

# THE ROLE OF KNOWLEDGE SHARING AS A MEDIATION OF THE INFLUENCE OF ORGANIZATIONAL CULTURE ON WORK BEHAVIOR

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**Abstract:** Based on the research conducted on employees at Perumda Aneka Usaha Seger Jombang regarding the influence of organizational culture on innovative work behavior through knowledge sharing as a mediator, the following conclusions can be drawn: Organizational culture can contribute significantly to innovative work behavior. The presence of a positive organizational culture implemented within the company can enhance employees' innovative work behavior. Organizational culture can enhance knowledge sharing activities. A positive organizational culture fosters active knowledge sharing among employees. Knowledge sharing can significantly contribute to innovative work behavior. When employees actively engage in knowledge sharing activities, it positively influences their innovative work behavior. Knowledge sharing can mediate the influence of organizational culture on enhancing innovative work behavior.

**Keywords:** Work Behavior, Organizational Culture, Knowledge Sharing

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## 1. Introduction

According to Ansari et al. (2018) human resources are important for companies so that company goals can be realized. Companies create the best possible workplace atmosphere concept with the aim of creating comfort for their employees and can help their employees find innovation (Muthohirin, 2014). According to Wang & Wang (2012), innovation in companies not only functions as a process to increase the effectiveness of using existing resources in the company, but also becomes capital for the company so that it can achieve better work results or get bigger profits. According to Oukes (2010), innovative work behavior is an important value for companies because the creation of innovation or new ideas by employees can make the company more competitive among its competitors. According to Jong & Hartog (2008), innovative work behavior variables consist of exploring ideas, developing ideas, seeking support for ideas, and implementing ideas.

Innovative work behavior can be influenced by the culture of the company (Matinaro & Liu, 2017). According to Rizki et al. (2019), organizational culture in an agency or company has quite a big influence on the personal formation of its members, this is because organizational culture also participates in stimulating the emergence of innovative work behavior. In an organization, colleagues can add new knowledge to individuals. This activity is usually referred to as knowledge sharing. Knowledge sharing is the process of transferring,

disseminating and exchanging knowledge, experience, skills and valuable information from one individual to another member in the organization (Sajeva, 2014).

This research was conducted at Perumda Aneka Usaha Seger Jombang, which is a regional public company engaged in health services and trade. This company has several work units, namely pharmacies, laboratories, clinics, printing and cooperatives.

In previous research, it was found that there was research conducted by Nurdin et al. (2020) with the results of their research, organizational culture does not have a positive effect on innovative work behavior. Meanwhile, in the research of Jankelová et al. (2021) stated that the direct relationship between organizational culture has a positive effect on innovative work behavior. Research by Nurahmad et al. (2022) which states that knowledge sharing does not have a significant effect on innovative work behavior. Meanwhile, according to the research results of Rahmahthia & Etikariena (2019), it was concluded that knowledge sharing has a significant relationship with innovative work behavior, meaning that as the value of knowledge sharing increases, the value of employees' innovative work behavior will also increase. Based on the explanation above, research was conducted to find out how organizational culture influences innovative work behavior mediated by knowledge sharing. So, this research is submitted with the title "The Influence of Organizational Culture on Innovative Work Behavior Through Knowledge Sharing as Mediation".

### **Problem Statement**

1. Does organizational culture have a significant effect on innovative work behavior?
2. Does organizational culture have a significant effect on knowledge sharing?
3. Does knowledge sharing have a significant effect on innovative work behavior?
4. Does organizational culture have a significant effect on innovative work behavior mediated by knowledge sharing?

## **2. Literature Review**

### **Organizational Culture**

According to Rollbins & Judgel (2015), organizational culture is a system that has meaning and is carried out by its members who are different from other organizations. The next opinion regarding organizational culture was put forward by Camelroln & Quinn (2011), organizational culture is a system of values, beliefs, rules and practices that influence the actions of its members in an organization. From this definition, it can be interpreted that employee behavior at work is influenced by the culture that exists in the organization. According to Nugroho (2019), organizational culture has an important influence on employee behavior in the company, so if the organizational culture is good, employee behavior in the company will also be good. Dimensions and indicators of organizational culture according to Camelroln & Quinn (2011) are categorized into four dimensions, namely the clan culture dimension with indicators of prioritizing family-like relationships, facilitative leadership, teamwork, loyalty, human resource development, and commitment. The adhocracy culture dimension with indicators of a dynamic workplace, hardworking leaders, risk-taking management, commitment to innovation, discovery of new things, and unique services. The hierarchy culture dimension with indicators of a highly controlled environment, effective coordinators, characterized by relationship stability, formal rules, task efficiency, and effectiveness. The market culture dimension with indicators of goal orientation, results orientation, a strong drive for competitiveness, emphasis on organizational goals, target achievement, and surpassing target success.

### **Innovative Work Behavior**

Inovatif work behavior is the behavior of all employees who intentionally create, introduce, and implement new ideas that benefit the company. Consistent with Mbuni's (2021) opinion, innovative work behavior is the behavior of individuals to initiate and introduce new ideas, methods, and products within the company. Janssen (2004) outlined three stages of innovative behavior, namely idea generation, idea promotion, and idea realization. Idea generation begins with an individual's awareness of new opportunities. Based on these opportunities, individuals create ideas or solutions to existing problems or challenges they face. The created idea can be a completely new idea that has never existed before or it can be an improvement and adaptation of an existing idea. This stage is considered the most crucial in supporting the implementation of innovative behavior and can be realized when individuals and companies together recognize and understand the information influencing idea generation (Koc & Celylan, 2007).

Innovative work behavior can be influenced by several factors. According to Sarros et al. (2008), factors influencing innovative work behavior include transformational leadership and organizational culture. In their research, Sarros and their colleagues demonstrated that a competitive organizational culture and performance-oriented culture are positive factors for fostering innovation behavior, which must be supported by sufficient resources such as members, time, and the level of organizational change pursued. One of the essential factors for creating innovative work behavior is knowledge sharing (Rizana, 2017). Organizations that aspire to progress must possess innovative capabilities through knowledge sharing abilities that arise from employee collaboration in accepting and exchanging knowledge, ultimately promoting innovative behavior (Rizana, 2017).

### **Knowledge sharing**

Jacobson (2006) defines knowledge sharing as the process of exchanging knowledge between two individuals, where one person plays the role of knowledge giver, and the other person plays the role of knowledge receiver. Knowledge sharing for organizations or institutions can be beneficial by increasing intellectual capital, making the knowledge process a crucial aspect of implementation (Lee, 2016). Knowledge sharing is considered a positive behavior. Employees are willing to share information or knowledge with other employees, enabling that knowledge to be utilized and enjoyed by other employees (Yang, 2007). The dimensions and indicators of knowledge sharing developed by Hooff & Weenen (2004) in their research are categorized into two, namely knowledge donating with its indicators being sharing new knowledge, sharing new work experiences, and sharing expertise knowledge. The next dimension is knowledge collecting with its indicators being collecting new knowledge, collecting work experiences, and collecting expertise knowledge.

### **3. Method**

In this study, a quantitative approach was employed. The research consisted of three variables: organizational culture as the independent variable, innovative work behavior as the dependent variable, and knowledge sharing as the mediating variable. The research was conducted at Perumda Aneka Usaha Seger Jombang. The study took place over a period of 2 months. The population for this research comprised 40 employees from Perumda Aneka Usaha Seger Jombang, specifically those working in management units, laboratories, pharmacies, and clinics. The research variables were measured using questionnaires as the research instrument. The organizational culture variable was measured using 4 dimensions with a total of 24 indicators adapted from Cameron & Quinn (2011). The innovative work behavior variable was measured using 4 indicators from Jong & Hartog (2008). The knowledge sharing variable was

measured using 2 dimensions with 6 indicators from Hooff & Ridder (2004). The measurement scale used was the Likert scale.

In this study, the research instrument underwent validity and reliability testing using SPSS software. Instrument validity was assessed using the Corrected Item-Total Correlation method, while reliability testing used the Cronbach's Alpha coefficient. Subsequent analysis involved Partial Least Squares (PLS) analysis with the assistance of SmartPLS software. This analysis covered the outer model (convergent validity, discriminant validity, composite reliability, Cronbach's Alpha) and inner model (testing determination coefficients and predictive relevance). Additionally, hypothesis testing was performed using bootstrapping techniques. The final test involved mediation analysis to determine how variable Z mediated between variables X and Y.

#### 4. Result and Discussion

##### Descriptive Analysis

Based on the results of the questionnaire that was distributed to 40 respondents to Perumda Aneka Usaha Seger Jombang employees, the frequency results for each variable item answer in this study were obtained which will be based on the range of answer scores.

**Table 1. Descriptive Analysis Data Results**

Variables	Number of Questionnaire Items	Mean
<b>Organizational culture (X)</b>	24	3,74
<b>Innovative Work Behavior (Y)</b>	6	4,14
<b>Knowledge Sharing (Z)</b>	4	4,14

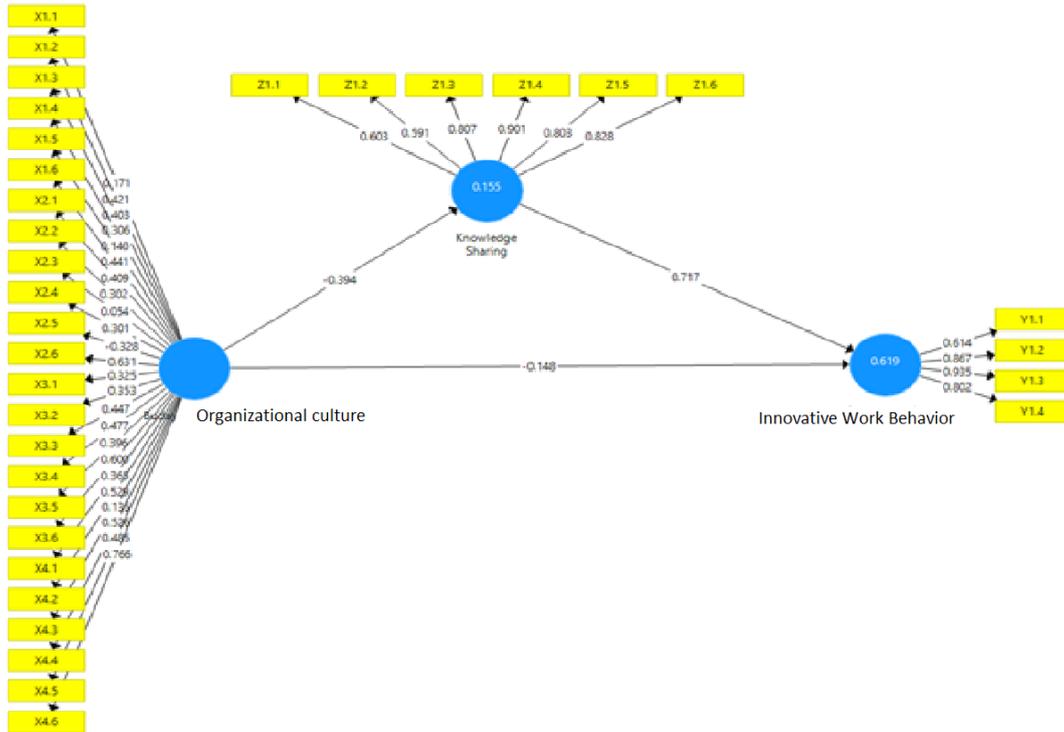
Source: Data processed (2023)

Based on table 1, it shows that organizational culture variables have a total average of 3.74 which is included in the high criteria. So it can be said that the organizational culture at Perumda Aneka Usaha Seger prioritizes family, work is carried out in teams, employees have loyalty and are committed to work. The variable knowledge sharing has a total average of 4.14 which is included in the high criteria. So it can be said that knowledge sharing activities at Perumda Aneka Usaha Seger are activities to share new knowledge and collect new knowledge. The innovative work behavior variable has a total average of 4.04 which is included in the very high criteria. It can be concluded that Perumda Aneka Usaha Seger employees explore ideas, develop ideas, seek support for ideas and apply ideas at work.

##### PLS Analysis Results

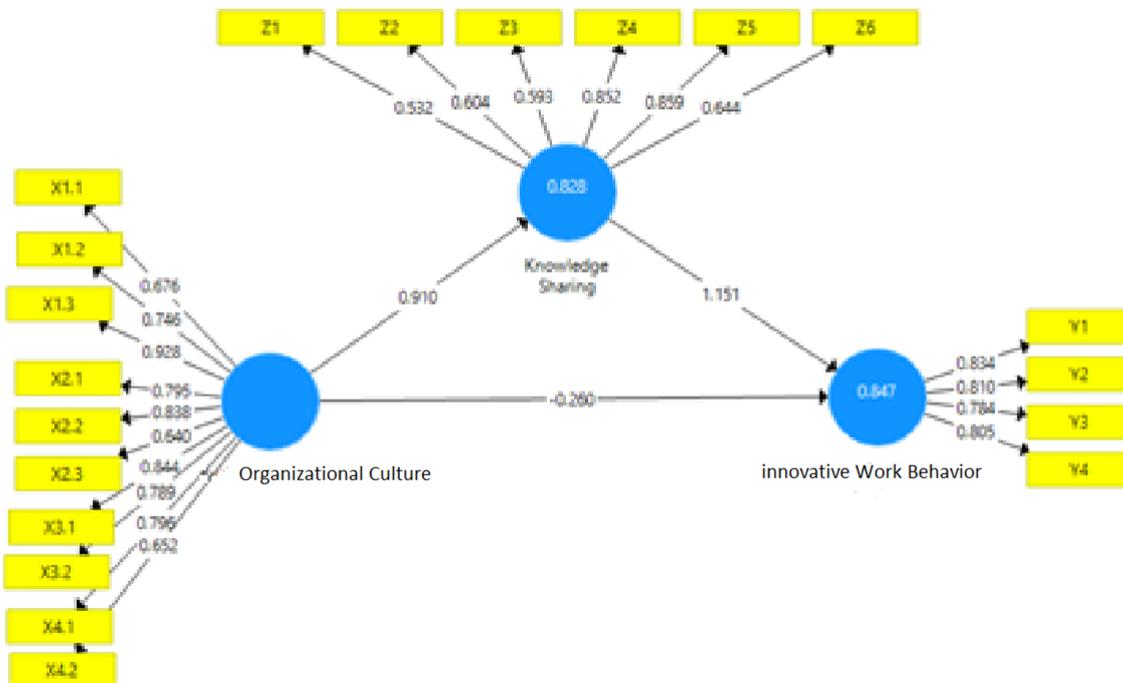
###### *Outer Model*

According to Gholzali & Latan (2015) Outer Model aims to assess the validity and reliability of model. According to Ghozali (2014), a loading factor value between 0.5 - 0.6 is still acceptable. The following are the results of the Outer Model test which were analyzed using the SmartPLS application.



**Figure 1. Outer Model 1 Test Results**  
Source: Primary data processed using SmartPLS (2023)

Based on the results of the outer model test shown in Figure 1 above, it can be seen that of the 34 items from all variables there are items that have values greater than 0.5-0.7 and there are values below 0.5-0.7 . So it is necessary to delete question items as follows:



**Figure 2. Outer Model 2 Test Results**  
Source: Primary data processed using SmartPLS (2023)

### Convergent Validity

**Table 2. Convergent Validity**

Variable	Item	Loading Factor Values	Decisions
<b>Organizational Culture</b>	X1.1	0.676	significant
	X1.2	0.746	significant
	X1.3	0.928	significant
	X2.1	0.795	significant
	X2.2	0.838	significant
	X2.3	0.640	significant
	X3.1	0.844	significant
	X3.2	0.789	significant
	X4.1	0.796	significant
	X4.2	0,652	significant
<b>Knowledge Sharing</b>	Z1.1	0.532	significant
	Z1.2	0.604	significant
	Z1.3	0.593	significant
	Z1.4	0.852	significant
	Z1.5	0.859	significant
	Z1.6	0.644	significant
<b>Innovative Work Behavior</b>	Y1.1	0.834	significant
	Y1.2	0.810	significant
	Y1.3	0.784	significant
	Y1.4	0.805	significant

Based on the results in table 2, it can be seen that the loading factor values for all variable items are between 0.5-0.7. Thus, all question items for all variables are said to be valid.

### Discriminant Validity

**Table 3. Cross Loading Values**

Code	Cross Loading Values		
	Organizational Culture	Innovative Work Behavior	Knowledge Sharing
<b>X1.1</b>	<b>0.676</b>	0,620	0,417
<b>X1.2</b>	<b>0.746</b>	0,633	0,333
<b>X1.3</b>	<b>0.928</b>	0,620	0,528
<b>X2.1</b>	<b>0.795</b>	0,814	0,740
<b>X2.2</b>	<b>0.838</b>	0,687	0,744
<b>X2.3</b>	<b>0.640</b>	0,616	0,643
<b>X3.1</b>	<b>0.844</b>	0,858	0,497
<b>X3.2</b>	<b>0.789</b>	0,888	0,333
<b>X4.1</b>	<b>0.796</b>	0,623	0,831
<b>X4.2</b>	<b>0,652</b>	0,474	0,637
<b>Y1.1</b>	0,819	<b>0.834</b>	0,840
<b>Y1.2</b>	0,776	<b>0.810</b>	0,813
<b>Y1.3</b>	0,440	<b>0.784</b>	0,794
<b>Y1.4</b>	0,999	<b>0.805</b>	0,814
<b>Z1.1</b>	0,492	0,565	<b>0.938</b>
<b>Z1.2</b>	0,471	0,339	<b>0.532</b>
<b>Z1.3</b>	0,561	0,617	<b>0.604</b>
<b>Z1.4</b>	0,894	0,858	<b>0.593</b>
<b>Z1.5</b>	0,805	0,788	<b>0.852</b>
<b>Z1.6</b>	0,494	0,654	<b>0.859</b>

Based on table 3 above, it shows that the cross loading value for each indicator is above 0.6, thus, it can be concluded that the manifest variables in the research have been able to explain the latent variables and prove that all items can be said to be valid.

### Composite Reliability

**Tabel 4. Composite Reliability Value**

Variabel	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X)	0,940	0,614
Knowledge Sharing (Z)	0,859	0,511
Innovative Work Behavior (Y)	0,888	0,665

Source: Primary data processed using SmartPLS (2023)

Based on table 4, it can be seen that the Composite Reliability value is more than 0.7 and the Average Variance Extracted (AVE) is above 0.5, so it can be concluded that all items can be said to be reliable.

### Cronbach's Alpha

**Tabel 5. Cronbach's Alpha Value**

Variabel	Cronbach's Alpha	Average Variance Extracted (AVE)
Organizational Culture (X)	0,928	0,614
Knowledge Sharing (Z)	0,803	0,511
Innovative Work Behavior (Y)	0,833	0,665

Source: Primary data processed using SmartPLS (2023)

Based on table 5, it can be seen that the Cronbach's Alpha value is greater than 0.7, so it can be concluded that all items are declared reliable.

### Determination Coefficient Test (R square)

**Table 6. R Square Value Results**

	R Square	R Square Adjusted
Knowledge Sharing (Z)	0,836	0,831
Innovative Work Behavior (Y)	0,851	0,840

Source: Primary data processed using SmartPLS (2023)

Based on table 6, the R square value for the knowledge sharing variable is 0.836 or 83.6%, which means that the knowledge sharing variable is influenced by the organizational culture variable by 83.6 percent, while the remaining 16.4 percent indicates that knowledge sharing can be influenced by other variables besides organizational culture. Furthermore, the R Square value of the innovative work behavior variable is 0.851 or 85.1%, which means that innovative work behavior can be explained by organizational culture and knowledge sharing variables as much as 85.1% while the remaining 14.9% is influenced by other variables that are not included in this research.

## Q2 Predictive Relevance

**Table 7. Q<sup>2</sup> Predictive Relevance Values**

Variable	SS0	SSE	Q <sup>2</sup> (1-SEE/SS0)
Organizational Culture (X)	151,000	151,000	
Knowledge Sharing (Z)	341,000	332,454	0,044
Innovative Work Behavior (Y)	310,000	108,353	0,489

Source: Primary data processed using SmartPLS (2023)

Based on the results in table 9, it can be seen that these variables have a Q<sup>2</sup> value greater than 0 or Q<sup>2</sup> > 0, which indicates that the model has predictive relevance.

## Hypothesis Test Results

**Table 8. Hypothesis Path Coefficients Values**

			Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	
Organizational Behavior	Culture	→	Innovative	0.254	0.280	0.327	3.776	0.000
Organizational Sharing	Culture	→	Knowledge	0,914	0.473	0,120	3.860	0.000
Knowledge Sharing		→	Innovative Behavior	0,1.149	0,1.178	0,327	4.082	0.000

Source: Primary data processed using SmartPLS (2023)

Based on the above Table 8, the hypotheses can be determined as follows:

- 1) Hypothesis 1 (H1) is accepted: Organizational culture significantly influences innovative work behavior. This is indicated by the P-value of 0.000, which meets the acceptance criteria for hypotheses, i.e., P-value < 0.5. Furthermore, the t-statistics value of 3.776 also satisfies the acceptance criteria for hypotheses as t-statistics > 1.65.
- 2) Hypothesis 2 (H2) is accepted: Organizational culture significantly influences knowledge sharing. This is also accepted because the P-value is 0.000, meeting the acceptance criteria with P-value < 0.5. Additionally, the t-statistics value is 3.860.
- 3) Hypothesis 3 (H3) is accepted: Knowledge sharing significantly influences innovative work behavior. It is accepted because the P-value is 0.00, which meets the acceptance criteria with a P-value < 0.5. Moreover, the t-statistics value is 4.082, which also satisfies the acceptance criteria for hypotheses as t-statistics > 1.65.

## Mediation Test Results

**Table 9. Mediation Test Results**

			Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	
Organizational Knowledge Sharing	Culture	→	Innovative Behavior	0,1.050	0,1088	0,263	3.991	0.000

Source: Primary data processed using SmartPLS (2023)

Based on Table 9 shows that the organizational culture variable influences the innovative work behavior mediated by knowledge sharing. This is indicated by the value of P Values 0.00 which meets the requirements, where mediation occurs when p values <0.5. In addition, the T-Statistics value of 3,991 also meets T-Statistics requirements > 1.65 then H4 is received. Knowledge sharing mediates part of the organizational culture and innovative work behavior

(Partial Mediation). This is indicated by the still positive influence of organizational culture on innovative work behavior, so that the mediation that occurs is called Partial Mediation.

## 5. Conclusions

6.

Based on the research conducted on employees at Perumda Aneka Usaha Seger Jombang regarding the influence of organizational culture on innovative work behavior through knowledge sharing as a mediator, the following conclusions can be drawn: Organizational culture can contribute significantly to innovative work behavior. The presence of a positive organizational culture implemented within the company can enhance employees' innovative work behavior. Organizational culture can enhance knowledge sharing activities. A positive organizational culture fosters active knowledge sharing among employees. Knowledge sharing can significantly contribute to innovative work behavior. When employees actively engage in knowledge sharing activities, it positively influences their innovative work behavior. Knowledge sharing can mediate the influence of organizational culture on enhancing innovative work behavior.

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