

The Effect of Organizational Culture and Organizational Commitment to Job Involvement, Knowledge Sharing, and Employee Performance: A Study on Regional Telecommunications Employees of PT Telkom East Nusa Tenggara Province, Indonesia

Endang Eviline Giri, Umar Nimran, Djamhur Hamid, Mochammad Al Musadieq

Faculty of Administrative Science,

Universitas Brawijaya

ending.giri@yahoo.com

ABSTRACT:

This study analyzes the influence of organizational culture on organizational commitment, knowledge sharing and employee performance; the effect of job involvement on organizational commitment, knowledge sharing and employee performance; the effect of organizational commitment to knowledge sharing and employee performance; and the effect of knowledge sharing on employee performance. The study found that 1) organizational culture has no significant effect on organizational commitment, no significant effect on knowledge sharing, and significant effect on employee performance, 2) job involvement has significant effect on organizational commitment, no significant effect on knowledge sharing, and significant effect on performance of employees, 3) organizational commitment significantly influences knowledge sharing and on employee performance, and 4) knowledge sharing significantly influences employee performance. The study also found that the most dominant variable in determining the performance of employees is the organization's culture.

Keywords: organizational culture, job involvement, organizational commitment, knowledge sharing, and employee performance

1. INTRODUCTION

Background of the Study

In today's business environment, competition is very tight between businesses without limits, and it becomes very difficult for companies to obtain and maintain their position in the industry. If the business previously has been directed only to focus on sales maximization and cost minimization strategy, now attention to employees becomes an important strategy making it as the value of an organization's intellectual assets. The quality of employees in the organization can be distinguished from each employee at different levels of each organization, and in turn generate different levels of performance.

PT Telkom Regional Telecommunications East Nusa Tenggara, Indonesia, (PT Telkom Witel NTT) cannot avoid the changes in the business environment. To win the competition, the company needs individual employees who have qualities and competencies that determined by the company according to provisions of PT Telekom Indonesia, Tbk KD.10 / HK200 / SEK-01/1996 regarding the Strategic Plan of PT Telkom towards World Class Standards, which involves many factors to realize it. Gibson et al. (1998) name three variables influential on employee performance, namely organizations, individuals and psychological. Attitudes and behavior of individuals shown in the organization is a manifestation of processes encountered in the work environment, giving rise to a variety of positive and negative results, i.e. actively and seriously involved in the work, or the vice versa. The following conditions illustrate the condition of PT Telkom Witel NTT. Most employees ($\geq 70\%$) have worked for more than 20 years, meaning that their commitment to the organization are quite high; $\geq 60\%$ of employees aged over 45 years, meaning that it can have an influence on the behavior of employees; employees' pride against the organization has increased a strong sense of employee engagement to the organization; as an island province, NTT has a wide and varied cultural society, thus it may allow differences in perceiving the meaning of the research variables.

Based on these descriptions, the conditions may affect the employee's response to each of the variables in this study. Chauhan and Bontis (2004) explain that in the era of knowledge, only organization that is able to manage its knowledge optimally that will be able to survive in the competitive environment and can improve employee performance, as the success of an organization in improving performance is strongly influenced by the willingness and ability of the employees as individuals and groups.

Objectives of the Study

Based on the research problems, the objectives of the study are to examine and explain the effect of the following variables:

1. The influence of organizational culture on organizational commitment, knowledge sharing, and employee performance.
2. The influence job involvement on organizational commitment, knowledge sharing, and employee performance.
3. The influence of organizational commitment on knowledge sharing and employee performance.
4. The influence of knowledge sharing on employee performance.

2. THEORETICAL OVERVIEW

Organizational Culture

Schein (2004) says that organizational culture is a pattern of basic assumptions that are found, created or developed by a certain group with the intention that organization could learn to solve its problems arising from external adaptation and internal integration. Robbins (2009) says that members of an organization hold shared values—meaning that members form a system of shared values as differentiator from other organizations. This shared values system is a set of key characteristics of the organization's values. An organizational culture is not a diversity of race, ethnicity, and background of the individual, but as a way of life in an organization, such as climate or atmosphere of emotional and psychological that include employee morale, attitude, level of productivity, the symbol (action, routine, conversation, and others) and the meanings attached to the symbols that include verbal and nonverbal communication in the organization.

Job Involvement

Lodahl and Kejner (1965) say that job involvement is the extent to which a person's achievement affects the self-esteem and how the work is important in his entire life. Lawler and Hall (1970) define that job involvement is the extent to which a person feels about the overall situation at work as an important part of life, and become a core identity, because of the opportunity to satisfy the significant needs. Brown (1996)

says that employees who can identify themselves psychologically with the work and consider important performance for themselves and the organization are those involved in work. Various studies have been done to find out how employees can have an engagement with their work. It can be said that the type of job or a particular situation in the working environment will also affect the response to involved or not involved in work. Lodahl and Kejner (1965) say that employees who have high job involvement will further unite themselves with the work and consider that such work is something that is essential for life. Robbins (2009) affirms that employees who have a high work engagement can seriously favoring the job done and really care about the type of work.

Organizational Commitment

Organizational commitment is a commitment of a person to the organization where he works. One's commitment to the organization is one of the guarantees to maintain the continuity of the organization as someone who has a high level of commitment towards the organization tends to remain a member in a relatively long time. Organizational commitment can be understood as a situation in which an employee favoring certain organization and is able to identify the purpose and the desire to maintain membership in the organization. Meyer and Allen (1997) define organizational commitment as a psychological construct representing the characteristic of relationship of members of the organization with the organization and have implications for an individual's decision to continue its membership in the organization. Mowday, Porter, and Steers (1982) say that organizational commitment as the relative strength of individual identification with and involved in a particular organization. From the definition of organizational commitment, we can conclude that organizational commitment illustrates the extent to which a person identifies himself with his organization and his willingness to remain in the organization. The high low commitment of the employees cannot be separated from their belief whether or not treatment by their management is good; employees must be treated as a valuable asset and not merely as a commodity that can be exploited by management.

Knowledge Sharing

In the contemporary knowledge of intensive economy, knowledge is recognized as an important strategic resource for the organization. Referring to the resource-based view, company considers the knowledge-based perspective as a source of competitive advantage (Nonaka and Takeuchi, 1995) and even various authors have indicated knowledge is the best source for sustainability of competitive advantage. Subagyo (2007) argues that knowledge sharing is one method or step in knowledge management used to provide opportunities for members of a group, organization, institution, or company to share technical knowledge, experience, ideas they have to other members. Adequate knowledge sharing within an organization causes the member to accumulate knowledge more conveniently and faster; members of organization create and use knowledge with knowledge sharing to improve the performance of knowledge management. Knowledge sharing can facilitate innovation, the core capabilities (Gold et al., 2001), and the competitive advantage of organizations (Teece, 1998). Nonaka and Takeuchi (1995) define knowledge sharing as a dynamic process of interpersonal interaction (discussion, debate, problem solving) through which the unit (group, section, division) is affected by the experience of others. According to Conneily and Kelloway (2003), a number of behaviors involve in the exchange of information or help to others. While Park and Im (2003) say knowledge sharing is a process of knowledge transfer from one to another within an organization.

Employee Performance

Performance describes the extent of executing tasks and efforts to achieve the goals set before. Employee performance refers to one's achievement as measured by the standards or criteria set by the company. Gibson et al. (1998) says that the performance of employees refers to the success of executing task and ability to achieve the goals set. Performance can be said to be good and successful if the desired goal can be achieved. Rival (2004) argues employee performance is the outcome or success of a person's during a certain period in conducting duties as compared with the standard of the work, the targets or criteria that have been determined in advance and have been agreed. Based on these descriptions, it can be concluded that employee's performance is the result of the quality and quantity of work and can be reached by employees in specific period of time. Thus, the performance appraisal is a very influential tool for evaluating employee and it can even be used as a basis to provide compensation and develop employees.

3. CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

Several empirical studies indicate that there is a significant relationship between organizational culture and organizational commitment. Westwood and Postner (1997) said that although not much explored, there is influence of organizational culture and commitment. However, the findings by Lok and Crawford (2004), Rashid and King (2011), Harwiki (2013); Messner (2012) show that organizational culture significantly influences organizational commitment. Based on these descriptions, hypothesis 1 can be formulated as follows:

H1: Organizational culture significantly influence organizational commitment

One important attribute in the organizational culture is trust, and trust among co-workers is believed to have a very strong influence on knowledge sharing. Therefore, team members require their trust in order to respond openly on knowledge. Empirical studies prove that there is influence between organizational culture and knowledge sharing (Wiewiora et al., 2013; Al-Rawi, et al., 2013). The concept of organizational culture and knowledge management is fundamental to understanding how organizations behave and achieve comparative advantage. Both have a strong theoretical and empirical support (Alavi et al., 2006; Davenport and Prusak, 1998; de Long and Fahey, 2000). Both of these concepts are interrelated and the results show that organizational culture influences knowledge management activities (Gray and Densten, 2005). To be effective, knowledge management requires an understanding of the culture in which knowledge management is applied. It is necessary to shape organizational culture and employee knowledge sharing, as it affects how they learn. Based on these descriptions, hypothesis 2 is formulated as follows:

H2: Organizational culture significantly influences knowledge sharing

There are three (3) ideas of Kotter and Heskett (1992) closely related between the strength of the organizational culture and performance, namely: 1) pooling of interest, 2) the level of tremendous motivation, and 3) the structure and control required. The views of different cultures show their own influence on the performance by directing employees to have a certain attitude to work in order to obtain better performance. Denison (1990) says that a certain type of organizational culture can improve employee performance. Koesmono (2005) shows that organizational culture influences on employee performance of wood-processing plant in East Java. Based on this description, hypothesis 3 can be constructed:

H3: Organizational culture significantly influences employee performance

The views by Marsh and Manari (1977) that the normative commitment reflects the level of morality directly related to the degree of satisfaction of a person within the organization as well as a personal characteristic that is associated with job involvement. Robbins (2009) says that employees who have a high level of engagement are genuinely concerned with the field of work they do. Those who have high job involvement will melt in the work they are doing. Blau and Boal (1989) say that there is significant potential of the interaction between organizational commitment and job involvement. They predict that the various combinations of organizational commitment and job involvement have different consequences for the organization. Furthermore, Blau and Boal (1989) provide empirical support for their theory that organizational commitment and performance are significantly related to turnover exceeding its main effect, namely gender, marital status, employment, organizational commitment, and performance. The high-level involvement of jobs is related to job performance. The results of the study by Mathieu and Zajac (1990) show that job satisfaction, job involvement, and organizational commitment is always associated with and influence one another. Brown (1996) also reveals that there is a close relationship between job involvement and organizational commitment and consider organizational commitment as the outcome of the work involved. Job involvement can affect organizational commitment through the interactive effects of employees' personal and organizational conditions. Based on these descriptions, hypothesis 4 is formulated as follows:

H4: Job involvement significantly influences organizational commitment

Brown (1996) says that the growing involvement of labor can increase the performance of an organization where employees have better focus on work, and make the job more worthwhile experience. In empirical studies, Tahira and Probst (2000) say that the job involvement can make employees feel more confident and ready to share their knowledge compared with those who have low job involvement. The result is employees who have high job involvement are more likely to share knowledge. Tea and Sun (2012) reveal that job involvement has a positive relationship with behavioral knowledge sharing. Based on these descriptions, hypothesis 5 is formulated as follows:

H5: Job involvement significantly influences knowledge sharing

According to Katz and Khan (1978), effective organizations need employees who not only carry out the work assigned, but also must behave beyond their formal obligations. Furthermore, employees who have high involvement will engage in behaviors that lead to an increase in performance. This means that job involvement directly affects performance. Rotenberry (2007) shows that there is significant incremental of work engagement to employee performance. Similarly, Chuqhtai (2008) proves that there is a significant positive relationship between job involvement and performance. Based on these descriptions, hypothesis 6 can be formulated as follows:

H6: Job involvement significantly influences employee performance

Commitment can affect knowledge sharing in two ways. First, commitment affects the willingness of employees to share knowledge. According to Hinds and Pfeffer (2003), a person who is more committed to the organization, trust management and coworkers would be willin more to share knowledge. Second, less commitment can lead to a high turnover rate (Simons and Roberson, 2003; Pierce and Dunham, 1987) which in turn may affect the significance of the loss of a number of important knowledge for the organization. Empirical studies of Chiang et al. (2011) and Neyestani et al. (2013) show a positive influence between organizational commitment and knowledge sharing. Based on these descriptions, hypothesis 7 is formulated as follows:

H7: Organizational commitment significantly influences knowledge sharing

Mowday (1982) states that employees who are committed will benefit the company because of their potential capabilities and reduce turnover and improve performance. Morrison (1994) said that commitment is important because for the organization because of its connection with the performance, which assumes that individuals who have committed tend to develop a greater effort on the job. The results of a study by Kelloway and Barling (2000) reveal that affective commitment is a predictor for performance and is based on a reciprocal relationship in which individuals offer their talents to the organization and the organization rewarded them as a member of the organization. Some researchers argue that organizational commitment relates to outcomes in the workplace (Cheng, Jiang, and Riley, 2003; Cohen, 2007; O'Reilly and Chatman, 1986 in Mamman et al., 2012). Referring to the type of organizational commitment available to employees, then it is reasonable to argue that specific types of commitments will lead to a specific type of employee performance. Based on these descriptions, hypothesis 8 is then formulated as follows:

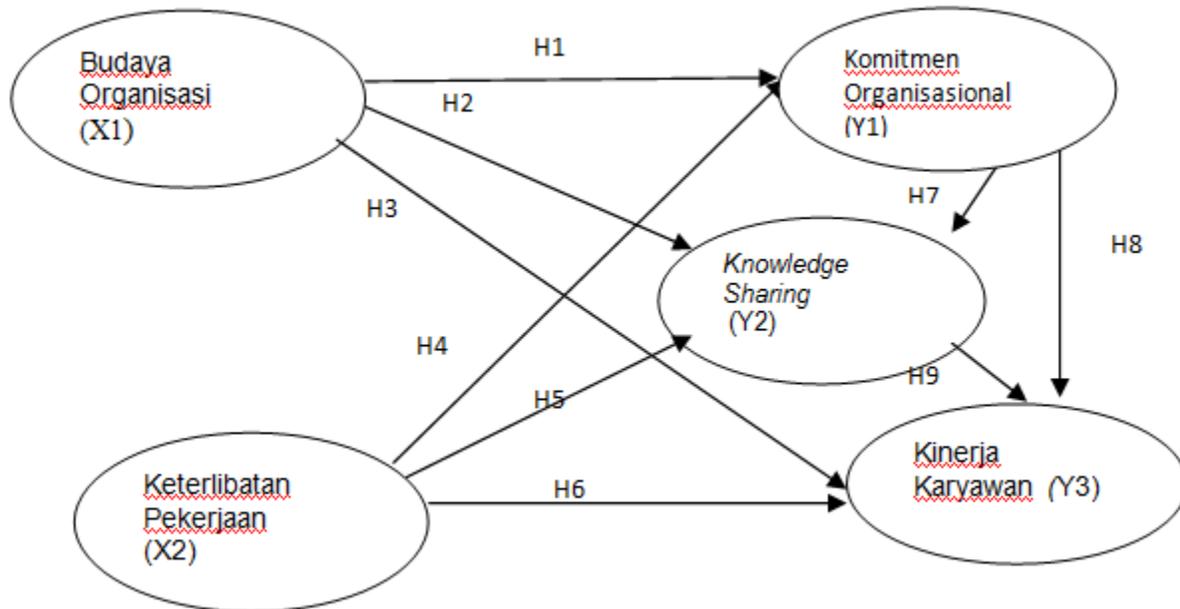
H8: Organizational commitment significantly influences employee performance

The business environment today is no longer in the era of information; it has switched to the era of knowledge. Anyone has more knowledge about work and knowledge beyond that and is able to cultivate the knowledge well will most likely to have better performance. By applying knowledge sharing in the organization, workers will be able to add and manage knowledge well thus improving the quality of the performance in the organization. Research from Akram and Bokhari (2011) explores the relationship between motivation and knowledge sharing on the performance of individuals. Research results prove that knowledge sharing is positively associated with individual performance. Research by Sari (2012) finds significant relationship between knowledge sharing and employee performance. Based on these descriptions, the hypothesis 9 is then formulated:

H9: Knowledge sharing significantly influences employee performance

Based on the description of theoretical and empirical studies previously, Figure 1 shows the conceptual framework and model of the hypotheses:

Figure 1. Conceptual Framework and Model of Hypotheses



4. RESEARCH METHODOLOGY

This study is quantitative research, as data analysis and samples use the statistical method of inductive and descriptive statistics to generalize conclusions to population. The data collected is cross sectional obtained through a survey of respondents using a questionnaire with Likert scale of 5 (five) categories, namely strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1). Multistage Sampling technique is used in determining the sample and the precession rate of 5% in order to obtain a sample of 106 respondents. In connection with the characteristic of this study, the questionnaire for the fourth of five variables, namely organizational culture, job involvement, organizational commitment, and knowledge sharing, is filled by employees, while the questionnaire for one variable, namely the employee's performance is filled by the direct supervisor of employees in order to eliminate the tendency of subjective assessments of employees. Before the questionnaire is used, it has been first tested for validity and reliability. The test results show that it is are liable and valid instrument that can be used as a means of collecting data in this study. The method used to test the hypothesis is General Structured Component analysis (GSCA).

Variable of organizational culture is formed by seven (7) indicator referring to the opinion of Robbins (2007), namely: 1) innovation and risk taking, 2) attention to detail, 3) results oriented, 4) human resource oriented, 5) team orientated, 6) aggressiveness, and 7) stability. Two (2) indicators form variable of job involvement, which refers to the opinion of Lodahl and Kejner (1965), namely: 1) the contingency of performance for self-esteem, and 2) the importance of self-employment for a total overview of individual. Organizational commitment variable is formed by 3 (three) indicators proposed by Allen and Meyer (1990), Meyer and Allen (1991), namely: 1) affective commitment, 2) normative commitment, and 3) continuance commitment. Variable of knowledge sharing is formed by two (2) indicators proposed by Yu et al. (2004), namely: 1) donating knowledge, and 2) and accumulating knowledge. Variable of performance of employees is formed by seven (7) indicator referring to the opinion of Ivancevich (2001), namely: 1) the quality of work, 2) the quantity of work, 3) knowledge of the work, 4) cooperation with colleagues, 5) initiative, 6) trustworthy, and 7) personal qualities.

5. RESULTS

Identity of Respondents

1. Gender: 82.08% male respondents and 17.92% female respondents.

2. Age: The age of most respondents is 51-60 years old (54.72%) and the youngest is only 4.72%. Seen from respondent's age, then most are in 41-60 years old (84.91%), while the remaining <40 years.
3. Level of Education: the majority of respondents are sarjana muda (44.34%), followed by secondary school graduates (44%). Only a small portion (14.15%) is a sarjana.
4. Working experience: most employees (47.17%) have worked at Telkom between 20-30 years, only 5.66% of the employees have been working at Telkom > 10 years.

Description of Research Variables

Organizational Culture (X1)

The average response to organizational culture is 4.41. Items that have the highest score is B07.2 on activities that lead to the growth of the company and to keep stability of the company that is equal to 4.48. B01.2, on risk-taking in carrying out the work, is the item with the lowest score of 4.30.

Job Involvement (X2)

The average response to job involvement is very high with a score of 4.42. Item that has the highest score is KP2.2 that doing work is an expression of one's self as a center of activity of life, which is equal to 4.46. KP2.1 on employee work is an item with the lowest score of 4.40.

Organizational Commitment (Y1)

The average response to organizational commitment is 4.46. Item that has the highest score is KO1.1 on feeling proud to be part of an organization with a score of 4.49, while KO3.1 on perceptions about losses when leaving the organization is the item with the lowest score of 4.42.

Knowledge Sharing (Y2)

The average response to knowledge sharing is 4.26. Item that has the highest score is KS2.1 on accumulating new knowledge with a score of 4.36, while KS.1.4 on interest to share knowledge to gain an award is an item with the lowest score of 4.11.

Employee Performance (Y3)

The average response to knowledge sharing is 4.41. Item that has the highest score is KK3.2 on new knowledge with a score of 4.62, while KK2.2 on no delay for completion of work is the item with the lowest score of 4.27.

Results of Generalized Structured Component Analysis (GSCA)

Linearity Testing

Before GSCA, the assumptions underlying the model GSCA that is linearity is first tested. Linearity testing is needed to determine the linearity of relationship between exogenous variables on endogenous variables. Testing criteria mentioned that if the probability value < level of significance ($\alpha = 5\%$), there is a linear relationship between exogenous variables on endogenous variables.

Results of GSCA: Evaluation on Measurement Model (Outer Model)

The measurement results for outer model for AVE root show that AVE root value is greater than the correlation between latent variables, so it is said that the variables of organizational culture, job involvement, organizational commitment, knowledge sharing, and employee performance are valid (discriminant validity) to measure these constructs. Thus, each item specified is valid and reliable to measure variables corresponding to the indicators.

Evaluation of Structural Model (Inner Model)

Significance of hypothesis testing on 12 hypotheses is known through the value of the critical ratio (CR). Testing criteria mentioned that if the critical ratio (CR) is marked with an asterisk (*) or critical ratio (CR) \geq t-table (t = 2.00, $\alpha = 5\%$), then it can be declared that there is significant influence of exogenous variables on endogenous variables. The results of these tests are three (3) hypotheses are rejected and six (6) hypotheses are accepted, as presented in Table 1.

Table 1. Results of Hypothesis Testing

Hypotheses	Exogenous	Endogenous	Path Coeff	SE	CR	Results	Decision
H1	BO	KO	0.043	0.115	0.37	Non Significant	Rejected
H2	BO	KS	0.027	0.136	0.2	Non Significant	Rejected
H3	BO	KK	0.21	0.105	2.01*	Significant	Accepted
H4	KP	KO	0.208	0.106	2.06*	Significant	Accepted
H5	KP	KS	0.053	0.091	0.58	Non Significant	Rejected
H6	KP	KK	0.172	0.079	2.18*	Significant	Accepted
H7	KO	KS	0.213	0.115	2.24*	Significant	Accepted
H8	KO	KK	0.187	0.082	2.27*	Significant	Accepted
H9	KS	KK	0.424	0.131	3.25*	Significant	Accepted

Testing on Overall Model (Overall Goodness of Fit)

The test results on global optimization of GFI index of $0.997 > 0.9$ and based on the criteria of construct formed it is very high. In the goodness of fit of the structural model, it is obtained a FIT value of 0.538. This means the overall contribution of the organizational culture, job involvement, organizational commitment, and knowledge sharing on employee performance is at 53.8%, while the remaining 46.2% is contributed by other variables that are not addressed in this study. GFI value of 0.997 (approaching 1) means very good, and SRMR value of 0.087 (close to 0 or less than or equal to 0.80) means that the developed model has a very good fit. NPAR as much as 97 explains that the parameters analyzed in GSCA program consists of 44 parameters for loading, 44 parameters for weight, and 9 parameters for path analysis, so all parameters have been represented for GSCA.

6. DISCUSSION*The Influence of Organizational Culture on Organizational Commitment (H1)*

Based on the analysis, there is no significant effect of organizational culture on organizational commitment. The results of this study support the research by Kurnia (2013) that there is no correlation between organizational culture with organizational commitment. The results of this study do not support the findings of Westwood and Postner (1997), Lok and Crawford (2004), Rashid and King (2011), Taurisa and Ratnawati (2012), Harwiki (2013), Messner (2012) that organizational culture has significant effect on organizational commitment.

The Influence of Organizational Culture on Knowledge Sharing (H2)

Based on the analysis, there is no significant effect of organizational culture on knowledge sharing. The results of this study do not support the findings by Wiewiora et al. (2013), Al-Rawi et al. (2013), Tong et al. (2013) stating that there is no significant effect of organizational culture on knowledge sharing. The results of this study expands the findings by Suppiah and Sandhu (2011) that the type of organizational culture influences the behavior of tacit knowledge sharing and that these effects can be positive or negative depending on the type of culture. Clan culture has a positive influence on the behavior of tacit knowledge sharing; however, market and hierarchy cultures negatively affect the behavior of knowledge sharing. The results of this study extend the opinion of Von Krogh, et al. (2000) and Nonaka and Takeuchi (1995) reveal a positive influence of organizational culture on knowledge sharing.

The Influence of Organizational Culture on Employee Performance (H3)

Based on the analysis, there is significant influence of organizational culture on employee performance. The findings of this study confirm and extend opinion of Denison (1990) that a certain type of organizational culture can improve employee performance, and Ritchie (2000) saying that supportive culture is a motivational instrument that promotes employees to be able to achieve better productivity. The results of this study support the results of research in the field of telecommunications carried by Uddin et al. (2013) in the telecommunications sector of Bangladesh. In addition, the results of this study also supports research in the field such as that carried out by Koesmono (2005), Ojo (2009), Kartiningsih (2007), and Harwiki (2013), that organizational culture has positive and significant effect on employee performance. However, the results of this study do not support the findings by Ghani (2006) that organizational culture does not contribute

significantly to the performance of the employee. Therefore, although this study provides evidence that there is significant influence of organizational culture on employee performance, a lot more studies is needed to prove it.

The Influence of Job Involvement on Organizational Commitment (H4)

Based on the analysis, there is a significant influence of job involvement on organizational commitment. The results of this study confirm and extend opinion of Robbins (2009) that employees who have a high level of engagement are genuinely concerned with the field of work they do. Someone who has high job involvement will melt in the work he is doing. Likewise, opinions by Boal (1989) that there is significant potential of the interaction between organizational commitment and job involvement. They predict that the various combinations of organizational commitment and job involvement have different consequences for the organization. The results also confirm and extend the results of research by Mathieu and Zajac (1990) that job involvement and organizational commitment is always associated with and influence one another. Then the results of this study also confirm and extend the results of the study by Brown (1996) that organizational commitment is the result of job involvement. Similarly, the results of research Ho et al. (2012) and Harwiki (2013) prove that job involvement significantly influences organizational commitment.

The Influence of Job Involvement on Knowledge Sharing (H5)

Based on the analysis, there is no significant effect of job involvement on knowledge sharing. The results of this study are different with the results of research by Tea and Sun (2012) that job involvement has a positive and significant relationship with knowledge sharing behavior. The results of this study is different with the opinion of Tahira and Probst (2000) that job involvement can make employees feel more confident and ready to share their knowledge compared with those who have low job involvement. The result is employees who have high job involvement are more likely to share knowledge.

The Influence of Job Involvement on Employee Performance (H6)

Based on the analysis, there is a significant influence of job involvement on employee performance. The results of this study confirm and extend opinion of Katz and Khan (1978) that the effective organizations need employees who not only carry out the work assigned, but also behave beyond their formal obligations. Furthermore, employees who have high involvement in work will engage in behaviors that leads to an increase in performance, so the job involvement directly affects the performance. The results of this study confirm and extend opinion of Brown (1996) that increase in work can improve organizational performance which leads employees to focus more on their work, and make the job more worthwhile experience. The results of this study confirm and extend the results of Chuqhtai (2008) that there is a significant positive relationship between job involvement and performance. The results of this study extend the results of research by Rotenberry (2007) that there is significant relationship of job involvement and employee performance. Lodahl and Kejner (1965) say that job involvement is associated with people who feel that their work is the most important thing in their life. However, these results differ from the results by Harwiki (2013) finding no significant effect of job involvement on employee performance.

The Influence of Organizational Commitment on Knowledge Sharing (H7)

Based on the analysis, there is significant influence of organizational commitment on knowledge sharing. The results of this study reinforce the opinion of Hinds and Pfeffer (2003) that individuals who are more committed to the organization and have more confidence in the management and colleagues will have more willingness to share knowledge. The results of this study corroborate the findings of Kelloway and Bardling (2000), which ensure that affective commitment is a predictor for performance and is based on a reciprocal relationship in which individuals offer their talents to the organization and the organization rewards the person as a member of the organization. The results also confirm and extend the results of Chiang et al. (2011) and Neyestani et al. (2013) that there is a positive and significant effect of organizational commitment to knowledge sharing. However, these results differ from the findings of Tea and Sun (2011) that organizational commitment is negatively related to knowledge sharing behavior. The findings of this study indicate that employees are motivated to share knowledge when they experience high job satisfaction and job involvement.

The Influence of Organizational Commitment on Employee Performance (H8)

Based on the analysis, there is significant influence of organizational commitment on employee performance. The results of this study reinforce the opinion by Mowday (1998) that employees who are committed will benefit the company because of their potential capabilities, and reduce turnover and improve performance. Furthermore, the opinion by Morrison (1994) that commitments are considered important to the organization because of its connection with the performance which assumes that individuals who have a commitment to develop will give a greater effort on the job. When employees feel that their work is appreciated, they are more committed to work. The results of this study reinforce the findings by Rahidin and Nelmida (2013), which state that the organizational commitment has significant positive effect on employee performance. The results of this study also support and extend the findings of Benkhoff (1997) on a significant effect of organizational commitment to employee performance. The results also extend the findings by Biswas (2011) on the significant effect of organizational commitment to employee performance. However, the results of this study are different from the findings by Harwiki (2013) stating that there is no significant effect of organizational commitment on employee performance.

The Influence of Knowledge Sharing on Employee Performance (H9)

Based on the analysis, there is significant influence of knowledge sharing on employee performance. The results of this study reinforce the purpose of knowledge management implementation in PT Telkom, that is to increase involvement and knowledge sharing. It makes employees able to use existing knowledge easily in order to assist their work. The results of this study reinforce the opinion by Grant (1996), Hislop (2003), Ipe (2003), Kogut and Zander (1992) that the company realizes the key to the success of the organization is in understanding the organization, yet the problem is that the valuable knowledge is hidden in the minds of employees, making it difficult to understand and to be utilized by the company. Such knowledge should be shared so that there is an opportunity to achieve sustainable competitive advantage. This study extends the findings of Akram and Bokhari (2011) that knowledge sharing is positively related to individual performance. Furthermore, these findings also reinforce the results of the study by Sari (2012) that there is significant influence of enabler of knowledge sharing on employee performance. The results support and extend the results of research by Hidayatinisa (2014) that knowledge sharing has significant influence on employee performance. The results of this study also support the research by Rudiyanto (2012) that knowledge sharing behavior has a positive and significant impact on employee performance.

7. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of statistical analysis and the preceding discussion, conclusion can now be drawn:

1. Organizational culture has no significant influence on organizational commitment; organizational culture has no significant influence on knowledge sharing; and organizational culture has significant influence on employee performance.
2. Job involvement has significant influence on organizational commitment; job involvement has no significant influence on knowledge sharing; and job involvement has significant influence on employee performance.
3. Organizational commitment has significant influence on knowledge sharing; and organizational commitment has significant influence on employee performance
4. Knowledge sharing has significant influence on employee performance.

Suggestions

It is suggested for the Management of PT. Telkom Witel NTT that:

1. The role of organizational culture should be maintained and enhanced as a set of shared values that strengthen the relationship among employees and between employees and the organization, and it should also be reorganized to support knowledge sharing behavior among employees.
2. The management understands the importance of job involvement because it is an important component of the work behavior. Results of the study in this phenomenon indicate that by giving power to employees on the job in terms of working speed decisions, quality of products, and capabilities related work and resources can motivate employees to improve their job involvement in knowledge sharing behavior.

REFERENCES

- [1]. Akram, F dan Bokhari, R. 2011. The Role of Knowledge Sharing on Individual Performance, Considering the Factor of Motivation-The Conceptual Framework. *International Journal of Multidisciplinary Sciences*. vol.3,no.2, pp.44-48
- [2]. Alavi, M., Kayworth, T. R., and Leidner, D. E. 2006. An empirical examination of the influence of organizational culture on knowledge management practices. *Journal of Management Information Systems*, vol.22, no.3, pp. 191-224.
- [3]. Allen, N. J and Meyer, J. P.1990. The Measurement and Antecedents of Affective, Continuance, and normative Commitment. *Journal of Occupational Psychology*, vol.63, pp.1-8.
- [4]. Al-Rawi, K. Hamdan, Y., Al-Taie., Wassan, M. I. 2013. Organizational Culture and the Creation of a Dynamic Environment for Knowledge Sharing. *International Journal of Management and Innovation*. volume 5, no.1, pp.1-11..
- [5]. Benkhoff, B. 1997. Ignoring Commitment is Costly: New Approaches Establish the Missing Link between Commitment and Performance. *Human Relation Journals*. vol.50.no.6.pp.701-726.
- [6]. Biswas, S. 2011. Commitment, Involvement and Satisfaction as Predictors of Employee Performance. *South Asian Journal of Management*. April-Juni. vol.18.no.2 pp. 92-107
- [7]. Blau, G. J and Boal, K. B. 1989. Using Job Involvement and Organizational Commitment Interactively To Predict Turnover. *Journal of Management*, vol.15,115-127.
- [8]. Brown, S.P. 1996. A Meta-Analysis and Review of Organizational Research on Job Involvement. *Psychological Bulletin*, vol. 120 no. 2, pp. 235-55.
- [9]. Chauhan, N and Bontis, N., 2004. Organisational Learning via Groupware: A Path to Discovery or Disaster? *Inderscience Enterprises Ltd., International Journal Technology Management*, vol. 27, no. 6/7, pp. 591-610.
- [10]. Chiang, H.H., Han, T.S., Ju, S. C. 2011. The Relationship Between High-Commitment HRM and Knowledge-Sharing Behavior and its Mediators. *International Journal of Manpower* vol. 32 no. 5/6, pp. 604-622
- [11]. Chughtai, A.A. 2008. "Impact of Job Involvement on In Role Job Performance and OCB". *Institute of Behavioral and Applied Management*, vol.10. no.4. pp.169-183
- [12]. Cohen, A. 2007. An Examination of the Relationship Between Commitments and Culture Among five Cultural Groups of Israeli Teachers. *Journal of Cross-Cultural Psychology*, vol. 38 no. 1, pp. 34-49.
- [13]. Connelly, C.E and Kelloway, E.K. 2003. Predictors of Employees' Perceptions of Knowledge Sharing Cultures. *Leadership & Organization Development Journal*, vol.24. no.5, pp. 294-301.
- [14]. Davenport, T.H. and Prusak, L. 1998. *Working Knowledge: How Organizations Manage What They Know*. Harvard Business School Press. Boston.
- [15]. de Long, D.W and Fahey, L. 2000. Diagnosing Cultural Barriers to Knowledge Management. *Academy of Management Executive*, vol. 14. no.4, pp.113-127.
- [16]. Denison, D. R. 1990. *Corporate Culture and Organizational Effectiveness*. John Wiley & Sons. New York
- [17]. Ghani, A. 2006. *The Influence of Leadership Style, Organizational Culture and Work Motivation to Employee Performance of Wood Processing Industry in Makasar*. Unpublished Dissertation, Postgraduate Program Brawijaya University-Malang.
- [18]. Gibsons, J. H., Ivancevich, J. M and Donnelly, Jr. 1998. *Organisasi dan Manajemen*. Perilaku, Struktur dan Proses. Fourth Edition. Erlangga. Jakarta
- [19]. Gold, A.H., Malhotra, A and Segars, A.H. 2001. Knowledge Management: An Organizational Capabilities Perspective. *Journal of Management Information Systems*, vol. 18. no.1, pp.185-214
- [20]. Grant, R. M. 1996. Toward A Knowledge-Based Theory of The Firm. *Strategic Management Journal*, vol.17 (Winter), pp. 109-122.
- [21]. Harwiki, W. 2013. *Pengaruh Servant Leadership terhadap Motivasi, Budaya Organisasi, Keterlibatan Pekerjaan, OCB dan Kinerja Karyawan: Studi pada Koperasi berprestasi di Propinsi Jatim*. Unpublished Dissertation.
- [22]. Hidayatinisa, Dita. 2014. *Pengaruh knowledge sharing terhadap kinerja pegawai pada PT. Indonesia Power Pusat*. openlibrary.telekomuniversity.ac.id
- [23]. Hinds, P. J and Pfeffer, J. 2003. Why Organizations Don't 'Know What They Know': Cognitive and Motivational Factors Affecting the Transfer of Expertise, in *Sharing Expertise: Beyond Knowledge Management*, M. Ackerman, V. Pipek, and V. Wulf (Eds.), MIT Press, Cambridge, MA, pp. 3-26

- [23]. Hislop, D. 2003. Linking Human Resource Management and Knowledge Management via Commitment: A Review and Research Agenda, *Employee Relations*, vol.25, pp.182-202.
- [24]. Ho, C.C., Brian. O and Gary. D, J. S. 2012. Work Values, Job Involvement, and Organizational Commitment in Taiwanese Nurses, *International Journal of Psychology and Behavioral Sciences*, vol.2, no.3, pp. 64-70
- [25]. Ipe, M. 2003. Knowledge Sharing In Organizations: A Conceptual Framework. Human Resource Development Review, vol. 2 no. 4, pp. 337-59.
- [26]. Ivancevich, J. M. 2001. Human Resources Management, Mc, Graw-Hills Companies, New York
- [27]. Jo, S.J and Joo, D.K. 2011. The mediating of Learning organization Culture on Organizational Commitment and Organizational Performance. *Knowledge Sharing*, vol. 01, no.01. pp.2-20
- [28]. Kartiningasih. 2007. *Analisis Pengaruh Budaya Organisasi dan Keterlibatan Kerja terhadap Komitmen Organisasi dalam Meningkatkan Kinerja Karyawan (Studi Pada PT.Bank Taabungan Negara (Persero) Cabang Semarang)*. Unpublished Dissertation. Universitas Diponegoro Semarang.
- [29]. Katz, D and Kahn, R.L. 1978. The Social Psychology of Organizations. Wiley. New York.
- [30]. Koesmono, T.H. 2005. *Kepuasan Kerja Serta Kinerja Karyawan pada Sub Sektor Industri Pengolahan Kayu Skala Menengah di Jawa Timur*. Jurnal Puslit Universitas Kristen Petra Surabaya. vol.6.no.2.h.pp.163-175
- [31]. Kelloway, E.K., Barling, J. 2000. Knowledge Work as Organizational Behaviour, *International Journal of Management Reviews*. vol. 2, pp. 287-304.
- [32]. Kogut, B and Zander, U. 1992. Knowledge of The Firm, Combinative Capabilities, and The Replication of Technology. *Organization Science*, vol.3, no.3, pp. 383-397.
- [33]. Kotter, J and Heskett, J L 1992. Corporate Culture and Performance. Free Press. New York.
- [34]. Kurnia, F. 2013. *Hubungan antara budaya organisasi dengan komitmen organisasi pegawai negeri sipil dinas kehutanan provinsi Kalimantan Timur*. ejurnal.untag-smd.ac.id. Diakses tanggal 16 Maret 2015.
- [35]. Lawler, E. E and Hall, D. T. 1970. Relationship of Job Characteristics to Job Involvement, Satisfaction, and Intrinsic Motivation. *Journal of Applied Psychology*, vol.54, pp. 305-312.
- [36]. Lodahl, T.M. and Kejner, M. 1965. The Development and Measurement of Job Involvement. *Journal of Applied Psychology*, vol. 49, no. 1, pp. 24-33.
- [37]. Lok, P and Crawford, J. 2004. The Effect of Organizational Culture and Leadership Style on Job Satisfaction and Organizational Commitment: A Cross-National Comparison. Emerald Group Publishing. Ltd.vol 23 no. 4, pp.321-338
- [38]. Mamman, A., Kamoche., K and Bakuwa. R. 2012. Diversity, Organizational Commitment and Organizational Citizenship Behavior: An Organizing Framework. *Human Resource Management Review*, vol.22, pp.285-302
- [39]. Marsh, R.M and Manari, H.1977. Organizational Commitment and Turnover: A Prediction Study. *Administrative Science Quarterly*. vol 22, no.2, pp. 57-75
- [40]. Mathieu, J.E and Zajac, D. 1990, A Review and Meta-Analysis of the Antecedents, Correlates, and Consequences of Organizational Commitment, *Psychological Bulletin*, vol. 108, pp. 171-194.
- [41]. Messner. W. 2012. Effect of Organizational Culture on Employee Commitment In The Indian IT Services Sourcing Industry. *Journal of Indian Business Research* vol. 5 no. 2, pp. 76-100.
- [42]. Meyer, J. P., Stanley, D. J., Herscovitch, L., and Topolnytsky, L. 2002. Affective, Continuance, and normative Commitment to the Organization: A Meta-Analysis of Antecedents, Correlates and Consequences. *Journal of Vocational Behavior*, vol. 61, pp. 20-52.
- [43]. Meyer, J.P. and Allen, N.J. 1997. Commitment In The Workplace: Theory, Research, and Application. Sage Publication, Inc. Thousand Oaks
- [44]. Morrison, E.W. 1994. Role Definition and Organizational Citizenship Behavior: the importance of the employees's perspective. *Academy Management Journal*, vol. 37. No. 6, pp. 1543-1567
- [45]. Mowday, R.T.1998. Reflection on the Study and Relevance of Organizational Commitment. *Human Resources Management Review*, vol. 8, no. 4, pp. 387-401
- [46]. Mowday, R. T., Steers, R. M. and Porter, L. W. 1979. The Measurement of Organizational Commitment. *Journal of Vocational Behavior*, vol.14, pp. 224-247.

- [47].Neyestani, M., Maryam P., Narjes A. N., Kamal. N and Katayoon. M. 2013. The Necessity of Organizational Commitment for Knowledge Sharing Case Study: Shiraz University of Medical Sciences. *Journal of Sociological Research* vol. 4, no.1, pp.162-171
- [48].Nonaka, I. and Takeuchi, H. 1995. *The Knowledge Creating Company: How Japanese Companies Create the Dynamics of Innovation*. Oxford University Press. New York
- [49].Ojo, O. 2009. Impact of Assessment of Corporate culture on Employee Job Performance. *Journal of Business Intellegence*, vol.2, no.2, pp.388-397
- [50].Paine, J.B and Organ, D.W. 2000. The Culture Matrix Of Organizational Citizenship Behavior: Some Preliminary Conceptual and Empirical Observations. *Human Resources Management Review*, vol.10, no.1, pp. 45-59.
- [51].Park, H. S and Im, B. C. 2003. A study on the Knowledge Sharing Behavior of Local Public Servants in Korea. <http://www.kapa21.or.kr/down/2003>. Accessed on 16 March 2014.
- [52].Pierce, J.L and Dunham, R.B. 1987. Organizational Commitment: Pre-Employment Propensity and Initial Work Experiences. *Journal of Management*, 163-178.
- [53].Probst and Tahira. M. 2000.Wedded To The Job: Moderating Effects of Job Involvement on The Consequences of Job Insecurity. *Journal of Occupational Health Psychology*, vol. 5, Issue 1, pp,1076-8998
- [54].Rahidin, M and Nelmidia. A. 2013. *Pengaruh Moral dan Komitmen Organisasi Terhadap Kinerja Pegawai Dengan Organizational Citizenship Behavior (OCB) Sebagai Variabel Intervening Pada Dinas Pertanian Tanaman Pangan Kabupaten Kerinci*. Open Journal Systems. vol 3, no,2 – ejournal.bunghatta.ac.id.
- [55].Rashid, H and Raja, N. S. 2011. Mediating Effect of Corporate Culture on The Relationship of Retention Factors to Organizational Commitment. *Interdisciplinary Journal of Contemporary Research In Business*. December, vol 3 no.8, pp. 211-225
- [56].Rivai, V. 2004. *Manajemen Sumber Daya Manusia untuk Perusahaan*. Raja Crafindo Persada, Jakarta
- [57].Robbins. S. P. 2009. *Organizational Behavior*,13th edition. Pearson Education, New Delhi
- [58].Robertson, M and O'Malley H, G. 2000. Knowledge Management Practices Within A Knowledge-Intensive Firm: The Significance of The People Management Dimension. *Journal of European Industrial Training*, vol.24 (2-4), 241-53
- [59].Ritchie M. 2000. Organizational Culture: An examination of its Effect on the Initialization Process and Member Performance. *Southern Business Review*, vol.25, pp, 1-13.
- [60].Rotenberry, P.F and Moberg, P.J. 2007. Assessing The Impact of Job Involvement on Performance. *Management Research News* , vol.30, 203-215.
- [61].Rousseau, D.M. 1990. *Assesing Organisational Culture: The Case for Multiple Methods in Scheider, B.(ed) Organisasional Climate and Culture*, Jossey-Bass, Oxford,
- [62].Rudiyanto, H. 2012. *Pengaruh Knowledge Sharing terhadap Kinerja Karyawan Staff Adiministrasi PT. Guna Layan Kuasa (Gulaku) Kantor Pusat Jakarta*. [Journal lib.ui.ac.id](http://journal.lib.ui.ac.id). diakses tanggal 29 Januari 2015
- [63].Sackmann, S. 1992. Culture and Subcultures: an Analysis of Organizational Knowledge. *Administrative Science Quarterly*. vol.37, pp. 140-161
- [64].Sari, S. F. 2012. *Pengaruh Knowledge Sharing Enabler Terhadap Kinerja Karyawan (Studi Eksplanatif Terhadap Pengaruh Enabler Pemimpin, Storytelling, Teknologi Informasi Reward dan coaching Terhadap Kinerja Karyawan Perpustakaan Institut Teknologi Sepuluh november Surabaya)*. Journal.unair.ac.id (accessed on 29 January 2015)
- [65].Schein, E. H. 2004. *Organizational Culture and Leadership* (3rd ed.). Jossey-Bass, San Francisco
- [66].Silverstone, C. 2004. The Impact of Organizational Culture and Person Organization Fit on Organizational Commitment and Job Satisfaction in Taiwan”*The Leadership And Organization Development Journal*. Vo. 25. no.7. pp. 592-599.
- [67].Simons, T. and Roberson, Q. 2003. Why Managers Should Care About Fairness: The Effects of Aggregate Justice Perceptions on Organizational Outcomes. *Journal of Applied Psychology*, vol.88, no.3, pp. 432-443.
- [68].Subagyo, H. 2007. *Pengantar Knowledge Sharing untuk Community Develoment*. Makasar: Pengetahuan Kawasan Timur Indonesia.

- [69].Suppiah, V and Sandhu, M. S. 2011. Organisational Culture's Influence on Tacit Knowledge-Sharing Behavior. *Journal of Knowledge Management*. vol. 15, no. 3, pp. 462-477.
- [70].Taurisa, M.C and Ratnawati I. 2012. Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap Komitmen Organisasional dalam Peningkatan Kinerja Karyawan (Studi pada PT.Sido Muncul Semarang). *Jurnal Bisnis dan Ekonomi*. September. vol.19. no.2, pp. 170-187
- [71].Teece, D.J. 1998. Capturing Value From Knowledge Assets: The New Economy, *Markets For Know-How, and Intangible Assets, California Management Review*, vol. 40, no. 3, pp. 55-79.
- [72].Teh Lee-Pei and Sun Hongyi. 2012. Knowledge Sharing, Job Attitudes and Organizational Citizenship Behavior. *Emerald Industrial Management and Data Systems*, vol.112, no.1, pp. 200-212.
- [73].Tong. C., Tak Walder I.W and Wong. A. 2013. The Impact of Knowledge Sharing on the Relationship between Organizational Culture and Job Satisfaction: the Perception of Information Communication and Technology (ICT) Practitioners in Hong Kong". *International Journal of Human Resource Studies* vol. 3, no. 1, pp. 9-37.
- [74].Uddin, M.J, Huq, L.R., and Saad M. H. 2013. Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh. *International Journal of Business and Management*; vol. 8, no. 2, pp.63-77
- [75].Von Krogh, G., Ichijo, K. and Nonaka, I. 2000. Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation. Oxford University Press, New York.
- [76].Westwood R] and Postner B.Z. 1977. Managerial Values Across Cultures:Australia, Hongkong and The USA. *Asia Pacific Journal of Management*, vol 14 no.1 pp.31-66
- [77].Wiewiora, A., Trigunarsyah, B., Murphy G and Coffey, V. 2013. Organizational Culture and Willingness to Share Knowledge: A Competing Values Perspective In Australian Context. *Science Direct International Journal of Project Management*, vol. 31, pp.1163-1174
- [78].Yu Yuecheng., Linda C. Wilkins and Will W.K. 2004. Developing an Instrument for Measuring Knowledge Sharing Attitudes. *Innovations Through Information Technology*, vol 1, no. 2, p.272-275. diakses tanggal 24 September 2014