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Role Of Knowledge Sharing And Leadership Style In Improving Employee Performance With Work Culture As Intervening Variable

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ABSTRACT

Competition between the cement industry is increasing with the opening of opportunities for foreign cement industries to take part in the country. This paper aims to re-examine the effect of sharing and leadership skills on work culture. The purpose of the next research is to know the effect of knowledge sharing and leadership style on employee performance. This research was conducted at PT. Semen Bosowa which is located in Banyuwangi Regency. The number of employees owned by PT. Semen Bosowa, which is located in Banyuwangi, has 94 employees, all of which are used as research samples (saturated samples). Descriptive analysis is used to describe respondents and variables in the study. To measure the questionnaire in the study used test tools in the form of testing the validity of research data and testing the reliability of research data. PLS (Partial Least Square) analysis with the Smart PLS version 3 application was used to test the research hypotheses of 5 (five) direct hypotheses and 2 indirect hypotheses. The results of the research after the analysis is that knowledge sharing in PT. Semen Bosowa has no impact on the work culture of the employees. The leadership style in the organization has a positive impact on the work culture in the PT. Bosowa Banyuwangi. Knowledge sharing of employees of PT. Semen Bosowa turned out to be able to improve employee performance. The leadership style that exists at PT. Bosowa Banyuwangi has a positive and significant effect on employee performance. The next result is that the work culture of the employees of PT. Bosowa Banyuwangi has no effect on employee performance.

Keywords: knowledge sharing; leadership style; work culture; employee performance.

INTRODUCTION

One of the determining factors for the success or failure of a company is the management of its human resources. Human resources are very important for a company to run well (Azhad et al., 2015). The company's human resources are the main pillar as well as the driving force in an effort to realize the company's vision and mission. Without human resource management in a company, it will be difficult for the company to achieve targets even though other resources have been met (Nurul Qomariah, 2020). Therefore, the potential of existing human resources in the company needs to be developed and considered in order to become professional and quality human resources so that it has an impact on the success of the company. Organizations that have quality human resources will be able to improve employee performance which in turn will also have an impact on organizational performance.

PT. Semen Bosowa Banyuwangi, a decrease in employee performance during the Covid-19 Pandemic, imposed Large-Scale Social Restrictions (PSBB) in 2020. This policy was replaced with the Implementation of Community Activity Restrictions (PPKM) in 2021, and the implementation of the new normal leadership role is also very important to anticipate employees to continue to comply with health protocols. PT. Semen Bosowa has several industrial areas, including a factory in Maros, a factory in Batam, and a factory in Banyuwangi. The Maros factory, located in South Sulawesi, has a cement production capacity of 4.2 million tons per year. The Batam factory is located in the Riau Islands with a marketing area in the western part of Indonesia and a cement production capacity of 1.2 million tons per year. The

Banyuwangi factory is located in East Java with the supply of consumers in Java, Bali and Nusa Tenggara, the production capacity of this factory is 1.8 million tons per year. Due to the large number of consumer demands originating from the islands of Java, Bali and Nusa Tenggara, a flat storage was built which is located on Jalan Raya Situbondo-Tanjung Wangi Harbor Complex, Banyuwangi. Although it is one of the largest private cement industries in Indonesia, it is possible that this industry has experienced a decline in production. The decline in production can be influenced by several factors, including: leadership, application of knowledge sharing, and organizational culture that is applied so that it has implications for employee performance. The decline in production can be seen in Table 1.

Table 1. Production Data of PT. Cement Bosowa Banyuwangi

No.	Month	2016	2017	2018
1.	January	61,632	51,651	12,367
2.	February	39,426	49,790	17,250
3.	March	52,612	47,122	17,354
4.	April	33,132	45,460	29,072
5.	May	68,956	27,423	54,609
6.	June	32,787	-	20,244
7.	July	41,952	13,827	11,699
8.	August	36,605	30,724	58,560
9.	September	38,631	14,663	57,346
10.	October	41,579	4,774	29,292
11.	November	35,329	64,378	11,758
12.	December	19,239	12,002	22,953
		501,881 ton	361,813 ton	342,503 ton

Sumber: PT. Semen Bosowa Banyuwangi, 2020

Several studies on the effect of knowledge sharing and leadership style on employee performance with work culture as an intervening variable have been carried out in several organizations and companies, both state and private companies. Several studies have shown that knowledge sharing has a positive effect on employee performance are, among others, carried out by: (Astitioni & Sintaasih, 2019). Research from Safitri *et al.*, 2018 also shows that knowledge sharing can improve performance. Research from Giri *et al.*, 2011; dan Wang *et al.*, 2013), (Hamzah, 2018), (Khaerana & Mangiwa, 2021), (Maulana *et al.*, 2018), (Anggita & Kawedar, 2017), (Erwina & Mira, 2019), (Firmaiansyah, 2014), (Rumijati, 2020), (Memah *et al.*, 2018), (Aristanto, 2017) also state that knowledge sharing can effect employee performance in an organization. The existence of knowledge sharing will help and improve employee performance in enriching knowledge among employees in a company. The results of previous studies which show that leadership style can improve employee performance are carried out by: (Mudawiyah *et al.*, 2019), (Riyadi, 2020), (Ayuningtyas & Utami, 2019) Birasnav, 2014; dan Basit *et al.*, 2017), Khairizah *et al.* (2015), (Priyono *et al.*, 2018), (Vidianingtyas & Putri, 2014). Research of (Hafifi *et al.*, 2018), (Saleh *et al.*, 2016), (Ishak *et al.*, 2019), (Kurniawati & Tobing, 2019), (Andriani *et al.*, 2018), , (Nurul Qomariah, Hermawan, *et al.*, 2020), (Hadiana & Maya Sari, 2019), (Sugiyatmi *et al.*, 2016), (Areiqat *et al.*, 2020), (Sugiyatmi *et al.*, 2016), (Bakker *et al.*, 2022), (Abbas *et al.*, 2020), (Chandra *et al.*, 2020), (Khan *et al.*, 2021) state that knowledge sharing effect on employee performance. (Fikri & Setiawati, 2021), (Siagian, 2018), (Fonseca & Costa, 2020), (Bonaparte do Rêgo *et al.*, 2017), (Afrizal, 2016), (Iman & Lestari, 2019), (Yuniarti & Suprianto, 2020), (Pancasila *et al.*, 2020), (Paracha *et al.*, 2012), (Sya'roni *et al.*, 2018), (Wardani *et al.*, 2017), (Bentar *et al.*, 2017), (Hendrawan & Budiarta, 2018), (Nurul Qomariah, Hermawan, *et al.*, 2020), (N. Qomariah *et al.*, 2020), (Nurul Qomariah, Friyanti, *et al.*, 2020), (Kurniawan *et al.*, 2021), (Nurul Qomariah, Warsi, *et al.*,

2020), (Atikah & Qomariah, 2020), (Alamanda et al., 2022), (Nurul Qomariah et al., 2022), (Chandra et al., 2020), (Nurul Qomariah, 2012). Research on the relationship between work culture and employee performance has been widely carried out with the result that work culture affects employee performance, among others, carried out by: (Adha et al., 2019), (R. E. Safitri, 2022), (Messner, 2013), (Yateno et al., 2022), (Antoro, 2014), (Ikhsan, 2016), (Rina & Perdana, 2017), (Sangadji, 2009), (Giri et al., 2011), (Ojo, 2009), (Saban et al., 2020), (Wambugu, 2014), (Rantesalu et al., 2017). . Several studies that discuss the problem of sharing habits with leadership, among others, were carried out by: (Gholamzadeh, Tahvildar Khazaneh, et al., 2014), (Guterres et al., 2014), (Simbolon, 2017), (Ali et al., 2015), (Retno Widiastuti et al., 2018) the result is that leaders who can provide exemplary can improve the work culture of employees in an organization. Research conducted by (Panggabean & Silvianita, 2021) which states that sharing habits can improve organizational culture.

Research on the relationship between knowledge sharing and performance with negative results was conducted by (Saragih, 2017), states that knowledge sharing has no effect on employee performance. While research which states that leadership has no effect on employee performance is carried out by: (Nurul Qomariah et al., 2021), (Setiawan & Qomariah, 2022). While the results of research which states that work culture has no effect on employee performance is carried out by: (Nurul Qomariah, Hermawan, et al., 2020), (Adha et al., 2019), (Manggis et al., 2018), (Atikah & Qomariah, 2020), (Darmanto & Supriyadi, 2022).

Based on the differences from the results of previous studies, it is interesting for researchers to conduct further research related to themes and concepts, but with different subjects to employees of Private Owned Enterprises, namely PT. Cement Bosowa Banyuwangi. Based on the production data in Table 1, it can be seen that the amount of cement production has decreased. This condition can indicate that there is a decrease in the performance of employees of PT. Cement Bosowa Banyuwangi. Based on the phenomena and theories that have been described, the writing in this study aims to find out and analyze with statistical tools the impact of knowledge sharing and leadership style on work culture in a company and the performance of employees who have worked at PT. Cement Bosowa Banyuwangi.

LITERATURE REVIEW

Employee performance

Performance can be interpreted as the work achieved by a person or group of people in an organization within a certain period of time, in accordance with their respective authorities and responsibilities (Mangkunegara, 2016). According to (Edison et al., 2016), performance can be interpreted as a result of a process that is measured based on provisions and mutual agreement within a predetermined time. Meanwhile, according to (Sedarmayanti, 2017), performance can be interpreted as the result of work achieved by a person or group of people in an organization in accordance with the authority and responsibility, which functions to achieve organizational goals legally, obey the law, according to morals, and ethics.

Knowledge Sharing

Knowledge sharing or often referred to as knowledge sharing which usually occurs between individuals in a community, where individuals interact and share knowledge with other individuals through virtual or face-to-face spaces, groups, forums and the like (Mathis et al., 2015). With employees willing to share knowledge with colleagues in an organization, there will be employees who will understand something new. By understanding something new, employees in an organization can complete tasks that have not been carried out before can finally be completed. Thus eating with an increase in knowledge sharing will be able to improve employee performance.

Leadership

Leadership in an organization can also allegedly improve employee performance. According to (Rivai & Mulyadi, 2012), leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. Leadership style can allegedly affect the success of a leader in influencing the behavior of employees who become subordinates. Thus, the way employees complete the tasks assigned to them can also be influenced by their superiors or leaders. According to Yukl (2010) leadership style can be interpreted as a process to influence others to understand and agree with what needs to be done and how the task is carried out effectively, as well as a process to facilitate individual and collective efforts to achieve common goals. Leadership style) will produce motivation as long as it makes subordinates feel the need for satisfaction in achieving effective performance, and provides the teachings, direction, support and rewards needed to achieve goals (Robbins & Coulter, 2010).

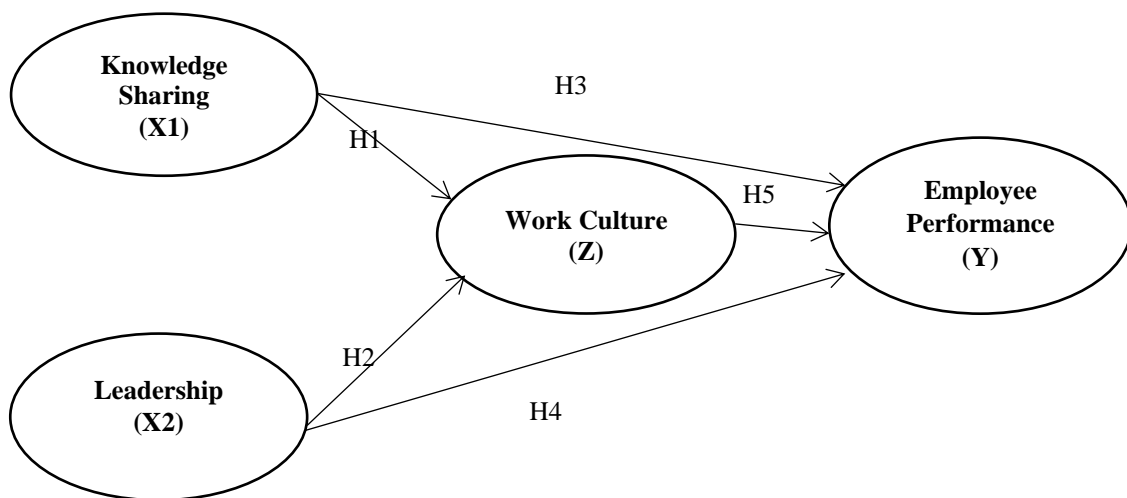
23 Work Culture

Work culture is a habit that is carried out repeatedly by employees in an organization which eventually becomes a permanent rule. Usually people who violate this habit are not subject to strict sanctions, but usually from organizational behavior morally they have agreed that these habits are habits that must be adhered to in the context of carrying out work to achieve the goals set by the organization (Nawawi, 2011). These good habits that are always repeated will make employees accustomed to this behavior so that it will have an impact on the tasks assigned to them, which in turn can improve employee performance. Work culture can be divided into two elements, namely (1) attitude towards work, namely liking for work compared to other activities, such as relaxing, or simply getting satisfaction from busy work itself, or feeling forced to do something just for survival. (2) behavior at work, such as diligent, dedicated, responsible, careful, thorough, careful, strong will to learn their duties and obligations, likes to help fellow employees or vice versa (Ndraha, 2012). According to (Schein, 2010), culture is defined as a pattern of shared basic assumptions that certain groups learn to overcome problems of external adaptation and internal integration. Culture is a total pattern of behavior that is seen in social life, art, religion, institutions, and all the work and thoughts of a human group. Culture can also be influenced by several factors, including knowledge sharing and leadership style. Sharing knowledge with colleagues is a method for a group to share their knowledge, techniques, experiences and ideas with other members in an organization. This habit of sharing good things will become a habit in an organization if implemented properly. Thus, this sharing habit will have an impact on the work culture of employees in an organization. This opinion is in line with research conducted by (Panggabean & Silvianita, 2021) which states that sharing habits can improve organizational culture. Leadership in an organization must be able to set a good example and be a role model for his subordinates. Leaders who can set an example, it will become a habit in the organization that their leaders always set a good example. Thus a good leader in an organization who can provide a good example can improve the work culture in the organization.

Research Model

Based on the theory that underlies the research related to the concept and theme of the research, a research model is built that refers to the results of Path Analysis. The research model is shown in Figure 1.

Figure 1. Conceptual Framework



RESEARCH HYPOTHESES DEVELOPMENT

Knowledge sharing or often referred to as knowledge sharing which usually occurs between individuals in a community, where individuals interact and share knowledge with other individuals through virtual or face-to-face spaces, groups, forums and the like (Mathis et al., 2015). Knowledge sharing is a very good behavior from an employee because they want to share knowledge with colleagues. If this good behavior is continuously carried out, it will improve the work culture in the organization. (Panggabean & Silvianita, 2021) which states that the habit of sharing can improve organizational culture.

H1: Knowledge Sharing Has an Influence on Work Culture

According to (Rivai & Mulyadi, 2012), leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. Leadership style can allegedly affect the success of a leader in influencing the behavior of employees who become subordinates. The leader must be able to make changes to employee behavior in a positive direction which can later make subordinates do work with a sense of pleasure.

H2: Leadership Affects Work Culture

According to Rafiie (2017) companies need management trends in their development time, one of the trends in management is knowledge management, which is a systematic process for sharing knowledge within an organization. Knowledge in knowledge sharing teaches that executives share their knowledge with subordinates, so that knowledge is spread to all components in the organization. By having knowledge sharing behavior from these employees, it will have a positive impact on employee performance.

H3: Knowledge Sharing Has an Impact on Employee Performance

Wirawan (2014) argues that leadership is a process of a leader to create a vision and interact with each other to influence each other to realize his vision. The function of leadership in an organization is to create a vision, vision is a formulation of expectations for the progress of an organization. Yukl (2010) argues that to formulate a vision there are several things including: Involving key stakeholders, identifying shared values and ideas, identifying strategic objects that have broad appeal, identifying relevant elements in the old ideology, linking the vision with the competencies of followers and past achievements, continually assessing and improving the vision. Leaders who can provide role models will be able to improve employee performance.

H4: Leadership Has an Impact on Employee Performance.

Work culture is a habit that is carried out repeatedly by employees in an organization, the violation of this habit does not have strict sanctions, but from the perpetrators of the organization morally have agreed that this habit is a habit that must be adhered to in the context

of carrying out work to achieve goals. Nawawi, 2011). This good habit, if done repeatedly in an organization, will motivate employees to work even harder so that employee performance will be good too.

H5: Work Culture Has An Impact On Employee Performance.

Darudiato & Setiawan (2013) argue that knowledge management gives a positive impetus to an organization or company in its application, such as to increase value within the organization or company. The application of knowledge management consists of three components, among others: people, process, and technology. This knowledge sharing will increase the knowledge of other employees in an organization. Continuous knowledge sharing will become a good habit (work culture) which will have an impact on employee performance.

H6: Knowledge sharing has an influence on performance through work culture.

Krisharyuli *et al.* (2020) argues that leadership is built on interrelated foundations. These principles include how individuals can interact effectively with contexts outside of themselves, build cooperation to achieve organizational goals, understand each other and provide mutual input for progress in various tasks and functions as an organization. Leaders must be able to set a good example that will be imitated and adopted by subordinates. Employees who work in accordance with the direction of the leadership will give good results. The good habits of this employee (work culture) will have an impact on improving employee performance.

H7: Leadership Has An Influence On Performance Through Work Culture.

RESEARCH METHODS

The design of this research is a survey research. Survey research is research that takes a sample from a population and uses a measuring instrument in the form of a questionnaire as a tool to collect core data. This research was conducted to obtain objective and accurate primary data. This research on the influence of knowledge sharing and leadership on work culture and employee performance was conducted at PT. Semen Bosowa which is located in Banyuwangi Regency. This survey research was conducted in early 2022. The population used in this study were employees of PT. Semen Bosowa Banyuwangi as many as 94 employees as of January 2021. The sample used in this study is 94 which is a saturated sample. Determination of the sample in this study using the census method, where all members of the population are used as research samples. Sources of data come from primary data and secondary data. Primary data in the form of data obtained from distributing questionnaires to respondents (employees of PT. Bosow Banyuwangi) in order to obtain data that will be processed to answer the research hypothesis. Secondary data comes from information from libraries, internet and mass media. Data collection is done by 3 (three) kinds of techniques, namely interview techniques, questionnaires and literature studies. Descriptive analysis was conducted to describe the respondents and variables in the study. Hypothesis testing is done by testing variance-based SEM or Partial Least Square (SEM-PLS) with the Smart PLS 3 SEM-PLS program.

The variables used in this study consist of independent variables (knowledge sharing and leadership style), intervening variables (work culture) and dependent variables (employee performance). According to Exellen (2020), knowledge sharing is a systematic process of sending, distributing, and disseminating knowledge and multidimensional contexts from a person or organization to other people or organizations who need it through varied methods and media. According to Robbins & Coulter (2012), leadership style is the interaction of two or more people (leader and subordinate) in carrying out the tasks that have been ordered in the company. Work culture is a set of behavioral feelings and psychological frameworks that are deeply internalized and shared by members of the organization (Osborn & Plastrik, 2002). Performance can be interpreted as the achievement of employee work results on the

implementation of certain tasks by a person or group of people in an organization (Bernardin, H. J dan Russell, 2013). The indicators of each variable are presented in Table 2.

Table 2. Variable and Indicator

No.	Variable	Indicator	Source
1.	Knowledge Sharing	1. Embrained knowledge 2. Embodied knowledge 3. Encultured knowledge 4. Embedded knowledge 5. Encoded knowledge	Exellen (2020)
2.	Leadership	1. Directive leadership 2. Supportive leadership 3. Participatory leadership 4. Achievement-oriented leadership.	Robbins & Coulter (2012)
3.	Work Culture	1. Habits 2. Rules 3. Values	(Osborn & Plastrik, 2002)
4.	Employee Performance	1. Quality 2. Quantity 3. Punctuality 4. Cost Effectiveness 5. Coworker Relations.	(Bernardin, H. J dan Russell, 2013)

RESULTS AND DISCUSSION

Descriptive Statistical Analysis Results

Characteristics of respondents based on gender, age and education are presented in Table 3, Table 4 and Table .

Table 3. Characteristics of Respondents by Gender

Gender	Total	Percentage (%)
Man	91	96,8
Woman	3	3,2
Total	94	100

Table 4. Characteristics of Respondents by Age

Age	Total	Percentage (%)
20 – 30 years	33	35,1
31 – 40 ears	41	43,6
> 40 years	20	21,3
Total	94	100

Table 5. Characteristics of Respondents Based on Education

Level of education	Total	Percentage (%)
Senior High School	46	48,9
Dipoma	16	48,9
Bachelor	32	34,0
Total	94	100

Convergent Validity Test Results and Discriminant Validity Test

Convergent validity test and discriminant validity test were conducted to test the validity of a measuring instrument. The required value is more than 0.7. A value of 0.5 to 0.6 is still acceptable, and if the value is less than 0.5, it must be removed from the model.

Table 6. Loading Factor Value

Variable	Indicator	Loading Factor	Information
<i>Knowledge Sharing</i>	X1.1	0,9280	Valid
	X1.2	0,8910	Valid
	X1.3	0,8600	Valid
	X1.4	0,9020	Valid
	X1.5	0,8540	Valid
Leadership	X2.1	0,9420	Valid
	X2.2	0,9250	Valid
	X2.3	0,9010	Valid
	X2.4	0,9380	Valid
Work Culture	Z1	0,7730	Valid
	Z2	0,9050	Valid
	Z3	0,8140	Valid
Employee Performance	Y1	0,8180	Valid
	Y2	0,8960	Valid
	Y3	0,8960	Valid
	Y4	0,8780	Valid
	Y5	0,7030	Valid

Table 7. Average Variance Extracted (AVE) Value

Variable	AVE	Information
<i>Knowledge Sharing</i>	0,7870	Valid
Leadership	0,8590	Valid
Work Culture	0,6930	Valid
Employee Performance	0,7080	Valid

Table 8 . Cross Loading Value

Indicator	<i>Knowledge Sharing (X1)</i>	Leadership (X2)	Work Culture	Employee Performance (Y)
X1.1	0,9280	0,8150	0,2740	0,8350
X1.2	0,8910	0,8350	0,372	0,8240
X1.3	0,8600	0,7170	0,2890	0,7210
X1.4	0,9020	0,8280	0,2880	0,8330
X1.5	0,8540	0,8350	0,4590	0,7690
X2.1	0,9100	0,9420	0,4230	0,8850
X2.2	0,8470	0,9250	0,4340	0,8320
X2.3	0,7630	0,9010	0,4390	0,7390
X2.4	0,8490	0,9380	0,3930	0,8540
Z1	0,3260	0,3350	0,7730	0,3030
Z2	0,3840	0,4510	0,9050	0,3990
Z3	0,2340	0,3370	0,8140	0,3280
Y1	0,7510	0,7490	0,4430	0,8180
Y2	0,7870	0,8010	0,3810	0,8960
Y3	0,8140	0,8010	0,3500	0,8960
Y4	0,7810	0,7990	0,3850	0,8780
Y5	0,6400	0,5980	0,1630	0,7030

Reliability Test Results in Research

The reliability test is used to determine the indicators and measuring instruments in the construct which includes composite reliability and Cronbach's alpha which are shown in Table 8.

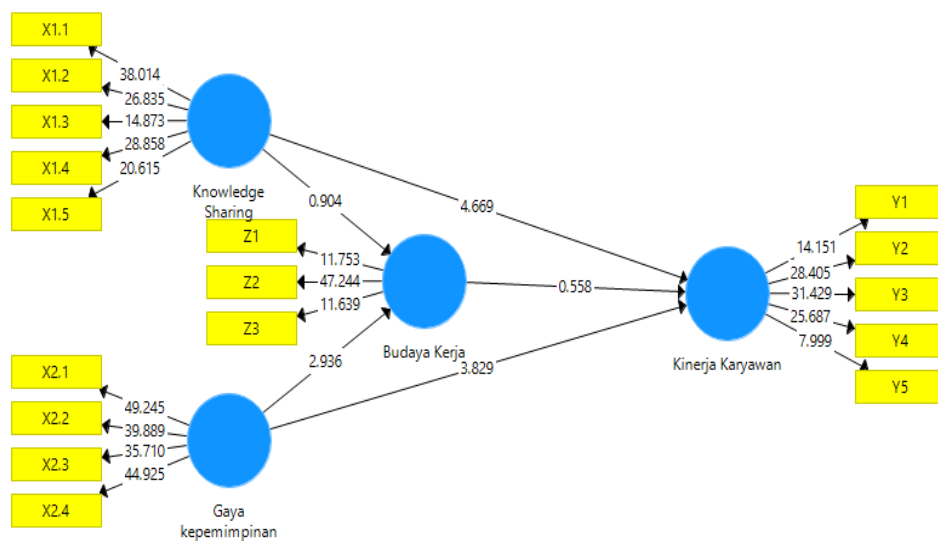
Table 8. Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Information
<i>Knowledge Sharing</i>	0,9490	0,9320	Reliable
Leadership	0,9600	0,9450	Reliable
Work Culture	0,8710	0,7780	Reliable
Employee Performance	0,9230	0,8950	Reliable

Measurement Model Evaluation Results (Outer Model)

The measurement model (outer model) is calculated using the PLS Algorithm using the Smart PLS version 3 software which is presented in Figure 1. The measurement model (outer model) aims to test the construct validity and reliability of the instrument. In Figure 1, it can be seen that the measurement model uses reflective indicators, which are marked with arrows from latent variables to indicators. Each indicator has a loading factor that shows a large correlation to the latent construct. The loading factor value above the average indicates that this indicator is the main indicator.

Figure 2. Measurement Model Evaluation Results



Hypothesis Test Results in Research

Hypothesis testing is used to show the level of significance by looking at the path coefficient value or t-statistics from the results of the research that has been done. The number of hypotheses tested in this study were 7 / seven hypotheses including testing the coefficients of direct and indirect influence.

Table 9. Hypothesis Testing Results

Correlation	Original Sample	T Statistik	T table	P Values
Direct Effect				
H1: <i>Knowledge Sharing</i> -> Work Culture	-0,1950	0,9040	1,6610	0,3670
H2: Leadership -> Work Culture	0,6320	2,9360	1,6610	0,0030

H3: Knowledge Sharing -> Employee Performance	0,4990	4,6690	1,6610	0,0000
H4: Leadership-> Employee Performance	0,4260	3,8290	1,6610	0,0000
H5: Work Culture -> Employee Performance	0,0320	0,5580	1,661	0,5770
Indirect Effect				
H6: Knowledge Sharing -> Work Culture -> Employee Performance	-0,0060	0,3630	1,661	0,7170
H7: Leadership-> Work Culture -> Employee Performance	0,0200	0,5380	1,661	0,5910

DISCUSSION

The Effect of Knowledge Sharing on Work Culture

The results of hypothesis testing indicate that knowledge sharing has a negative and insignificant effect on work culture. This indicates that knowledge sharing has no influence on the work culture at PT. Cement Bosowa Banyuwangi. This statement is reinforced by the low value of the beta coefficient, which is -0.195. The value of the beta knowledge sharing coefficient on work culture has the lowest value in this study. Thus the hypothesis which states that knowledge sharing has an effect on work culture is rejected or H1 is rejected. Knowledge sharing has a negative and insignificant effect on work culture caused by the lack of emphasis on the development and implementation of knowledge sharing that can encourage employees to give ideas or innovations for the advancement of the Bosowa Banyuwangi cement industry. The leadership role greatly influences the implementation of knowledge sharing that takes place in organizational life. Therefore, leaders need to pay attention to the activities that exist in knowledge sharing so that employees can be more focused in supporting performance improvements. The results of this study indicate that the influence of knowledge sharing on work culture is not significantly different from the results of previous studies by: Indah *et al.* (2017); Mardillah & Rahardjo (2017); Astitiani & Sintaasih (2019); Safitri *et al.* (2018); Aristanto *et al.* (2017); Zusnita *et al.* (2018); and Hanapi *et al.* (2020) which states that knowledge sharing can improve employee performance. This research is in line with the results of research from Saeed (2016) which states that there is a lack of effective application of knowledge sharing on the object of his research, because the guidance from the manager regarding effective practices in the implementation of knowledge sharing such as sharing ideas and learning to others is very minimal.

The Influence of Leadership Style on Work Culture

The results of hypothesis testing indicate that leadership style has a positive and significant effect on work culture which is characterized by a high positive beta coefficient value. Thus the hypothesis which says that leadership has an effect on work culture is accepted or H2 is accepted. This indicates that the leadership style has a role in the work culture at PT. Cement Bosowa Banyuwangi. Good performance is shown by leaders who always monitor employees and provide direction to employees which have an impact on the implementation of the values instilled in this industry. This statement is reinforced by the respondents' answers with the answers agree and strongly agree on these two variables. The leadership task is very important in being responsible for the formation and development of the existing work culture within the company, namely by identifying and communicating values and principles that can help run the company as well as making decisions and establishing behaviors that are examples of company values. Leaders can set an example and master the company's work culture as a whole and know well the positive and negative sides. Leaders can reinforce values on the things that are expected by the cement industry they lead.

These findings indicate that the supportive leadership style has a high loading factor value compared to other indicators in the Bosowa Banyuwangi cement industry which directly affects work culture on the norm indicator as the dominant indicator in forming latent variables with positive and significant correlations. This means that the better the application of a supportive leadership style will strengthen the work culture in the form of complying with all regulations that apply to the Bosowa Banyuwangi cement industry. With the strong work culture applied to PT. Semen Bosowa Banyuwangi is a potential company that can continue to be socialized and internalized legally and formally to employees.

The results of this study support the results of previous research conducted by Sasingkelo *et al.* (2016); Ramdani (2019); Hardimon *et al.* (2017); and Rizqina *et al.* (2017) which shows that there is a positive and significant influence between leadership style and work culture. This is because the leadership has a great influence and has authority over employees in the application of work culture in PT. Cement Bosowa Banyuwangi.

The Effect of Knowledge Sharing on Employee Performance

The results of the hypothesis test state that knowledge sharing has a positive and significant effect on employee performance. This indicates that knowledge sharing has an influence on employee performance at PT. Cement Bosowa Banyuwangi. This statement is reinforced by the high value of the beta coefficient, which is 0.499. Thus the hypothesis which states that knowledge sharing affects performance is accepted or H3 is accepted. The results of descriptive statistical analysis with the highest mean value lies in the embodied knowledge indicator with the highest agree answer compared to other indicators. This statement received the highest response because employees felt that the emergence of ideas or innovations from each individual needed to be realized by sharing knowledge about the progress of the Bosowa Banyuwangi cement industry.

Knowledge sharing has a positive and significant effect on employee performance due to the great emphasis on the development and implementation of knowledge sharing that can encourage employees to give ideas or innovations for the advancement of the Bosowa Banyuwangi cement industry. The leadership role greatly influences the implementation of knowledge sharing that takes place in organizational life. Therefore, leaders need to pay attention to the activities that exist in knowledge sharing so that employees can be more focused in supporting performance improvements.

The results of this study support the results of previous research conducted by Indah *et al.* (2017); Mardillah & Rahardjo (2017); Astitiani & Sintaasih (2019); Safitri *et al.* (2018); Aristanto *et al.* (2017); Zusnita *et al.* (2018); and Hanapi *et al.* (2020) which states that knowledge sharing has a positive and significant effect on employee performance. This shows that the knowledge sharing built at PT. Semen Bosowa Banyuwangi gives good results and has an impact on improving employee performance in this industry.

The Influence of Leadership Style on Employee Performance

The results of the hypothesis test state that leadership style has a positive and significant effect on employee performance. The leadership style applied to PT. Semen Bosowa Banyuwangi can improve employee performance. This is supported by the high beta coefficient value of 0.426 generated between these two variables. Thus the hypothesis which states that leadership has an effect on performance is accepted or H4 is accepted. There is a relationship between leadership style and employee performance, seen from the indicators that support the leadership style, including: supportive leadership, directive leadership, achievement-oriented leadership and participatory leadership. These four indicators have high values which indicate that the four.

The highest mean value lies in the supportive leadership indicator. The high mean value is related to the leadership role in bringing employees to be able to complete their tasks according to standards and employees can complete tasks in the allotted time. With the encouragement given by the leadership, it can motivate employees to be more active in producing quality cement products and meeting production targets. So that market demand from the Java, Bali and West Nusa Tenggara regions can be met by the Bosowa Banyuwangi cement industry.

These findings are in line with previous studies, including: Mudawiyah *et al.* (2019); Basit *et al.* (2017); Jamaludin (2017); dan Oktora *et al.* (2017), (Chandra *et al.*, 2020), (Priyono *et al.*, 2018), (Nurul Qomariah, Friyanti, *et al.*, 2020), (Kurniawan *et al.*, 2021), (Atikah & Qomariah, 2020), (N. Qomariah *et al.*, 2020), (Nurul Qomariah, 2012), (Nurul Qomariah, Hermawan, *et al.*, 2020), (Priyono *et al.*, 2018), (Wardani *et al.*, 2017), (Bentar *et al.*, 2017), (Sya'roni *et al.*, 2018), (Hendrawan & Budiarta, 2018), (Setiawan & Qomariah, 2022), (Wardani *et al.*, 2017), (Nurul Qomariah, Warsi, *et al.*, 2020), (Hendrawan & Budiarta, 2018). Supportive leadership, directive leadership, achievement-oriented leadership and participatory leadership can improve employee performance. This means that the leadership style at PT. Semen Bosowa Banyuwangi can be maintained.

The Influence of Work Culture on Employee Performance

The results of the hypothesis test state that work culture has a positive but not significant effect on employee performance. This statement indicates that work culture does not affect the performance of PT. Cement Bosowa Banyuwangi. Thus the hypothesis which states that work culture affects employee performance is rejected or H5 is rejected. The highest mean value lies in the regulatory indicator which is marked by the respondents giving the highest agree answer on the work culture variable. The answer agrees to the statement: "I always comply with all applicable regulations in the company". It is very important to implement regulations in companies with the aim of ensuring a balance between the rights and obligations of workers, as well as between the authorities and obligations of employers, providing guidelines for employers and workers to carry out their respective duties and obligations, creating a harmonious, safe and dynamic working relationship between workers and entrepreneurs, in a joint effort to promote and ensure continuity of the company, as well as improving the welfare of workers and their families. The results of this study support the results of previous research conducted by Hidayat (2017), Lina (2014) and Giri *et.al.* (2011), (Nurul Qomariah, 2012), (Atikah & Qomariah, 2020), stated that work culture has a positive but not significant effect on employee performance. This shows that the work culture built at PT. Semen Bosowa Banyuwangi has no effect on improving performance in this industry.

The Effect of Knowledge Sharing on Employee Performance Through Work Culture

The results of the hypothesis test state that knowledge sharing has a negative and insignificant effect on employee performance through work culture. The insignificant effect can be seen through the t statistic of 0.363 which is smaller than the t table value of 1.661, and the beta coefficient value of 0.017. The results of this hypothesis indicate that the work culture built at PT. Semen Bosowa Banyuwangi has not been maximal in mediating knowledge sharing with employee performance, so Knowledge Sharing cannot improve employee performance through work culture.

Work culture does not play a role as a mediating variable because it has no influence on changes in knowledge sharing with employee performance. The results of the analysis show that the direct relationship between knowledge sharing and employee performance has a higher beta value of 0.107, while the indirect relationship is through the mediating variable of work culture with a beta coefficient value of 0.017. This shows that the work culture has not been

able to mediate between knowledge sharing and the performance of employees of PT. Cement Bososwa Banyuwangi.

5 **The Influence Of Leadership Style On Employee Performance Through Work Culture**

6 The results of the hypothesis test state that leadership style has a negative and insignificant effect on employee performance through work culture. The insignificant effect can be seen through the t statistic of 0.538 which is smaller than the t table value of 1.661, and the beta coefficient value of 0.038. The results of this hypothesis indicate that the work culture built at PT. Semen Bosowa Banyuwangi has not been maximal in mediating between leadership style and employee performance, so that leadership style cannot improve employee performance through work culture. 12

Work culture has less role as a mediating variable because it has no influence on changes in leadership style with employee performance. 8 The results of the analysis show that the direct relationship between leadership style and employee performance has a higher beta value of 0.111, while the indirect relationship is through the mediating variable of work culture with a beta coefficient value of 0.038. This shows that work culture has not been able to mediate between leadership style and employee performance at PT. Cement Bososwa Banyuwangi.

CONCLUSION

Based on the theory and previous research as well as the research findings that have been described in the previous chapter, the conclusions in this study are the first, namely the test results prove that knowledge sharing has a negative and insignificant effect on work culture at PT. Cement Bosowa Banyuwangi. The second conclusion is that the test results prove that leadership style has a positive and significant effect on work culture at PT. Cement Bosowa Banyuwangi. The third conclusion is that the test results prove that knowledge sharing has a positive and significant effect on employee performance at PT. Cement Bosowa Banyuwangi. The fourth conclusion from the test results proves that leadership style has a positive and significant effect on employee performance at PT. Cement Bosowa Banyuwangi. The fifth conclusion is that the test results prove that work culture has a positive but not significant effect on employee performance at PT. Cement Bosowa Banyuwangi. The sixth conclusion is that the test results prove that knowledge sharing has a negative and insignificant effect on employee performance through work culture at PT. Cement Bosowa Banyuwangi. The seventh conclusion is that the test results prove that leadership style has a negative and insignificant effect on employee performance through work culture at PT. Cement Bosowa Banyuwangi. 13

IMPLICATIONS

This research produces several implications for the development of theory in human resource management. The first practical implication is that knowledge sharing has no impact on the work culture of PT. Cement Bosowa Banyuwangi. The second practical implication is that leadership style has an impact on employee work culture. The third implication is that knowledge sharing has an impact on employee performance. The fourth practical implication is that leadership style has an impact on employee performance. While the fifth implication states that work culture has no effect on employee performance. Therefore, it is necessary to improve employee work culture in order to improve employee performance. 19

3 **LIMITATIONS**

This research still has limitations, and with these limitations, it is hoped that improvements can be made for future research. The limitations in this study include: the first based on the results of the coefficient of determination, knowledge sharing and leadership style variables are only able to contribute 21.3% to explain work culture variables and 84.4% to

explain employee performance variables. namely that this research only examines one object of research, namely employees of PT. Cement Bosowa Banyuwangi.

SUGGESTIONS

The first suggestion is for further research, it is necessary to add other variables to explain the effect on employee performance. The second suggestion is that the direct influence of leadership style has the greatest value in influencing employee performance, because leadership style can be prioritized in employee performance problems. And the third suggestion is that the use of other variables in further research can have an impact on findings that are more precise in explaining the variables that affect employee performance.

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