will be increased by

improving work methods, cooperation to make changes, and improving weaknesses in the organization. If the principles of organizational culture are implemented properly, employee productivity can be increased (Salamah et al., 2020). Julkarnain (2017) and Mahdiyeh et al. (2016) stated that a good organizational culture could increase employee productivity, and organizational culture is a significant predictor of productivity.

## **H2: The Influence of Organizational Culture on *Knowledge Sharing***

Cameron & Quinn (2011) argue that of the four types of culture, clan culture is a culture that is more towards intimacy and emotional bonds to share so that organizations tend to be like a family rather than an economic activity. Such conditions can improve the ability to communicate knowledge among members of the organization. These cultural values are: prioritizing teamwork, participation, and consensus; leaders such as mentors or parents; attachment to tradition supports interaction between employees to collaborate and share *tacit knowledge* and *explicit knowledge* Suppiah & Sandhu (2011) revealed that organizations with a high level of trust could improve knowledge communication and encourage knowledge-sharing behavior. In addition, clan culture with conditions: 1) good knowledge communication, 2) availability of facilities for sharing knowledge, 3) clarity of relationships between employees to increase trust and share knowledge, 4) support leaders for the formation of teamwork, 5) the ability of employees to share and receive knowledge from other employees, will further increase the occurrence of knowledge sharing (Choi, 2002). Rohim & Budhiasa (2019) stated that organizational culture directly and significantly influences *knowledge sharing*. However, that study also claimed that: 1) clan culture has a significant effect on *knowledge sharing*, 2) adhocracy culture has no significant effect on *knowledge sharing*, 3) hierarchical culture has a negative and significant effect on *knowledge sharing*, and 4) market culture has a direct and significant effect on *knowledge-sharing*.

## **H3: The Effect of *Knowledge Sharing* on Employee Productivity**

Liebowitz (2001) stated that the concern of knowledge management is how knowledge sharing can benefit the organization. *Knowledge sharing* is part of the knowledge management process, where there is a process of spreading knowledge from individuals to individuals or groups within an organization. Cummings & Worley (2009) stated that an important focus in knowledge management is knowledge sharing. It is considered to have strategic value for organizations, is the basic concept of knowledge management, is the main source of value creation (Nonaka & Takeuchi, 1995), and is important for excellence. compete (Lin, 2007; Liao et al., 2007). It can be interpreted as knowledge that is managed well and can bring the organization to be more creative and innovative in facing competition. *Knowledge sharing* has great benefits for organizations. *Knowledge sharing* can encourage organizations to innovate more. The more employees' knowledge, skills, and experience, the higher the company's innovation will be. A high level of innovation will be able to answer consumer demands, solve organizational problems, and create new products. Thus the opportunity for

business development will also be greater. It is in line with Tjahjawati & Firmansyah (2020); if knowledge is managed properly, it will affect productivity significantly and positively. However, Pham & Swierczek (2006) found that organizational knowledge has no direct effect on increasing work productivity; what is more important is the leadership's commitment. From this commitment, supportive attitudes and behaviors will follow. It creates an environment where knowledge acquisition, sharing, and utilization will be facilitated.

#### **H4: The Influence of Organizational Culture on Employee Productivity mediated *Knowledge Sharing***

Agus Dwiyanto (2006) mentions that apart from measuring the level of efficiency, productivity also measures the effectiveness of services. Productivity is defined as the ratio between output and input. Productivity is one of the determining factors for the success of an organization in increasingly fierce competition (Anis & Nicolici, 2007). An efficient way of working is a way that does not reduce the results to be achieved, such as the easiest, fastest, cheapest, lightest, and shortest way (Soekartawi, 2010). Productivity achievements between one organization and another will be different. The difference in achievement is influenced by several factors, including how the implementation of organizational culture in the organization and the values instilled in members of the organization will affect the level of organizational achievement. Therefore, efficiency and effectiveness can be achieved well if members of the organization also run the organizational culture well. In addition, employee knowledge positively and significantly affects employee productivity levels (Adriyanto & Prasetyo, 2021; Wahyudi & Laily, 2020; Torabi & El-Den, 2017; Natalardo & Sunardi, 2018). With this direct influence, *knowledge sharing* will also be able to mediate the influence of organizational culture on employee productivity.

#### **METHOD**

This research will provide an overview of the research object using a quantitative approach. The data of this study were obtained from primary data and secondary data. Primary data is obtained by researchers directly by distributing questionnaires to respondents, namely employees at the Education and Culture Office of Jombang Regency, as many as 77 people involving all employees with the status of Civil Servants. Secondary data is obtained by researchers from the documents of the Education and Culture service of Jombang Regency. The sample in this study was 77 Civil Servants. Therefore, researchers used a saturated sampling technique of 77 respondents (sensus). The analytical tool used to test the hypothesis uses the Smart Partial Least Square (Smart PLS) version 3.0.

## **RESULTS AND DISCUSSION**

### **1. Descriptive Analysis**

#### **A. Organizational culture**

The four types of organizational culture that are the dimensions of the organizational culture variable, respondents agree that clan culture is a culture that is applied to the Education and Culture service of Jombang Regency. It can be said that employees at the Disdikbud of Jombang Regency feel that they are working in an office Disdikbud Jombang Regency is very comfortable; it can even be said to be like working in a family environment. Employees have a strong sense of family, emotional ties to share, teamwork, and togetherness. Leaders as facilitators make employees feel safe and comfortable at work because they care about their employees, provide direction for employees to achieve goals by giving confidence in their abilities, do not dominate, and are willing to discuss every job and task. In carrying out their duties, the employee can work in teams to complete tasks given by the leader, and awareness of mutual assistance between one employee and another will be able to complete the work according to the predetermined target. A strong desire to serve the country by providing services to the community, complying with existing regulations, and being responsible for work makes the employees continue to provide services to the community. Employees feel they must continue to develop themselves, try to help other employees improve their abilities, and get opportunities to develop personal abilities. Thus the organization can be successful if employees have a high commitment to Disdikbud.

#### **B. Employee Productivity**

Respondents agree that they have high productivity. With existing resources, employees can work to produce as much output as possible, carry out tasks faster than the set time, and save costs or use minimal costs to carry out work. In addition, they also agree that they have produced work that exceeds the target they should be working on in their work. In addition, employees at the Jombang Regency Disdikbud agree that they have worked in positions according to their fields to work more easily and faster. In addition, with clear and established procedures, they must work according to existing procedures because, in government organizations, they must comply with existing regulations and carry out work according to procedures. With positions in accordance with their fields and clear procedures, employees can work according to targets agreed upon between employees and their direct supervisors.

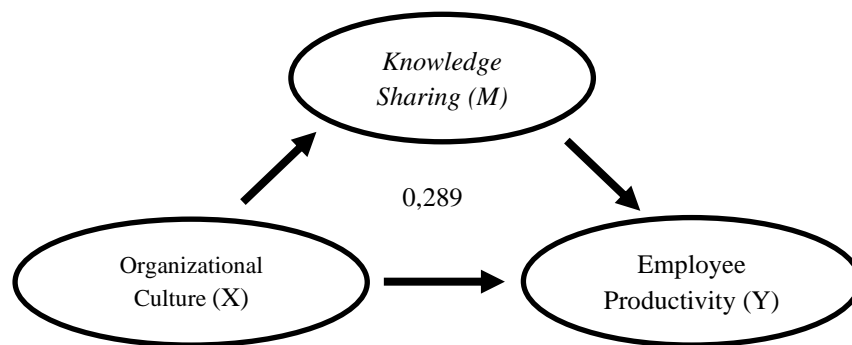
#### **C. Knowledge Sharing**

Respondents agree that they have implemented knowledge sharing in their work organization. They use existing technology to share knowledge between one employee and another. They know the lines of coordination or communication between employees and management and employees and employees through the existing organizational structure.

They agree that they also get knowledge from their leaders and easily share it. They also feel that they easily accept the knowledge given to them.

## 2. Partial Least Square (PLS) Analysis

This study examines the direct relationship between the independent variable (organizational culture) with the dependent variable (employee productivity) and the mediating variable (*knowledge sharing*). The results of testing the relationship can be seen in Figure 2 as follows:



**Figure 2** Loading Factor

Based on the picture above, it is known that organizational culture has a positive and significant effect on productivity. It means that the overall organizational culture of the four types of culture, namely: 1) clan culture, 2) adhocracy culture, 3) hierarchical culture, and 4) market culture, have a positive effect on employee productivity. The results of this study indicate that the application of organizational culture at the Department of Education and Culture of Jombang Regency can increase employee productivity. Organizational culture has a positive and significant effect on *knowledge sharing*. The results of this study indicate that the organizational culture applied at the Education and Culture service of Jombang Regency can increase *knowledge sharing* between one employee and another. *Knowledge sharing* has a positive and significant effect on employee productivity. The results of this study indicate that *knowledge sharing* between one employee and another can increase employee productivity at the Education and Culture Office of Jombang Regency. *Knowledge sharing* mediates the influence of organizational culture on employee productivity. The results of this study indicate that *knowledge sharing* is a partial mediation because organizational culture can directly affect employee productivity, even though the effect is higher than the effect of mediation.

### 3. Hypothesis testing

Hypothesis testing was carried out using a statistical t-test using the Smart PLS 3.0 application with the results that can be seen in table 1 as follows:

**Table 1. Direct Effects and Indirect Effects**

	Original Sample	T Statistics	P Values	Information
X -> Y	0.406	3,633	0.000	Significant
X -> M	0.700	12,225	0.000	Significant
M -> Y	0.412	3,648	0.000	Significant
X -> X1	0.716	8,357	0.000	Significant
X -> X2	0.791	11,607	0.000	Significant
X -> X3	0.802	19,924	0.000	Significant
X -> X4	0.881	33,886	0.000	Significant
X -> M -> Y	0.289	3,329	0.001	Significant

Source: Primary Data processed, 2021 (SmartPLS 3.0)

Based on the table above, it can be explained as follows:

- 1) 3.633 is greater than the t-table value (1.960) and is positive with a P value of 0.000 < 0.05. Therefore, it can be concluded that H1 is accepted, that is, organizational culture has a positive and significant effect on employee productivity.
- 2) The statistical t value of the influence of organizational culture on *knowledge sharing* that is 12.225 is greater than the value of t table (1.960) and has a positive value with a P value of 0.000 < 0.05 . It can be concluded that H2 is accepted, that is, organizational culture has a positive and very significant effect on *knowledge sharing* .
- 3) The statistical t-value of the effect of *knowledge sharing* on employee productivity, which is 3.648, is greater than the t-table value (1.960) and is positive with a P value of 0.000 < 0.05 . It can be concluded that H3 is accepted, namely *knowledge sharing has a positive and significant effect on employee productivity*.
- 4) The statistical t-value of the indirect effect of organizational culture on employee productivity, which is 3.329, is greater than the t-table value (1.960) and is positive with a P value of 0.001 < 0.05 . It can be concluded that H4 is accepted, namely, knowledge sharing mediates the influence of organizational culture on employee productivity.

### 4. Coefficient of Determination (R-value <sup>2</sup>)

The results of the inner model analysis using R-Square (R<sup>2</sup>) can be seen in table 2 as follows :

**Table 2. R-Square**

Variable	R Square
<i>Knowledge Sharing</i>	0.490
Employee Productivity	0.569



Source: Primary data processed, 2021

Table 2 shows the R<sup>2</sup> value of Employee Productivity of 0.569, which means that the constructed variable of employee productivity that the organizational culture variable can explain is 56.9% for endogenous latent variables, while 43.1% is explained by other variables, one of which is knowledge sharing which acts as a variable. Mediation in this study. The value of R<sup>2</sup> for knowledge sharing is 0.490 which means that the variable knowledge sharing construct that can be explained by organizational culture is 49.0% for the latent variable, while 51.0% is explained by other variables not included in this study.

### 5. Prediction Relevance (Q<sup>2</sup>)

Calculation of the relevance of predictions in this study are:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0,569)(1 - 0,490)$$

$$Q^2 = 0,781$$

The predictive relevance value (Q<sup>2</sup>) is 0.781%, so it can be considered substantially that the independent variable has been very relevant as a predictor of changes in the variable's value in the dependent variable included in the research model (Hair et al., 2011). Based on the calculation procedure based on the relevance of predictions with a Q<sup>2</sup> value of 78.1%, it can be stated that part of the variation in the value of the dependent variable can be explained by the construct of this study, and only 21.9% of the variation in the value change in the dependent variable that cannot be explained by exogenous latent variable and determined by other factors not included in this research model.

### 6. The Influence of Organizational Culture on Employee Productivity

The concept of organizational culture in this study can be seen from the dominant characteristics, namely: 1) the condition of the organizational environment felt by members of the organization, 2) the organizational leadership that shows the leadership style that is carried out at the Education and Culture service of Jombang Regency, 3) The existing employees are managed, 4) the factors what motivates employees to stay in the organization, 5) what strategies are carried out by the organization and 6) what success criteria are applied in the organization.

The results of the analysis that have been carried out show that a good organizational culture will be able to increase employee productivity in the Disdikbud of Jombang Regency. It can be interpreted that the application of the right organizational culture at the Education and Culture service of Jombang Regency from four types of culture, according to Cameron & Quinn (2011), namely clan culture, adhocracy culture, hierarchical culture and market culture, will increase employee productivity.

Based on the average of the four cultures, clan culture has the highest average, where a sense of family is a priority in this organization, facilitating leadership, employees are managed for teamwork, loyalty is the glue of employees, and strategic emphasis on human resource development and employee commitment are criteria—organizational success.

On the average of the six dimensions, respondents considered that the Jombang Regency Disdikbud organizational environment had a high sense of kinship, intimacy, strong emotional ties between employees, and even organizational activities tended to be like a family compared to organizational activities. This creates a special spirit to work hand in hand to achieve organizational goals. The leader of the Jombang District Education and Culture Office is considered a facilitator where employees feel that their leaders can provide a sense of security and comfort to their employees at work, have a sense of caring for their employees, provide direction for employees to achieve goals by providing confidence in the abilities of their employees, not dominating and willing to discuss every job and task that exists in the context of achieving organizational goals. Thus the closeness between leaders and employees can have a positive effect; leaders can place their employees according to their abilities, according to the areas of expertise possessed by their employees.

Employees are managed to be able to work together between one employee and another. Cultivating the mindset that a job, when done together, will get many benefits, namely, the work will be completed quickly; heavy work will feel lighter because it is done together, and there is a sense of caring for colleagues so that the cost of carrying out activities will be lower. efficient. Target work that can be completed in a faster time with a smaller cost will also be able to produce more work than it should. The application of regulations in every job that is the duty of each employee is absolutely necessary, be it regulations from the central government or local governments. With clear rules and SOPs that can be understood by everyone, employees will also carry out their duties in accordance with existing procedures.

The smooth running of tasks at Disdikbud is the most important thing, so that the application of rules in every action is absolutely necessary, as well as a sense of responsibility for the work that is their duty. Furthermore, employee commitment to the organization becomes a success criterion for the organization. Disdikbud Jombang employees have a high commitment to continue to strive to be better so that organizational goals can be achieved, and the end result is the achievement of work targets that have been determined by the organization.

The application of organizational culture that is in accordance with the conditions of employees and the direction of organizational goals will be able to increase employee productivity, emphasis on organizational goals is very important to do so as to encourage employees to be more oriented towards organizational goals, strive to provide better services to the community, compete to serve with excellence. as well as possible even to carry out workers far exceeding the targets that have been agreed between the employee and his direct supervisor. Thus, employee productivity will also be increased.

This research supports the research that has been conducted by Mohammadi (2020) with the research title *Organizational Culture and Its Impact on Organizational Productivity*. The results showed that organizational culture has an effect on increasing productivity, namely by improving work methods, cooperation to make changes and fixing weaknesses in the organization, then organizational productivity will be increased. Another similar study, namely the research conducted by Mahdiyeh et al. (2016) with the title *Impact of Organizational Culture on Productivity: A Study Among Employees of the Ministry of Youth and Sports, Iran*. The results of the study stated that organizational culture is positively correlated with productivity. If an organization wants to increase work productivity, it is important to pay attention to its culture.

### **7. The Influence of Organizational Culture on *Knowledge Sharing***

Based on the results of the analysis above, it shows that organizational culture has a very high and positive influence on *knowledge sharing*. Therefore, the application of the right organizational culture will be able to bring a positive influence that will have a positive impact on the progress of the organization and the achievement of organizational goals.

The dominant characteristics of the Education and Culture service in Jombang Regency is the existence of a high sense of kinship, intimacy between employees, and strong emotional bonds between employees. A leader as an employee facilitator provides a sense of security and comfort to maintain trust between employees. In addition, it can facilitate interaction between one employee and another; the interaction can be in the form of sharing a problem that occurs and together finding a way out, telling stories about experiences they have, delivering material at training events or training to develop employee skills, etc. Thus *knowledge sharing* at Disdikbud can also occur properly.

Management of employees to work as a team is also very good with *knowledge sharing*. With teamwork in carrying out work, communication between employees, communication between leaders and their employees will also continue to occur at any time, communication in terms of *problem-solving* in the implementation of work that occurs in control, with communication, the experiences that exist in each employee will also be automatically accepted by teammates. In addition, the relationship between employees and employees and employees with leaders also becomes clearer, so with this clarity, the *knowledge-sharing process* will also occur more easily because, with teamwork, trust in team members will also be higher. With high trust, *knowledge sharing* can also be done easily because trust in each other has been formed.

Prioritizing the fluency of tasks at work will make employees continue communicating with leaders or fellow employees. Curiosity about something new makes employees thirsty for new information and new knowledge. This information is not only obtained through roommates; it can be between one employee and another employee who better understands the problems being faced; employees can take advantage of existing information technology

either through social media or by using the internet to access information or knowledge. Others have shared that over the internet.

High commitment to the organization makes employees continue to learn and learn to continue to be better so that they continue to communicate to seek new knowledge, whether obtained from friends in the same organization or from existing information technology.

The results of this study support the research conducted by Lam et al. (2021) with the title *The Relation Among Organizational Culture, Knowledge Management, and Innovation: Its Implication for Open Innovation*. The study's results stated that organizational culture has a positive and significant relationship to knowledge management. The application of organizational culture will affect how knowledge is managed within the organization and developed.

This research also supports Rohim & Budhiasa's research (2019) with the title *Organizational Culture as Moderator in The Relationship Between Organizational Rewards on Knowledge Sharing and Employee Performance*. The results of this study indicate that organizational culture directly and significantly affects knowledge sharing. However, partially clan culture has a significant effect on knowledge sharing, adhocracy culture has no significant effect on knowledge sharing, hierarchical culture has a negative and significant effect on knowledge sharing, and market culture has a direct and significant effect on knowledge sharing.

#### **8. The Effect of *Knowledge Sharing* on Employee Productivity**

Based on the results of the analysis above partially shows that *knowledge sharing* can increase employee productivity in the Disdikbud of Jombang Regency.

To be able to share knowledge, Disdikbud leaders and employees use information technology to share knowledge with other employees. With the information technology facilities, *knowledge sharing is made* without the time and place restrictions, wherever and whenever employees can share knowledge, either share their knowledge or receive knowledge from their colleagues. With *knowledge sharing* that can be done anytime and anywhere between employees in the organization or with employees from other organizations, it will certainly make the work more quickly completed, and more results will be obtained than they should be.

A clear organizational structure lets employees know the relationship between one employee and another. The existence of a clear relationship between one employee and another will be able to create a sense of trust from one employee to another. It will certainly make it easier for an employee to share his knowledge with other employees. A leader will not hesitate to share his knowledge with his employees; one employee will also easily share his knowledge with other employees. With *knowledge sharing* between employees and from leaders from other people through overall training activities, it will increase the efficiency and effectiveness of employees. However, such conditions also do not make *knowledge sharing* work well; this is also determined by the ability of employees to receive knowledge that is

shared with these employees. Based on the analysis, employees at the Jombang District Education and Culture Office are easy to accept the knowledge shared with them.

This study supports previous research conducted by Adriyanto & Prasetyo (2021), Wahyudi & Laily (2020), and Basit et al. (2019), which states that *knowledge sharing* has a positive and significant effect on employee productivity.

### **9. The Influence of Organizational Culture on Employee Productivity is mediated by Knowledge Sharing**

*Knowledge sharing* in research looks at organizations where employees use information technology to share knowledge with other employees; employees know the relationship between one employee with another employee or with their leader through a clear organizational structure; their leaders always share their knowledge with their employees; employees easily share their knowledge with other employees and employees are easy to accept the knowledge shared by others.

The results showed that *knowledge sharing could* mediate organizational culture on employee productivity. A partially high clan culture will increase *knowledge sharing* among Disdikbud Jombang employees, and high *knowledge sharing* will increase employee productivity. However, *knowledge sharing* as mediation has no greater effect than the direct influence of organizational culture on employee productivity. It can be said that Education and Culture service has a good organizational culture that can increase employee productivity. The existing organizational culture has been able to move Disdikbud employees to do knowledge sharing and knowledge sharing between employees increase employee productivity. Overall, it can be said that *knowledge sharing* can mediate the relationship between organizational culture and employee productivity.

### **Conclusion**

Based on the results of the analysis and discussion of the influence of organizational culture on employee productivity mediated by *knowledge sharing*, it can be concluded as follows:

- a. An organizational culture that prioritizes kinship facilitates organizational leadership, manages employees for teamwork, organizational glue is formal regulations, and strategic emphasis on task fluency and commitment are success criteria at Education and Culture service in Jombang Regency that can increase employee productivity positively and significantly. However, partially market culture can increase employee productivity higher than in other cultures. Moreover, applying an appropriate organizational culture can encourage employees to carry out their work following existing procedures following applicable laws and regulations.
- b. Organizational culture prioritizes kinship and facilitates organizational leadership; employees who are managed for teamwork can create a sense of trust in other employees to share their knowledge with other employees. There is a formal regulation that contains the organizational structure of the Jombang Regency Education and Culture Office which

clearly describes the relationship between employees and organizational leaders. The clarity of the relationship shows the similarity of interests between employees so that it can create trust and provide a sense of security to *share knowledge* so that the implementation of tasks can run smoothly.

- c. *Knowledge Sharing* through communication between employees through intense emotional closeness either directly or indirectly, exchanging experiences through *problem-solving*, sharing knowledge with teammates, and formal training conducted by organizational leaders discussing policies that must be carried out in the implementation of public services will be able to provide new knowledge for other employees who never have or do not know about something that is considered new. Furthermore, the new experience from the results of *knowledge sharing can increase employees' ability* to complete work faster than usual, which also results in an increase in employee work results. In addition, the delivery of existing workplace policies and guidelines makes employees carry out work following procedures established by the organization.
- d. *Knowledge sharing* as a mediation of the relationship between organizational culture and employee productivity can increase employee productivity. However, in this study, *knowledge sharing* cannot be a *full mediation* because organizational culture is able to increase employee productivity positively and significantly. In fact, the direct influence of organizational culture on employee productivity is greater when compared to using *knowledge sharing* as a mediation.

Based on the discussion and conclusions, suggestions are submitted to the Head of the Education and Culture Service of Jombang Regency as follows:

- a. The organizational culture that dominates in Education and Culture Service of Jombang Regency is a clan organizational culture, which is more familial and facilitates organizational leadership and employee management by implementing teamwork; the organizational adhesive is employee loyalty, strategic emphasis on human resource development, and success criteria for employee commitment. However, the application of clan culture can be less than optimal in increasing employee productivity, so it is necessary to select an organizational culture that follows the type of organization and the direction of the organization's goals so that employee productivity can be obtained optimally.
- b. Two-way communication is carried out effectively in daily activities through sharing experiences with colleagues or from leaders to employees, implementing problem solving together can provide new knowledge to other employees, socializing new policies and regulations, and organizing employee training can improve *knowledge sharing*. Therefore, with good *knowledge sharing*, it will be able to increase the knowledge, skills, and abilities of all employees at the Education and Culture Service of Jombang Regency.
- c. The Education and Culture Office of Jombang Regency employees can work faster than the specified time and produce more work than has been determined. Implementation of operational procedures per those determined by the organization's leader. However, the implementation of the procedure seems long. If an employee or leader in the series of

- procedures cannot carry out the task, the work will automatically be hampered. Therefore, the procedure should be made with attention to efficiency so that services can run faster.
- d. For further research, research and descriptions of organizational culture, *knowledge sharing*, and productivity in other organizations can be carried out to obtain better results with larger samples.

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