



## Anteseden and the impact of organizational culture on the civil apparatus of the state

Muhammad Donal Mon<sup>1</sup>, Muhamad Aidil Basri<sup>2\*</sup>, Golan Hasan<sup>3</sup>, Agustinus Setyawan<sup>4</sup>

<sup>1,2,3,4</sup>Fakultas Bisnis dan Manajemen, Universitas Internasional Batam

\*Corresponding author: [aidilbasri29@gmail.com](mailto:aidilbasri29@gmail.com)

### Abstract

*This study investigates the influence of organizational culture on the performance of officials in Batam City. Factors such as competence, innovation, knowledge sharing, and organizational culture are analyzed in relation to staff performance. The study uses a quantitative approach to data collection through questionnaires. Analysis results show a positive relationship between competence, innovation, knowledge sharing, and organizational culture with staff performance. The recommendation of this study is that governments should provide an integrated learning platform and training that fits the positions of staff to improve their performance.*

**Keywords: Organizational culture, Official performance, Competence, Innovation Capability, Knowledge sharing.**

### 1. INTRODUCTION

The creation and establishment of the regional unit is aimed at becoming a container that can carry out the tasks that are the affairs of the competing government adapted according to the ownership of the potential of the region, the workload, characteristics, potential, needs of the area, accompanied by the organization of the task of assistance given by the government itself. In the formation of the District Approach in Batam City which basically refers to the Government Regulation No. 18 issued in 2016 which regulates regarding the Regional Approaching besides it is supported by the District Regulations No. 10 issued on 2016 that regulates on the Establishment and Arrangement of the Regional Approach. In the scope of the territory of the City of Batam, which is directly

1249

AJMESC, Volume 03 Issue 04, 2023



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).



subordinated by the City Government, the composition of its regional unit in the year 2019 amounted to 44 districts including the district with its rich territory covering 64 district units.

In the administrative territory of Batam City Government the number of the total equipment resources of the Civil State Officers or PNS who then obtained the placement of duties became assigned to the area is the total of 5,662 people, this data was taken on December 31, 2021. There is an event called a strategic issue that is understood as a condition that has the potential for a problem to arise or can also be an opportunity or challenge that a region will face in the future. The orientation of its own strategic issues for the future. Moreover, strategic issues can be understood as a potential for which the areas have not been managed, and when properly managed it can turn into development capital potential with its very significant impact. In the context of regional development, the strategic problems themselves can come that the reason begins from the problems or issues both internal or external of the development of the region. On the cause of the emergence of a strategic issue that comes from external factors will have an influence that is felt directly related to the success or failure of implementing the construction for Batam City in the future such, when a positive impact is called an opportunity, instead when a negative impact then called a challenge, which of these two things becomes a categorization of strategic issues. When a strategic issue is described as an opportunity, it can lead to conditions in which it can provide benefits and the impact it gives on the development of Batam City is enormous. Inverted when at the time said as a challenge that also includes a strategic issue at the moment of the presence of such a challenge provides an obstacle to the success of development when it is not addressed immediately and/or anticipated in advance.

The investigation of issues that are taking place on an international scale (global) will then yield initial results of such global issues must be considered in order to formulate a policy in the context of Urban Development in subsequent periods. It is then also necessary an examination related to the National Medium-term Development Plan (MDP) in the period 2020-2024 which then raises issues at the regional level (province) which must be taken into consideration and have coherence with the policy of Urban Development Batam in the coming period. Of all the above statements will influence the development policy of the Riau Islands Municipality which was later designated the City of Batam to be the center of all the international logistical interactions as well as industries operating in the fields of aerospace,



tourism, digital and creative industries, accompanied by the interaction of the international trade and finance center.

By doing this, bureaucratic reforms covered up structural, procedural, cultural, and ethical improvements in the bureaucracy. In order to pursue the realization of such a thing, it needs a cooperation that is carried out in an organized manner and has an efficiency that connects the internal components of the government of Batam itself, or is also done within the coverage of the external component that is the BP Batam. Besides, the credentials of strengthening the quality of the local apparatus also need to be affirmed with the aim of forming the character of the apparatus that has the professionalism to serve their communities. Having a proper governance system with budgetary accuracy, the proper profile of the apparatus, and the proper configuration within its bureaucratic structure will create an ideal service for the people in Batam City. The ideal service is expected to be sustainably realized and then adjusted according to the demands that come from the community regarding the standard of wages expected from the communities themselves. Then from the explanation to the focus of the issues that then arose in the application of "Reformation of the Bureaucracy and the System of Governance". The performance of officials of the State Apparatus of the City of Batam in this dimension is affected by the reporting of performance assessment to the SIASN. Based on the data obtained fulfillment in the dimension not maximized, this is because the instance has not used the BKN performance reporting system and/or the PNS has not completed and reports its performance assessment to the staff manager.

By guiding on the standards of value where then can determine the performance given by the staff included in good or bad.

**Table 1. Standard Value of Officer Performance**

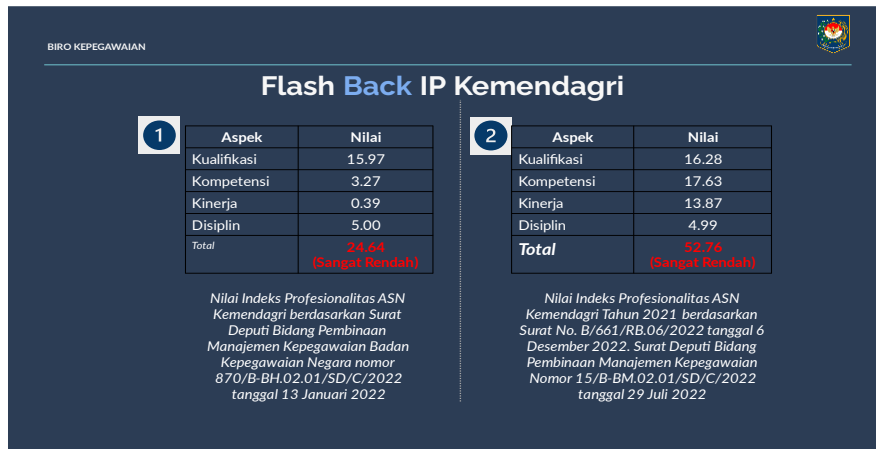
No.	Nilai Bobot	Predikat Kinerja
1.	30	Sangat baik
2.	25	Baik
a	20	Butuh perbaikan
4.	15	Kurang
5.	10	Sangat kurang

Sumber: PermenPANRB Nomor 38 Tahun 2018

Performance can be understood as the most important operational function of human resource management, because the better that results from the performance of the staff then the goals of the organization will be quickly achieved. In the general sense, the performance of an employee according to (Safrizal, 2021) indicates where the proceeds of a profit oriented or non-oriented organization are obtained during the current period of time. Since performance can be understood as achievement by an employee at the time he performs responsibility for his work either reviewed based on quality as well as quantity, in addition, the company also utilizes the results of employee performance then used as a measure that is used to make strategic planning for the future time in order to obtain accuracy and have resilience and competitiveness against companies operating in the same field (Avianda & Wikaningrum, 2020), According to (Dr. Golan Hasan, S.E., M.Si, Jenny Lim, Nicholas Fernandes, Raymond, 2023) With the increasing quality and service systems, it will have an impact that the company can create a sense of satisfaction for its customers while providing improvements in performance, especially in the profitable sector.

This corresponds to the condition of the officers in the vicinity of Batam City where the performance rating belongs to a very low that then the cause can be observed based on the table below:

**Table 2 Official Performance Standards**



1		2	
Aspek	Nilai	Aspek	Nilai
Kualifikasi	15.97	Kualifikasi	16.28
Kompetensi	3.27	Kompetensi	17.63
Kinerja	0.39	Kinerja	13.87
Disiplin	5.00	Disiplin	4.99
<b>Total</b>	<b>24.64</b> <i>(Sangat Rendah)</i>	<b>Total</b>	<b>52.76</b> <i>(Sangat Rendah)</i>

*Nilai Indeks Profesionalitas ASN Kemendagri berdasarkan Surat Deputi Bidang Pembinaan Manajemen Kepegawaian Badan Kepegawaian Negara nomor 870/B-BH.02.01/SD/C/2022 tanggal 13 Januari 2022*

*Nilai Indeks Profesionalitas ASN Kemendagri Tahun 2021 berdasarkan Surat No. B/661/RB.06/2022 tanggal 6 Desember 2022. Surat Deputi Bidang Pembinaan Manajemen Kepegawaian Nomor 15/B-BM.02.01/SD/C/2022 tanggal 29 Juli 2022*

**TO THE YEAR 2021 TO THE DATE 31 DECEMBER 2021  
SAPK MEASURING METHODS**

INSTANSI	JUMLAH PNS YANG DIUKUR	DIMENSI				NILAI	KATEGORI
		KUALIFI KASI	KOMPE TENSI	KINERJA	DISIPLIN		
<b>KANTOR REGIONAL XII BKN PEKANBARU</b>							
Pemerintah Kab. Agam	5.751	13,12	11,20	21,00	4,99	50,31	Sangat Rendah
<b>Pemerintah Kota Batam</b>	<b>5.604</b>	<b>13,23</b>	<b>12,37</b>	<b>24,54</b>	<b>4,98</b>	<b>55,12</b>	Sangat Rendah
Pemerintah Kab. Bengkalis	6.531	12,29	8,07	24,75	4,99	50,10	Sangat Rendah
Pemerintah Kab. Bintan	3.127	12,21	8,92	23,23	4,99	49,36	Sangat Rendah
Pemerintah Kota Bukittinggi	2.432	12,89	10,50	24,24	5,00	52,63	Sangat Rendah
Pemerintah Kab. Dharmasraya	3.314	13,21	13,98	22,82	5,00	55,01	Sangat Rendah
Pemerintah Kota Dumai	3.747	13,17	8,19	22,75	4,98	49,09	Sangat Rendah
Pemerintah Kab. Indragiri Hilir	6.414	12,60	10,03	24,62	5,00	52,24	Sangat Rendah
Pemerintah Kab. Indragiri Hulu	5.125	12,00	8,77	24,41	5,00	50,18	Sangat Rendah
Pemerintah Kab. Kampar	7.685	13,04	14,22	22,76	5,00	55,02	Sangat Rendah
Pemerintah Kab. Karimun	3.583	12,14	8,12	24,45	4,99	49,70	Sangat Rendah
Pemerintah Kab. Kep. Mentawai	2.400	12,00	5,36	10,78	5,00	33,14	Sangat Rendah
Pemerintah Kab. Kepulauan Anambas	1.743	12,38	5,47	25,03	4,92	47,79	Sangat Rendah

There are a variety of factors that can influence the performance of the staff, which can vary, the occurrence of efforts to develop SDM and the process of sharing knowledge (knowledge sharing) which is part of the trust that is very necessary in the course of an organization within the scope of staff to carry out the development of the capacity so that it



can deliver results or create new innovations. In providing empirical evidence relating to the link between knowledge management and the performance of its employees has been implemented by (Harmen, 2018). (Eksandy et al., 2020) Knowledge management is a function that then carries out the formation, identification, and management of the knowledge of an organization that is part of the long-term profit. In order to acquire an optimal knowledge management, it is not only necessary to manage the knowledge of the organization, but it is also necessary to develop the knowledge that each individual belongs to the organization's population. Moreover, the culture developed within the organization also shapes the creation of an inclusive and acceptable organizational culture, where each employee feels recognized and respected, which then increases their engagement and productivity (Diniarsa & Batu, 2023).

The organization is burdened with the hope of having a system in which it can then create a growing motivation within the employee, the motivation of learning and expanding new knowledge that will be appropriate based on a picture of learning organization that gives a picture where learning or learning is a prerequisite for achieving success that can then bring about change to the organization itself (Suryani & Syahbudi, 2022). With this statement, learning organizations have an important role to play in increasing the interest of employees in developing and improving their knowledge. In addition to the support that comes from the organization, other support that forms a good learning organization is indeed very important in giving the decision whether or not the staff can meet the achievement of a sufficiently high performance ability. According to (Mon et al., 2019) Effective commitment is a person's desire to remain in an organization because of its suitability and a desire that is adapted to the feelings and obligations that an individual has to stay in an organisation because of the pressures that arise or its own attractiveness.

In an attempt to improve the knowledge of the individual then can be applied with the method of knowledge sharing, from this activity the individual can then do independently arise an impetus to produce new innovations. Besides, knowledge sharing itself can give impetus to the creation of a new idea, ideas of creativity, as well as problem solving, and in the end of this activity gives a positive impact related to the affected individual aspects of innovation capability (Alliyah & Si, 2019). Then there's research done by (Aristanto, 2017) which presents where there is a positive and significant influence of employee performance aspects related to individual innovation capability then these results are in line with the research carried out by (Azadehdel, 2015) Where the explanation is that there is an





improvement in employee performance. Then performed performance assessment has an important role in an organization as it can describe progress as well as changes that can be achieved that have been adjusted to the goals of the organization (Suryani & Syahbudi, 2022).

In addition, so that the performance has a satisfaction that is based on the expectations of the organization then of various components as well as other factors that have an influence relating to the performance of employees, one of which is the form of competence. According to (Ansori & Hapzi Ali, 2015) Competence can be understood as a basic characteristic that every human being possesses, which can then make predictions of excellent performance. He does the competence of the staff in the form of skills and knowledge can then become a factor weighing on the division of work, as well as can be used to evaluate the work done. The role of self-competence plays an important role, since in general competence has a direct link to the basic abilities that an individual possesses when he or she carries out his or her employee's duties. Compensation is also included in the guidelines for organizations when making employee determinations regarding the distribution of basic tasks and functions (Alexandro Hutagalung, 2022). The dimension of the work that is then charged to the officer is taken into account by the ownership of his competence.

According to (Rajapathirana & Hui, 2018) There are several types of innovation consisting of organization, process innovation, product/service and marketing. Another factor that affects the efficiency of an employee's performance is the ability to innovate, in addition to having an influence of improving employee performance also has a role as giving growth to the interest in doing innovation in order to produce a new process in the employee itself where the end result of such a process improves the performance of that employee himself (Sari & Rosnani, 2022). The ability to innovate can be understood as the ability to develop a product or service that is tailored to market demand by applying processes with accuracy and speed when responding to technological developments or unexpected opportunities run by competitors. (Farlina, 2023).

The focus of the training is the provision of skills, information, and behavior which he then hopes will be the completion of his duty to provide improvement in the performance at work or in the execution of the duty he has (Mon & Mulyadi, 2021). The improvement in employee performance will experience a collective improvement at the time of obtaining support, which is the emergence of attitudes from the various experiences that occur during employee interaction (Saeed, 2016).





Organizational culture reflects the values, norms, and attitudes adopted by the organization. A strong and positive culture can motivate employees to perform, innovate, and share knowledge. Organizational culture can act as a mediator in the relationship between knowledge sharing, competence, and capability innovation with staff performance. A supportive culture will strengthen the positive influence of other factors on staff performance.

## 2. LITERATUR REVIEW AND DEVELOPMENT OF HYPOTHESIS

Knowledge sharing or knowledge sharing according to (Ganguly et al., 2019) facilitator for competitive advantage by reducing costs, improving teamwork and innovation. From a variety of experiences or knowledge sharing including into the behavior of individuals who do development on knowledge allocated to others who are within the scope of their organization then from such activities can yield more benefits to the organization.

According to (Putri Primawanti & Ali, 2022) which presents where the performance or achievement of an individual can be reviewed based on the quality or quantity of the achievements produced. From the appearance in each individual to the willingness to share knowledge that can then provide the search for solutions to the problems that the employee is facing, it will provide the facility for the employees to solve their problems and can provide support at the time of making improvements in the performance generated by the employees.

H<sub>1</sub> : Sharing knowledge limits positive employee performance

According to (Edison, Emron., 2016) Providing competence can be understood as the ability of an individual to carry out a job properly and to have a superiority adapted to the knowledge, expertise, and attitude they possess.

Has a characteristic or ability that then becomes the basis of an individual to value the results of his work has superior efficiency and efficiency accompanied by more perfect performance. Basically, each individual has specific abilities in the area of interest. So it can be concluded where competence has an influence in relation to the performance of officials.

H<sub>2</sub> : Competence has a positive impact on staff performance

According to (Santika, 2021) Innovation can be understood as the ability to face a problem by developing creativity and taking advantage of the availability of present





opportunities. Then with the innovating capabilities that have been provided to each staff member can improve the performance of the staff member.

(Supriadi, Masdar Mas'ud, 2017) conducting research where the Innovation Capacity variable has an influence related to staff performance.

H<sub>3</sub> : Innovation capabilities have a significant positive impact on staff performance

An understanding of organizational culture that is an abstraction of ownership of the interests of the company that is then realized in its form as values that have been inherent in its attitude and behavior, which is then made the standard at the time of doing its work (Sudarsono, 2019). There is a link between organizational culture and the performance of employees and members of the organization that can be reflected in the behavior that is customary in the organization. At the time of conducting an imitation of behavior which is adapted to the culture of the organization in which it is located, it will be able to provide its own satisfaction and even generate rewards that can be felt directly or indirectly. From this statement, the organization's culture is used as a guideline of conduct by the members of the organization, which will be unconsciously implemented when the employees carry out their work activities.

According to (Wardani et al., 2016) It states that there is an influence derived from the culture of the organization in relation to the performance of its employees or members that can be reflected in the determination of behaviour applied at the time of carrying out life activities in the organization.

H<sub>4</sub> : Organizational culture has a significant positive influence on staff performance

Knowledge is defined as two forms of tacit and explicit knowledge (Polanyi, 1966). The definition of these two forms of classification is tacit knowledge which can be understood as knowledge whose scope will always be present in the human mind and the nature of its very private presence. Then the definition of explicit knowledge lies and its roots derive from the actions or experiences of an individual such as idealism, values, or emotions that always accompany it.

The statement has a validity based on research conducted by (Andayani et al., 2022) which presents knowledge sharing as an influence on the culture of the organization.

H<sub>5</sub> : Sharing knowledge has a significant positive influence on organizational culture

The concept of competence can be understood as the ability of an individual to perform the work that he or she possesses on the basis of his or her skills and knowledge

which is subsequently supported by the work attitude that is demanded at the time of the task (Sarumaha, 2022).

Organizational culture according to (Farisi, 2022) It can be understood as the values, beliefs, attitudes, or values that have been felt simultaneously by an individual whose subsequent existence forms an attitude towards the organization that he is engaged in. Then a possession of the competence of an employee is required to have the ability to provide support at the time he implements the culture that the organization owns itself.

H<sub>6</sub> : Competence has a significant positive influence on organizational culture

According to (Ibrahim & Ph, 2023) Generally speaking, innovation is a key driving factor for long-term success of enterprises in a competitive market. An innovative organization is an organization capable of applying new methods to the culture of the organization. An organizational culture that gives appreciation and recognition for creative and innovative efforts encourages employees to find new solutions.

It can produce innovative products or services that can improve the competitiveness of an organization. In setting up an organization in order to be resilient in its environment has a huge challenge required to be able to always develop on the ability to keep up with new innovations.

H<sub>7</sub> : Capability Innovation has a significant positive impact on organizational culture

According to the opinion put forward by (Aulia, 2016) Where organizational culture has an impact related to knowledge sharing. In his research also gives the possibility where culture can generate a communication as well as anticipation that is part of the important issue at the time when it runs the process of knowledge sharing.

Knowledge sharing itself basically has a process of sharing knowledge that occurs between one employee and another whose scope is within the organization and has the objective of achieving the objectives of the organization which then exploits the ownership of the knowledge of their employees which can then generate the competitive advantage achieved as well as the influence of the performance with the organization's culture (Mazidah & Laily, 2020).

H<sub>8</sub> : There is an influence between the sharing of staff performance knowledge and the organizational culture as mediation

The understanding of competence becomes a very important foundation on which to be owned by an individual at the time he conducts the organization's progress in order

to fulfil the vision that has been made by the determination of his management team (Hidayat, 2022).

Having a strong staff competence will help the organization to its vision faster and with a strong organizational culture will help in achieving the goals of the organization by having efficiency and effectiveness at the time of achievement. (Nirmah & Muslichah, 2021) Explain the influence of competence mediated by organizational culture on performance.

H<sub>9</sub> : There is an influence between competence on staff performance and organizational culture as mediation

An understanding of the culture or climate of an organization is one that needs to be done in order to develop the human resources acquired by making changes in attitudes and behavior, where then the hope can provide adaptation to the challenges that will be faced now and in the future (Niara & Manik, 2019).

(Imron et al., 2021) says employee innovation is the sustainable driving force of a business. The achievement of this performance depends on the application of a culture of knowledge that is being developed or applied to an organization.

H<sub>10</sub> : There is an influence between Innovation capability and staff performance with organizational culture as mediation

The conceptual model is built on the hypothesis developed from existing literature as mentioned above. The model will be presented accordingly based on the following picture:

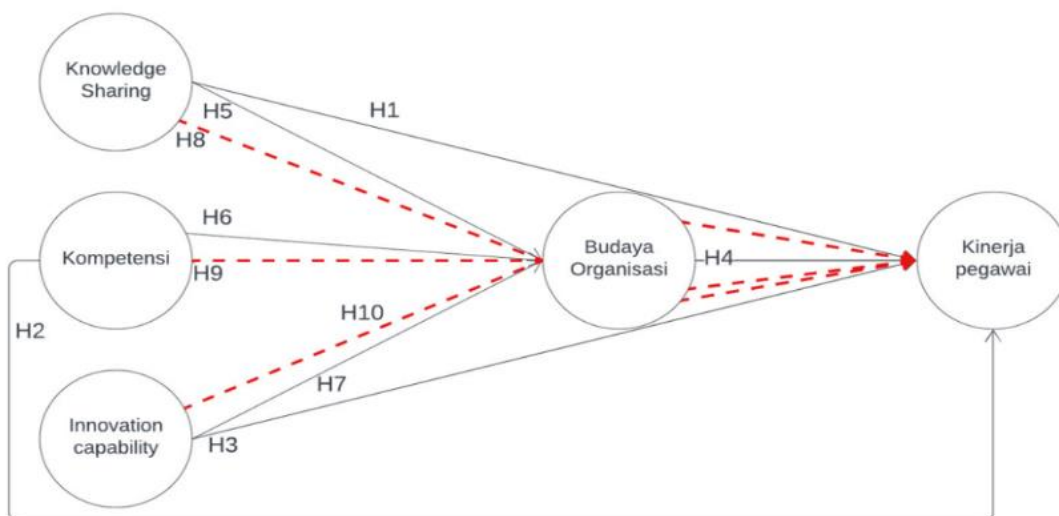


Figure 1. Research Model

### 3. RESEARCH METHODS

The study will be conducted using a quantitative approach. Research data is obtained through the division of questionnaires to respondents in the form of google forms. Objects of research are PNS and PPPK Government of Batam. The technique used in the sample determination of this study will be non-probability sampling. In conducting this study will also involve 373 respondents as samples. To anticipate a questionnaire that can't be analyzed, then the research sample is upgraded to 400. Sample size determination based on Slovin Calculator formula available on the page [www.statology.org/slovin-formula-calculator/](http://www.statology.org/slovin-formula-calculator/) with a population of 5,662 people ASN (<https://simpeg.batam.go.id/>,2023).

The instruments in this study will be classified into two groups, related to respondent demographics and research variables. The research variable questions adapt existing instruments, including knowledge sharing, competence, innovation capability, organizational culture and staff performance. With a likert scale (scale 1 to 5) that has been entered in the questionnaire in doing this research.

The research model will be tested using the analytical method of statistical testing with the help of software that is Partial Least Square (PLS) version. 3.3.

### 4. RESULTS AND DISCUSSION

The analysis of the data used in this study consists of the test of the measurement model (outer model). Outer models consisting of Convergent validity and Discriminant validity (cross loading), Average Variance Extracted (AVE), Fornell Larcker Critetion, Reliability Test, and Internal Model Tests consisted of R-Square (R<sup>2</sup>), F-square value and Goodness of Fit Model can be described as follows:

#### 4.1 Evaluation of Measurement Model Test (Outer Model)

##### a. Convergent validity

The convergent validity test shows that all indicators on all knowledge sharing variables (X1), competence (X2), innovation capability (X3), employee performance (Y) and organizational culture (Z), have met the convergence validity because they have loading values greater than 0.70, so no indicators are dripped. The test results can be seen in the following image:

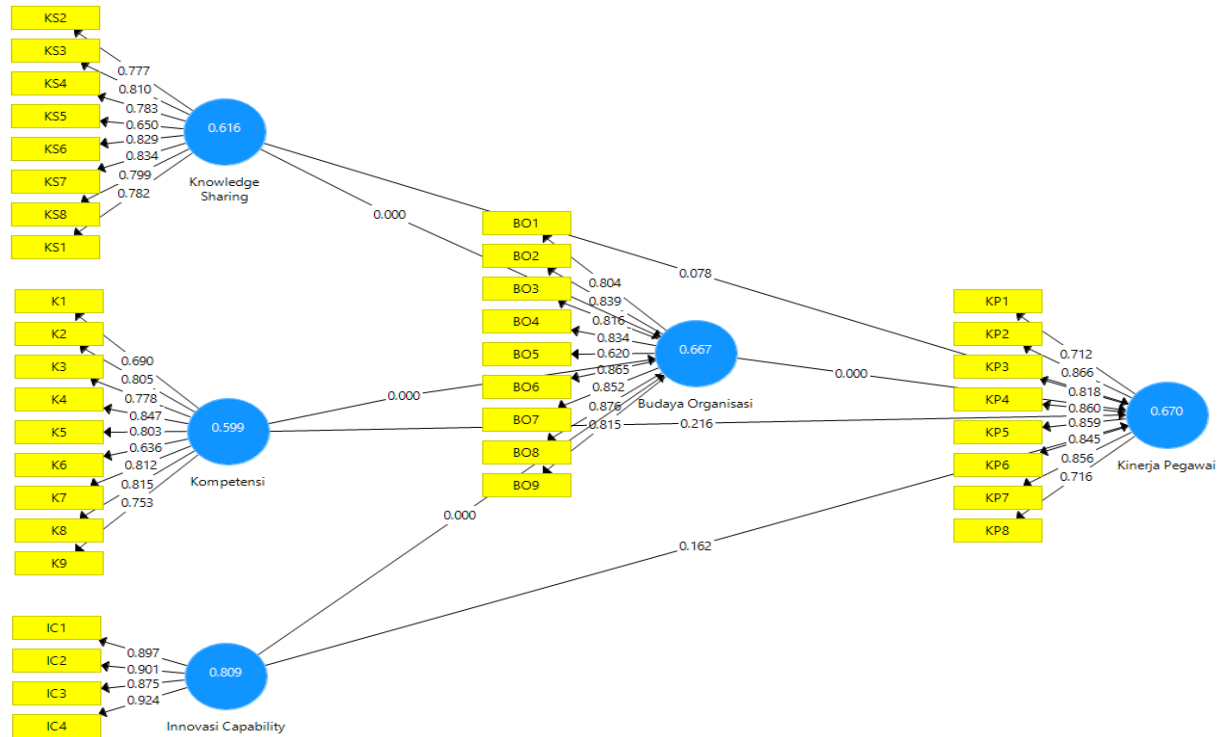


Figure 2. PLS algorithm results

**b Discriminant Validity (Cross Loading)**

Cross loading values on all structures or variables already meet discriminant validity, because it has a greater value than other indicators, this method to see discriminant validity by comparing the average variance value of each structure with other structures then can be aligned have a good discriminant Validity.

**c Average Variance Extracted (AVE)**

Based on the size of the data in the table below, it is known that AVE values knowledge sharing variables, competence, innovation capability, organizational culture and staff performance > 0.5. Thus it can be stated that each variable has a good discriminant validity.

**Table 1. Average Variance Extracted (AVE)**

	<i>Average Variance Extracted (AVE)</i>
<b>Knowledge Sharing</b>	<b>0.616</b>
<b>Competence</b>	<b>0.599</b>
<b>Innovasi Capability</b>	<b>0.809</b>
<b>Organizational Culture</b>	<b>0.667</b>
<b>Employee Performance</b>	<b>0.670</b>

**d. Fornell Larcker Critition test**

The result of the fornell-Larcker criterion calculation shows that the AVE root value of each structure is greater than the correlation value between one structure and the other, then the discriminant validity is expressed either the discriminating validity value based on the fornell-Lacker Criterion.

**Table 2. Fornell Larcker Critition**

	<b>Organizational Culture</b>	<b>Innovasi Capability</b>	<b>Employee Performance</b>	<b>Knowledge Sharing</b>	<b>Competence</b>
<b>Organizational Culture</b>	<b>0.817</b>				
<b>Innovasi Capability</b>	0.756	<b>0.899</b>			
<b>Employee Performance</b>	0.842	0.718	<b>0.819</b>		
<b>Knowledge Sharing</b>	0.695	0.651	0.718	<b>0.785</b>	
<b>Competence</b>	0.798	0.705	0.784	0.702	<b>0.774</b>

Source: Primary data processed using Smart-PLS, 2023

**e. Reliability Test**

Based on the measurement of data in table 3 below, it is known that the composite reliability values of all research variables > 0.6. This result shows that each variable has met



composite realisibility so it can be concluded that the whole variable had a high level of realisability.

**Table 3. Composite Reliability and Cronbach's Alpha**

	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>
<b>Knowledge Sharing</b>	<b>0.927</b>	<b>0.910</b>
<b>Competence</b>	<b>0.930</b>	<b>0.915</b>
<b>Innovasi Capability</b>	<b>0.944</b>	<b>0.921</b>
<b>Organizational Culture</b>	<b>0.947</b>	<b>0.936</b>
<b>Employee Performance</b>	<b>0.942</b>	<b>0.929</b>

Source: Primary data processed using Smart-PLS, 2023

#### 4.2 Structural Model Test (Inner Model)

Bootstrapping test structural model between knowledge sharing variables (X1), competence (X2), innovation capability (X3), staff performance (Y) and organizational culture (Z). Where Bootstrapping results are used to test research hypotheses. Bootstrapping data shows a significant level of R-square (R2) and path coefficients, while path coefficients are used to see how strong the influence between independent variables on dependent variables is. From the results of the Bootstrapping model testing and PLS analysis can be seen in the following image:

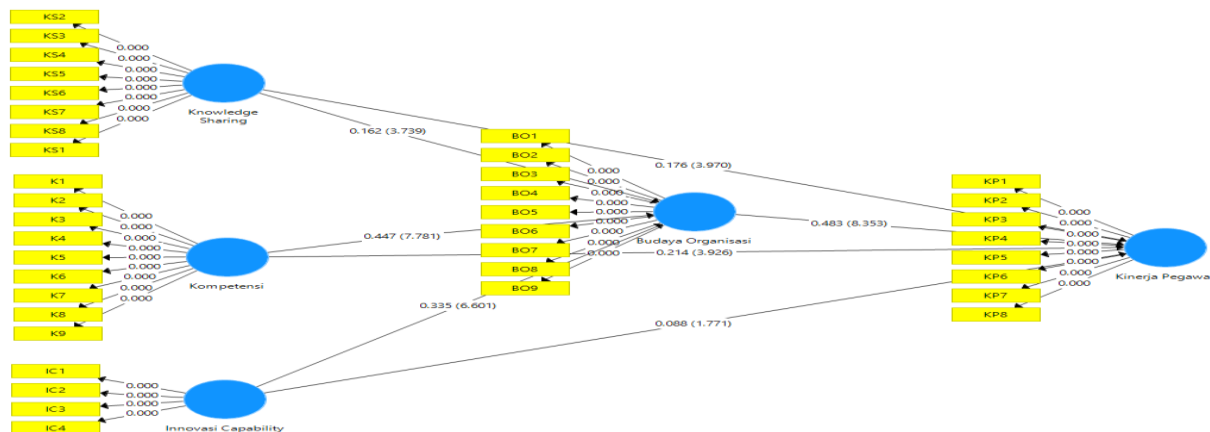


Figure 3. Inner Model (Bootstrapping Test)

### 4.3 R-Square Value (R2)

Based on the r-square value in Table 4 shows that organizational culture and interdependence can explain employee performance by 76.1%, and the remaining 23.9% is explained by other constructs outside the study.

**Table 4. R-Square (R2)**

	R Square	R-SquareAdjusted
<b>Organizational Culture</b>	0.723	0.721
<b>Employee Performance</b>	0.763	0.761

Source: Primary data processed using Smart-PLS, 2023

### 4.4 F-Square Value

Based on the F-Square value in table 5 that an organization's culture towards employee performance of 0.273 means the influence of an organization culture on employee's performance is included in the larger category. While the F-Square between the innovation of capability to organizational culture is 0.184 and F-square is between the competence to organisational culture of 0.289. Since both F-square values are above the range of 0.15-0.35, it can be concluded that the influence of competence on organizational and organizational cultures on the performance of employees includes a large category.



**Table 5. F-Square**

	Organizational Culture	Innovasi Capability	Employee Performance	Knowledge Sharing	Competence
Organizational Culture			0,273		
Innovasi Capability	0,184		0,012		
Employee Performance					
Knowledge Sharing	0,044		0,057		
Competence	0,289		0,060		

Source: Primary data processed using Smart-PLS, 2023

#### 4.5 Goodness of Fit Model

From the results of the Goodness of Fit Test, a structural model on an inner model uses a predictive relevance value (Q<sup>2</sup>). A Q-Square value greater than 0 (zero) indicates that a model has a Predictive Relevance value. Q-Square value of 0.508. The results show the magnitude of the diversity of research data that can be explained by the research model is 50%. While the remaining 50% is explained by other variables that are not used in this research model.

**Table 6. Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Budaya Organisasi->Kinerja Pegawai	0.483	0.485	0.058	8.353	<b>0,000</b>
Innovasi Capability->Budaya Organisasi	0.335	0.333	0.051	6.601	<b>0,000</b>
Innovasi Capability->Kinerja Pegawai	0.088	0.086	0.049	1.771	<b>0,077</b>
Knowledge Sharing->Budaya Organisasi	0.162	0.163	0.043	3.739	<b>0,000</b>

<b>Knowledge Sharing-&gt;Kinerja Pegawai</b>	0.176	0.173	0.044	3.970	<b>0,000</b>
<b>Kompetensi-&gt;Budaya Organisasi</b>	0.447	0.448	0.058	7.781	<b>0,000</b>
<b>Kompetensi-&gt;Kinerja Pegawai</b>	0.214	0.216	0.055	3.926	<b>0.000</b>

Source: Primary data processed using Smart-PLS, 2023

From table 6 above it can be seen that the results between knowledge sharing and employee performance are positive values that indicate that there is a direct influence between the knowledge sharing with staff performance, accepted. The direct influence of knowledge sharing on organizational culture is accepted. The direct influence of competence on organizational culture is accepted. The direct impact of capability innovation on organizational culture is accepted.

## 5. DISCUSSION

Based on the analysis of the PLS (Partial Least Square) data, it is possible to present the results of the calculations that have been carried out in order to know the influence of Anteseden and the Organizational Cultural Impact on the Civil State Apparatus in the Batam City Government.

**The first hypothesis (H1)** suggests that there is a direct influence of knowledge sharing on staff performance, **The second hypothesis (H2)** suggests that there is a direct influence of competence on staff performance, **The third hypothesis (H3)** suggests that there is a direct influence of innovation on staff performance, **The fourth hypothesis (H4)** suggests that there is a direct influence of organizational culture on staff performance, **The fifth hypothesis (H5)** suggests that there is a direct influence of knowledge sharing on organizational culture, **The sixth hypothesis (H6)** suggests that there is a direct influence of competence on organizational culture, **The seventh hypothesis (H7)** suggests that there is a direct influence of innovation on organizational culture, **The eighth hypothesis (H8)** suggests that there is a direct influence of knowledge sharing on staff performance mediated by organizational culture, **The ninth hypothesis (H9)** suggests that there is a direct influence of competence on staff performance mediated by organizational culture, **The tenth**



**hypothesis (H10)** suggests that there is a direct influence of innovation capabilities on staff performance mediated by organizational culture.

## 6. CONCLUSION

1. There is a positive and significant influence between knowledge sharing and staff performance.
2. There is a positive and significant influence between competence and staff performance.
3. There is a positive but insignificant influence between Innovation capability and staff performance.
4. There is a positive influence between organizational culture and staff performance.
5. There is a positive influence between knowledge sharing and organizational culture.
6. There is a positive influence between competence and organizational culture.
7. There is a positive influence between innovation capability and organizational culture.
8. There is a positive influence between knowledge sharing and staff performance with organizational culture as mediation.
9. There is a positive influence between competence and staff performance with organizational culture as mediation.
10. There is a positive influence between Innovation capability and staff performance with organizational culture as mediation.

## 7. SUGGESTION

As for the advice that researchers can give to the Batam City Government so that each agency (administration manager) in Batam city government can provide an integrated learning platform as well as facilitate and encourage all its staff to undergo training based on the level of office of each official in order to fulfil the rights of staff competence in accordance with the demands of increasingly complex organizations.

## REFERENCE

Alexandro hutagalung, b. (2022). Analisa faktor – faktor yang mempengaruhi kinerja pegawai: kompetensi, motivasi dan lingkungan kerja (penelitian literature review



- manajemen sumber daya manusia). Jurnal manajemen pendidikan dan ilmu sosial, 3(1), 201–210. <https://doi.org/10.38035/jmpis.v3i1.866>
- Alliyah, s., & si, m. (2019). Pengaruh knowledge sharing terhadap kinerja bisnis melalui inovasi. 3(1).
- Andayani, t. B. N., verawati, d. M., & giovanni, a. (2022). Model peningkatan kinerja berbasis budaya organisasi, learning organization, dan knowledge sharing. Jurnal ilmiah manajemen kesatuan, 10(2), 211–224. <https://doi.org/10.37641/jimkes.v10i2.1315>
- Ansori, & hapzi ali. (2015). Analisa pengaruh kompetensi dan promosi terhadap kinerja pegawai negeri pada sekretariat daerah kabupaten bungo. Jurnal ilmiah universitas batanghari jambi, 15(1), 50–60.
- Aristanto, deni bagus. (2017). The effect of knowledge sharing to individual innovation capability and employee performance (selected research's object is pt. Pln (persero) unit induk. The effect of knowledge sharing to individual innovation capability and employee performance (selected research's object is pt. Pln (persero) unit induk pembangunan sulawesi bagian utara), vol.5 no.2(2), 1539–1545.
- Aulia, a. (2016). Pengaruh budaya organisasi terhadap kinerja karyawan melalui knowledge sharing sebagai variabel intervening. Jurnal ilmu manajemen, 4(3), 1–15.
- Avianda, s., & wikaningrum, n. T. (2020). Peran knowledge sharing, learning organization dan individual innovation capability terhadap kinerja karyawan. 13–25.
- Azadehdel, m. R. (2015). The relationship between knowledge sharing, innovation and performance. Interdisciplinary journal of contemporary research in business, 403–412.
- Diniarsa, m. R., & batu, r. L. (2023). Evaluasi penerapan kebijakan diversitas dan inklusi dalam manajemen sumber daya manusia terhadap kinerja organisasi. Jurnal ilmiah manajemen, ekonomi, & akuntansi (mea), 7(2), 1439–1456. <https://doi.org/10.31955/mea.v7i2.2852>
- Dr. Golan hasan, s.e., m.si, jenny lim, nicholas fernandes, raymond, t. E. (2023). Dampak customer relationship management (crm) terhadap kinerja perusahaan di tiga segmen (keuangan, pemasaran dan operasional). Jurnal minfo polgan, 12(1), 453–460. <https://doi.org/10.33395/jmp.v12i1.12431>
- Edison, emron., d. (2016). Manajemen sumber daya manusia. Alfabeta. Bandung.
- Eksandy, a., sari, r. U., & rengganingsih, v. D. (2020). Business strategy , knowledge management dan corporate social. Competitive jurnal akuntansi dan keuangan, e-issn

- 2549-79ix 93, 4(1), 80-93.  
[Http://jurnal.umat.ac.id/index.php/competitive/article/view/2327](http://jurnal.umat.ac.id/index.php/competitive/article/view/2327)
- Farisi, s. (2022). Antecedents of organizational culture and competence towards employee performance. *Jurnal ilmiah magister manajemen*, 5(2), 119-203.
- Farlina, s. (2023). Pengaruh gaya kepemimpinan transformasional dan iklim organisasi terhadap kapabilitas inovasi organisasi pdam tirta dharma kabupaten kolaka. 3(3).
- Fauzi, akhmad dan hidayat, r. (2020). *Manajemen kinerja*. Jawa timur: airlangga university press.
- Firmanjaya saputra, a. (2022). Iklim organisasi dan urgensinya terhadap knowledge sharing. *Jurnal family education*, 2(4), 312-318. <https://doi.org/10.24036/jfe.v2i4.71>
- Ganguly, a., talukdar, a., & chatterjee, d. (2019). Evaluating the role of social capital, tacit knowledge sharing, knowledge quality and reciprocity in determining innovation capability of an organization. In *journal of knowledge management* (vol. 23, issue 6). <https://doi.org/10.1108/jkm-03-2018-0190>
- Harmen, h. (2018). Pengaruh talent management dan knowledge management terhadap kinerja karyawan pt. Perkebunan nusantara ii (survei pada kantor direksi tanjung morawa). *Jkbm (jurnal konsep bisnis dan manajemen)*, 4(2). <https://doi.org/10.31289/jkbm.v4i2.1587>
- Hidayat, n. (2022). Pengaruh budaya organisasi dan kompetensi terhadap kinerja pegawai dengan mediasi motivasi di kantor unit pelayanan pendapatan daerah (uppd). *Jurnal ilmu manajemen*, 10/4, 1016-1025.
- Hurley, r. F., hult, g. T. M., abrahamson, e., & maxwell, s. (1998). Innovation , learning : an organizational and empirical integration examination. *Journal of marketing*, 62(3), 42-54.
- Ibrahim, m., & ph, d. (2023). Service innovation and organizational performance nexus : mediating and moderating roles of customer satisfaction and employee productivity. 8(5), 87-100.
- Imron, m. A., munawaroh, iswadi, u., farida, r. D. M., paramarta, v., sunarsi, d., akbar, i. R., effendy, a. A., siagian, a. O., & masriah, i. (2021). Effect of organizational culture on innovation capability employees in the knowledge sharing perspective: evidence from digital industries. *Annals of the romanian society for cell biology*, 25(2), 4189-4203.



- Mazidah, a., & laily, n. (2020). Pengaruh knowledge sharing terhadap perilaku inovatif dan kinerja karyawan. *Jurnal ilmu dan riset manajemen*, 9(2), 1-22.
- Mon, m. D., jasfar, f., arafah, w., author, c., batam, u. I., & trisakti, u. (2019). Role playing organizational commitments of organizational strategy and change management on. 3(10), 109-122.
- Mon, m. D., & mulyadi, s. (2021). Pengaruh kompensasi, pelatihan dan pengembangan, pemberdayaan karyawan terhadap turnover intention dan kepuasan kerja sebagai mediasi di hotel berbintang kota batam. *Combines-conference on management, business, innovation, education and social sciences*, 1(1), 2165-2177.
- Niara, j., & manik, s. (2019). Pengaruh budaya organisasi terhadap semangat. 11(2), 118-124.
- Nirmah, f. W., & muslichah. (2021). Pengaruh kompetensi terhadap kinerja pegawai dengan budaya organisasi sebagai variabel mediasi. *Inovasi*, 17(1), 127-135. <https://journal.feb.unmul.ac.id/index.php/inovasi/article/view/8093>
- Novita, d. (2022). Individual innovation capability dalam menciptakan kinerja optimal. *Jesya*, 5(2), 2052-2062. <https://doi.org/10.36778/jesya.v5i2.778>
- Nuringtyas, r., & susanto, t. D. (2022). Variasi evaluasi faktor adopsi knowledge management system (tinjauan pustaka sistematis). *Journal of information system, graphics, hospitality and technology*, 4(2), 71-76. <https://doi.org/10.37823/insight.v4i2.230>
- Polanyi, m. (1966). *The tacit dimension*. New york: doubleday & co.
- Putri primawanti, e., & ali, h. (2022). Pengaruh teknologi informasi, sistem informasi berbasis web dan knowledge management terhadap kinerja karyawan (literature review executive support sistem (ess) for business). *Jurnal ekonomi manajemen sistem informasi*, 3(3), 267-285. <https://doi.org/10.31933/jemsi.v3i3.818>
- Rajapathirana, r. P. J., & hui, y. (2018). Relationship between innovation capability, innovation type, and firm performance. *Journal of innovation and knowledge*, 3(1), 44-55. <https://doi.org/10.1016/j.jik.2017.06.002>
- Saeed, m. S. (2016). The impact of job satisfaction and knowledge sharing on employee performance. *Journal of resources development and management*, 21(1992), 16-23.
- Safrizal, h. B. A. (2021). Kepemimpinan transformasioal motivasi kerja dan kinerja pegawai. *Journal angewandte chemie*, 2(1), 1-65.
- Santika, d. (2021). Strategi keunggulan layanan, kapabilitas inovasi dan daya tarik promosi dalam meningkatkan kinerja usaha sektor kuliner selama pandemi di kota pontianak



- (studi kasus pada usaha café dan restoran di kota pontianak) dewi. *Industry and higher education*, 3(1), 1689–1699. [Http://journal.unilak.ac.id/index.php/jieb/article/view/3845%0ahttp://dspace.uc.ac.id/handle/123456789/1288](http://journal.unilak.ac.id/index.php/jieb/article/view/3845%0ahttp://dspace.uc.ac.id/handle/123456789/1288)
- Sari, r. K., & rosnani, t. (2022). Peran pertukaran pengetahuan, organisasi pembelajaran dan kemampuan inovasi individu dalam kinerja. *Proceeding seminar nasional bisnis seri vi*, 306–314.
- Sarumaha, w. (2022). Pengaruh budaya organisasi dan kompetensi terhadap kinerja pegawai pada kantor camat telukdalam kabupaten nias selatan. 5, 20–26.
- Sударsono, s. (2019). Budaya organisasi : sudut pandang teoritis dalam membangun nilai nilai kerja. In *widya balina* (vol. 4, issue 2).
- Supriadi, masdar mas'ud, a. D. (2017). Pengaruh etos kerja dan dukungan organisasi terhadap kinerja pegawai melalui peran kapabilitas inovasi sebagai variabelintervening pada dinas kepemudaan dan olahraga kab. Kepulauan selayar. *Springer international publishing ag 2018 "proceedings of the mediterranean symposium on smart city applications,"* 2(1), 30–31. [Https://link.springer.com/chapter/10.1007%2f978-3-319-74500-8\\_81](https://link.springer.com/chapter/10.1007%2f978-3-319-74500-8_81)
- Suryani, s., & syahbudi, m. (2022). Peran learning organization dalam meningkatkan kinerja pegawai badan pusat statistik kabupaten deli serdang. *Sibatik journal: jurnal ilmiah bidang sosial, ekonomi, budaya, teknologi, dan pendidikan*, 1(5), 707–716. [Https://doi.org/10.54443/sibatik.v1i5.84](https://doi.org/10.54443/sibatik.v1i5.84)
- Sutrisno, e. (2010). *Budaya organisasi*. Jakarta: kencana prenada media group. Book.
- Wardani, r. K., mukzam, d. M., & mayowan, y. (2016). Pengaruh budaya organisasi terhadap kinerja karyawan (studi pada karyawan pt karya indah buana surabaya). *Jurnal administrasi bisnis (jab)*, 31(1), 58–65. <Ttp://administrasibisnis.studentjournal.ub.ac.id/index.php/jab/article/download/1213/1395>
- Yasin, h. (2020). Pengaruh budaya organisasi dan kompetensi terhadap kinerja karyawan pt. Semen tonasa di kabupaten pangkep. *Journal of management science*. 1(2), 24–36.