

*Research Article*

## **The Influence of Organizational Culture, Work Environment, Knowledge Sharing and Motivation on Employee Performance**

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### **Abstract**

This study aims to determine the effect of organizational culture, work environment, knowledge sharing, and motivation on employee performance. The population in this study were employees of the DKI Jakarta Regional Revenue Agency. The sampling technique used was purposive sampling. The number of respondents in this study was 100 employees. The data analysis method used is multiple regression analysis, t-test (partial), and F-test (simultaneous). The study results show that: (1) Organizational culture positively and significantly affects Employee Performance, the higher the level of organizational culture, the higher the employee's performance. (2) Work Environment does not influence Employee Performance, the lower the work environment owned, the higher the level of employee performance. (3) Knowledge Sharing does not affect Employee Performance, the lower the knowledge sharing owned, the higher the level of employee performance. (4) Motivation has a positive and significant effect on employee performance, the higher the level of motivation, the higher the employee's performance. (5) simultaneously, all independent variables significantly affect the Performance of the DKI Jakarta Regional Revenue Agency Employees.

Keywords: Organizational Culture, Work Environment, Knowledge Sharing, Motivation, Employee Performance.

JEL Classification: E24

How to cite: Dini, A. P., Deviastri, L., (2023). The Influence of Organizational Culture, Work Environment, Knowledge Sharing and Motivation on Employee Performance, *Research of Business and Management (RBM)* 1(1), 41-52

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## **1. Introduction**

Aspects of staffing or workers in an organization are one of the most important things that influence the organization's development. Employees are the main backbone of organizational activities, so workers are expected to show good performance to support the organization in achieving its goals in the future. As for workers in government agencies or the State Civil Apparatus (Aparatur Sipil Negara/ASN), they are expected to perform optimally because it is related to the bureaucracy and national security (Faedlulloh & Noverman, 2019).

State Civil Apparatus (ASN) must have a high sense of responsibility in carrying out their duties (Wuri, Markus, & Neni, 2019). The workers who work in government agencies determine the success or failure of achieving goals for the public interest. The success of a job in a government agency is influenced by a genuine sense of will from the workers. Therefore, workers are required to complete their duties effectively and efficiently. The results of a job will later be able to make a positive and profitable contribution to employees in providing services and achieving the target of an agency. Therefore, to achieve the predetermined targets, human resources are needed in the tax collection section to serve taxpayers well.

Sedarmayanti (2017: 3) states that human resources are all the potential possessed by humans that can be donated or given to society to produce goods/services. On the other hand, humans are also a resource in industry and organization. Therefore resource management includes providing a quality workforce, maintaining quality, and controlling labor costs. Human resources are the only source with the desire, skills, reason, knowledge, power, encouragement, and work. So all of these potentials affect organizational efforts in achieving goals (Sutrisno & Sunarsi, 2019).

An employee is considered successful or not for a job based on the assessment of the work results determined for achievement. Employee performance is the result of work achieved by someone carrying out the tasks assigned to him to achieve work targets (Triyono, 2017). It can be seen from the achievement of targets that have not been achieved, and it can be indicated that there is a decrease in employee performance. So, the importance of realizing the support of employees in carrying out their performance is one of the benchmarks to determine whether an organization or agency has good performance, such as achieving or not achieving the goals set by an organization. So it is concluded that performance is an achievement that can be achieved under the standard criteria set out in work.

If the abilities possessed by employees are by what they are doing, their performance will increase. Therefore, an evaluation or assessment of the performance capabilities of employees is needed. The purpose of conducting a performance appraisal is to determine the success or failure of an employee of the State Civil Apparatus (ASN) and to find out the strengths and weaknesses possessed by the State Civil Apparatus (ASN) concerned in carrying out each of their duties. The results of this assessment can later be considered in employee development. With this assessment, it is hoped that if employees are not under their abilities, action can be taken by re-training employees or employees.

Employee performance has aspects that can have an impact on achieving the goals of an agency. Said by (Muis et al., 2018), one factor that influences performance is the organizational culture of an organization formed to achieve goals through the performance of human resources in the organization. The performance of human resources to date is very much interrelated. Related to the surrounding environmental conditions such as the internal and external environment, including the organizational culture in an agency.

According to Priansa (2018), organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers. The organizational culture in this agency is that the workers always do morning coffee and discussions before starting work, and every Friday, they always hold morning exercises. So that if these cultural habits are not carried out again, it can decrease the performance of future employees. Jufrizen & Khairani (2020) said that decreased performance would harm organizational development. Organizations must be able to overcome problems that occur so that employees can improve performance in achieving the goals set by the organization. Employees must be able to work well together in trying to achieve what they want. Therefore companies or agencies must be able to create a positive organizational culture. If the agency has a positive culture, it will also positively affect employee performance. This could indicate that if there is a lack of instilling a corporate culture in employees, it can affect the performance of both employees and the company (Jufrizen & Khairani, 2020).

In addition to culture, the work environment can affect employee performance. Jufrizen & Khairani (2020) said that one of the factors that influence the performance of the employees themselves is the work environment and organizational culture. Based on the results of interviews conducted on the staffing of the regional revenue agency found problems that occur in the work environment, namely that there are still offices in the sub-district office, there are still service rooms that do not meet the office service standards, and there are still gaps between fellow employees which make conditions in this environment can affect its performance. This argument can be a problem that also causes employee performance to decrease and creates discomfort for employees in their duties, which results in the targets being set not being achieved. In line with what was said by Lestary & Harmon (2017), the work environment is one-factor determining employee

performance. Employee performance is one of the keys to a company's success in achieving success. Therefore, every company must have a work environment suitable for continuing employee work and improving employee performance. Because having a good and adequate environment will affect performance, so if you have a good work environment, it is expected that employees will also have high performance so that the goals of an agency and organization can be achieved.

The next is knowledge sharing, which is the process of sharing, disseminating, and exchanging information and knowledge between individuals, individuals to communities, and between communities for better implementation and creating new knowledge (Tung, 2018: 99). The attitude of employees who support the knowledge sharing process is very much needed in an organization, because it is an effort to create new ideas, increase productivity, and also achieve the vision, mission, and goals of the organization. It can be concluded from the results of interviews that have been conducted that employees who work apply knowledge sharing such as employees who have new ideas, information, or procedures for completing tasks can be shared with fellow employees in carrying out their duties so that if an employee is sick, permission or leave then the work is delegated to other employees so that the work can be completed properly and also with different educational backgrounds, so that knowledge sharing is needed. Therefore, knowledge sharing is needed in an institution or organization to reduce the risk of overcoming a misunderstanding of information between superiors and subordinates and between employees. Wening et al. (2016) said that knowledge-sharing activities affect the increase in employee performance, with employees always trying to learn knowledge and share knowledge with colleagues in one organization. This condition can improve the performance of the employee and the performance of the agency where he is located.

The motivation that can affect employee performance. Motivation is the main foundation for a person's ability to do something right for him. In general, research on motivation has a direct attachment to employee performance. Hutagalung (2022) says that high motivation will encourage employee morale which ultimately affects employee performance, and a conducive work environment will also impact employee personalities. Based on the results of interviews conducted with the staff of the regional revenue agency, the motivation given to employees in the regional revenue agency itself is only carried out by visiting each of its units. Therefore, it can be concluded that the higher the level of motivation in the employee's person, the higher the level of employee performance, and the employee will also provide better performance results so that later can increase the achievements of the institution or company that has been determined. Sudjatmoko & Rusilowati (2022) said that providing stimulation can generate enthusiasm and encouragement to work as optimally as possible so that someone wants to work together, work effectively and integrate with all their efforts to achieve organizational goals and be able to satisfy individual or individual needs. Therefore motivation is the key to an agency's success in achieving its goals.

This study aims to find out and increase knowledge about the influence of Organizational Culture, Work Environment, Knowledge Sharing, and Motivation on the Performance of DKI Jakarta Regional Revenue Agency employees; expanding knowledge about the factors related to employee performance in a company; provide information that can be used by the DKI Jakarta Regional Revenue Agency to reduce and overcome performance problems that occur in agencies.

## 2. Literature Review and Hypothesis

According to Priansa (2018), organizational culture is a habit that has been going on for a long time and is used and applied in life work activities as one of the drivers to improve the quality of work of company employees and managers. The results of research conducted by Bahari et al. (2022) and Mahendra et al. (2022) explain the results that organizational culture has a positive and significant influence on the performance of employees working at Pesenkopi Malang, meaning that the better the organizational culture is maintained, the more it will influence the performance of Pesenkopi employees in Malang. This illustrates that the higher the organizational culture in a company or agency, the more employee performance will increase. Vice versa, the lower the organizational culture, the lower the employee performance.

**H1: Organizational Culture has a positive and significant effect on Employee Performance**

The work environment is everything that is around the employee. It can affect him in carrying out the tasks assigned to him, for example, by having an Air Conditioner (AC), adequate lighting, and other (Afandi, 2018). Based on research from Simanjuntak et al. (2022), Umboh et al. (2022), Adha et al. (2019), and Arista et al. (2022) say the work environment has a positive influence on employee performance and significant. When employees work in a work environment that is comfortable and free from distractions, as well as good working relationships between employees and superiors and among fellow employees will have a good impact on employees in improving their performance. These findings show that if employees' work environment is improving, the higher the employee's performance. On the contrary, if the environment felt

by employees worsens, employee performance will decrease.

**H2: Work Environment has a positive and significant effect on Employee Performance**

According to Paulin & Suneson in Grant & Dumay (2015), knowledge sharing is an exchange of knowledge between two or more individuals, where one party provides the knowledge they have, and the other party assimilates it so that new knowledge is created together. Research conducted by Isili et al. (2022) and Maharani (2016) said that knowledge sharing positively and significantly affects employee performance. This finding means that if knowledge sharing has increased, the performance of employees at the agency will have increased. Conversely, if a company or agency has less knowledge sharing, it will also decrease the performance of employees. By implementing knowledge sharing, each employee will understand more about their duties and responsibilities and know more about their work.

**H3: Knowledge Sharing has a positive and significant effect on Employee Performance**

Motivation is one factor that encourages a person to carry out a certain activity; therefore, motivation is often interpreted as a driving factor for one's behavior (Sutrisno, 2016). Based on research conducted by Pratama (2020), Suardhita et al. (2020), and Wahyudi (2019), it is said that motivation has a positive and significant effect on employee performance. This means that if the motivation of employees increases, their performance will also increase.

**H4: Motivation has a positive and significant effect on Employee Performance**

Research conducted by Bahari et al. (2022) the results of this study say that organizational culture has a positive and significant influence on employee performance. The results of research conducted by Simanjuntak et al. (2022) explain that the work environment partially and simultaneously influences employee performance at PT. Jasa Marga (PERSERO) TBK Belmera Branch. Furthermore, Isili et al. (2022) research said that knowledge sharing had a positive and significant impact on employee performance at the Regional Community and Village Empowerment Service of North Sulawesi Province. Research conducted by Pratama (2020) says that partial motivation positively and significantly affects employee performance at the Metropolitan National Road Implementation Work Unit.

**H5: Organizational Culture, Work Environment, Knowledge Sharing and Motivation together Influence Employee Performance**

### 3. Data and Method

This type of research is quantitative research. The population used in this study was 794 employees who worked at the DKI Jakarta Regional Revenue Agency. The sampling technique used in this research is purposive sampling. The sample in this study was taken using the Slovin formula and obtained a sample of 100 respondents. The data source used in this study uses primary data from respondents' opinions about organizational culture, work environment, knowledge sharing, employee motivation, and performance. The data collection technique used for this research is a field research technique or a survey using a questionnaire. In this study, the response to the questionnaire submitted to these respondents was measured using an ordinal scale. Methods of data analysis using multiple linear regression analysis. The regression equation can be formulated as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + e$$

Where :

Y = Employee Performance

X1 = Organizational Culture

X2 = Work Environment

X3 = Knowledge Sharing

X4 = Motivation

a = Constant

b = Regression coefficient for X1, X2, X3, and X4

e = Errors

### 4. Results

#### Data Quality Test

##### Validity test

In the validity test, the basis for decision making is said to be valid or not if  $r\text{-count} > r\text{-table}$  then the data is said to be valid and if the  $r\text{-count}$  value is  $<$  than  $r\text{-table}$  then the data is invalid.

**Table 1 Results of Validity test**

<b>Organizational Culture</b>			
No.	r <sub>count</sub>	r <sub>table</sub>	Decision
Point 1	0,505	0,196	Valid
Point 2	0,511	0,196	Valid
Point 3	0,421	0,196	Valid
Point 4	0,402	0,196	Valid
Point 5	0,430	0,196	Valid
Point 6	0,418	0,196	Valid
Point 7	0,403	0,196	Valid
Point 8	0,344	0,196	Valid
Point 9	0,369	0,196	Valid
Point 10	0,540	0,196	Valid
Point 11	0,440	0,196	Valid
Point 12	0,467	0,196	Valid
Point 13	0,321	0,196	Valid
<b>Work Environment</b>			
Point 1	0,620	0,196	Valid
Point 2	0,560	0,196	Valid
Point 3	0,402	0,196	Valid
Point 4	0,498	0,196	Valid
Point 5	0,468	0,196	Valid
Point 6	0,655	0,196	Valid
Point 7	0,562	0,196	Valid
Point 8	0,589	0,196	Valid
<b>Knowledge Sharing</b>			
Point 1	0,552	0,196	Valid
Point 2	0,605	0,196	Valid
Point 3	0,617	0,196	Valid
Point 4	0,625	0,196	Valid
Point 5	0,638	0,196	Valid
Point 6	0,436	0,196	Valid
<b>Motivation</b>			
Point 1	0,508	0,196	Valid
Point 2	0,580	0,196	Valid
Point 3	0,528	0,196	Valid
Point 4	0,578	0,196	Valid
Point 5	0,455	0,196	Valid
Point 6	0,554	0,196	Valid
Point 7	0,473	0,196	Valid
Point 8	0,583	0,196	Valid
Point 9	0,603	0,196	Valid
Point 10	0,523	0,196	Valid
Point 11	0,492	0,196	Valid
Point 12	0,314	0,196	Valid
<b>Employee Performance</b>			
Point 1	0,476	0,196	Valid
Point 2	0,435	0,196	Valid
Point 3	0,370	0,196	Valid
Point 4	0,438	0,196	Valid
Point 5	0,506	0,196	Valid
Point 6	0,441	0,196	Valid
Point 7	0,548	0,196	Valid
Point 8	0,362	0,196	Valid
Point 9	0,438	0,196	Valid
Point 10	0,631	0,196	Valid
Point 11	0,474	0,196	Valid

Source: Processed Data, 2022

The r count obtained by each variable and the questions have a greater r count value than the r table, so all questions on each variable are declared valid, according to the table above.

**Reliability Test**

The reliability test was analyzed using the Statistical Package for the Social Sciences (SPSS) program. An instrument with Cronbach's alpha > 0.60 indicates that the instrument is reliable or consistent, but if an instrument <0.60 indicates that the instrument is said to be unreliable or inconsistent.

**Table 2 Results of the Reliability Test**

Variable	Cronbach's Alpha	Min Value	Information
Organizational Culture	0,645	0,60	Reliable
Work Environment	0,660	0,60	Reliable
Knowledge Sharing	0,606	0,60	Reliable
Motivation	0,752	0,60	Reliable
Employee performance	0,626	0,60	Reliable

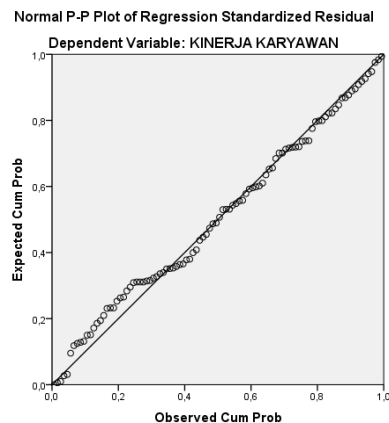
Source: Processed Data, 2022

According to Table 2, every variable has a Cronbach Alpha ( $\alpha$ ) greater than 0.60. This result means that all of the variables in this study are considered reliable.

**Classical Assumption Test**

**Normality test**

The normality test is used to find out whether each variable is normally distributed or not (Ghazali, 2016: 154). If the data spreads the diagonal line and follows the diagonal line or the histogram shows a normal distribution, then the regression model meets the assumption of normality.



**Figure 1 Results of Normality Test**

Source: Processed Data, 2022

The plot results are normally distributed based on the analysis results because the data spread around the diagonal line and follows the diagonal direction. So the data meets normal assumptions or follows the line of normality.

**Multicollinearity Test**

To find out whether there are symptoms of multicollinearity by looking at the Variance Inflation Factor (VIF) and Tolerance values, if the tolerance value is > 0.10 and VIF < 10, it means that there is no multicollinearity in the study, preferably if the tolerance value is < 0.10 and VIF > 10 then there is multicollinearity.

**Table 3 Results of the Multicollinearity Test**

Model	Collinearity statistics	
	Tolerance	VIF
OC	0,561	1.781
WE	0,992	1.008
KS	0,984	1.017
MV	0,557	1.795

Source: Processed Data, 2022

This study obtained a tolerance value of  $> 10$  and a VIF value of  $< 10$  for all variables. So there is no multicollinearity between independent variables.

### Heteroscedasticity Test

The heteroscedasticity test is a test carried out to test whether in the regression model there is an inequality of variance from one observation to another (Ghazali, 2016: 134). If the significant value is  $> 0.05$  then there is no heteroscedasticity, but if the significant value is  $< 0.05$  then there is heteroscedasticity.

**Table 4 Results of the Heteroscedasticity Test**

Coefficients				
Model		Unstandardized Coefficients		Sig.
		B	Std. Error	
1	(Constant)	4,028	2,831	0,158
	Organizational Culture	-0,069	0,054	0,211
	Work Environment	-0,001	0,060	0,988
	Knowledge Sharing	0,065	0,060	0,282
	Motivation	-0,025	0,044	0,577

a. Dependent Variable: Abs\_RES

Source: Processed Data, 2022

Based on the Glesjer test results, the sig value of each variable was  $> 0.05$ , meaning that the independent variable data in this study avoided symptoms of heteroscedasticity and were suitable for testing research.

### Multiple Linear Regression Analysis

The heteroscedasticity test is a test carried out to test whether in the regression model there is an inequality of variance from one observation to another (Ghazali, 2016: 134). If the significant value is  $> 0.05$  then there is no heteroscedasticity, but if the significant value is  $< 0.05$  then there is heteroscedasticity.

**Table 5 Test Results of Multiple Linear Regression Analysis**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,609	4,566		2,324	.022
	OC	0,493	0,088	0,521	5,615	0,000
	WE	-0,068	0,097	-0,049	-0,049	0,488
	KS	0,039	0,096	0,028	0,402	0,688
	MV	0,208	0,071	0,274	2,936	0,004

Source: Processed Data, 2022

The multiple linear regression equation is as follows:

$$Y = 10,609 + 0,493 (OC) - 0,068 (WE) + 0,039 (KS) + 0,208 (MV) + e$$

### Hypothesis Test

Hypothesis testing is intended to find out where the test will be decided later whether the research hypothesis will be accepted or rejected. In testing the hypothesis in this study, the analysis to be used is multiple linear regression analysis. Hypothesis testing is used to see how much influence the research variables have by looking at the significance value which has a P-Value criterion of 0.05: a significance level of 5%.

### T Test

The T-test or partial test in table 5 is explained as follows:

1. Organizational culture has a t value of 5.615  $>$  t table of 1.984. If the significance value is 0.000  $<$  0.05, then H1 is accepted. That is, Organizational Culture has a significant positive influence on employee performance.
2. The work environment has a t value of -0.068  $<$  t table 1.984. If a significance value of 0.488  $>$  0.05, then H2 is rejected. This result means that the work environment does not affect employee performance.

3. Knowledge Sharing has a t value of 0.039 < t table 1.984. If a significance value of 0.688 > 0.05, then H3 is rejected. This result means that Knowledge Sharing does not affect employee performance.
4. Motivation has a t count value of 0.208 > t table 1.988. If the significance value is 0.004 < 0.05, then H4 is accepted. That is, motivation has a significant positive effect on employee performance.

#### F Test

**Table 6 Results of F Test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	342,694	4	85,673	27,960	0,000 <sup>b</sup>
	Residual	291,096	95	3,064		
	Total	633,790	99			

Source: Processed Data, 2022

The calculated F-value is 27, 960 > 2, 69 (F Table) with a significance level of 0.000 < 0.05. As a result, organizational culture, work environment, knowledge sharing, and motivation together (simultaneously) have a significant influence on employee performance.

#### Determination Coefficient Test (R<sup>2</sup>)

**Table 7 Results of Coefficient of Determination (R<sup>2</sup>) Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,735 <sup>a</sup>	,541	,521	1,750

Source: Processed Data, 2022

The R square value is 0.521. This finding means that the dependent variable in this study influences employee performance by 52.1% at the DKI Jakarta Regional Revenue Agency. At the same time, the remaining 47.9% is influenced by other factors not discussed in this study.

## 5. Discussion

### Effect of Organizational Culture on Employee Performance

Based on the results of hypothesis testing, through the t-test obtained t count 5,615 > t table 1,984 and a significant level of 0,000, H1 is accepted, meaning that organizational culture has a significant influence on employee performance. This result shows that the higher the level of organizational culture, the higher the performance of its employees. Vice versa, the lower the level of organizational culture, the lower the performance of its employees. This research is in line with research conducted by Budiantara et al. (2022), Bahari et al. (2022), Mahendra et al. (2022), and Prajitiasari et al. (2022).

### Effect of Work Environment on Employee Performance

Based on the results of hypothesis testing, through the t-test obtained t count -0,049 < t table 1,984 and a significant level of 0,488, H2 is rejected, meaning that the work environment does not affect employee performance. This finding shows that the lower the work environment owned, the higher the employee performance. Vice versa, the higher the level of work environment owned, the lower the employee's performance. This research is in line with Sabilalo et al. (2020) that the work environment does not influence employee performance.

### Effect of Knowledge Sharing on Employee Performance

Based on the results of hypothesis testing, through the t-test obtained t count 0,402 < t table 1,984 and a significant level of 0,688, H2 is rejected, meaning that knowledge sharing does not affect employee performance. This result shows that the lower the knowledge sharing owned, the higher the employee performance. Vice versa, the higher the level of work environment owned, the lower the employee's performance. This research is in line with Saragih et al. (2017) that knowledge sharing does not affect employee performance.

### Effect of Motivation on Employee Performance

Based on the results of hypothesis testing, through the t-test obtained t count 2.936 < t table 1.984 and a significant level of 0.004, then H3 is accepted, meaning that motivation has a positive and significant effect on employee performance. This result shows that the higher the level of motivation, the higher the employee's performance. Vice versa, the lower the motivation, the lower the employee's performance. This research is



in line with research conducted by Pratama (2020), Suardhita et al. (2020), and Wahyudi (2019), that motivation has a positive and significant effect on employee performance.

### **Effect of Organizational Culture, Work Environment, Knowledge Sharing, and Motivation on Employee Performance**

Based on data processing using the F test or hypothesis simultaneously, the result is that the calculated F value is 27.960, which is greater than the F table, which is 2.69, which can be interpreted jointly - the independent variables in this study, namely Organizational Culture, Work Environment, Knowledge Sharing, and motivation have a joint effect on Employee Performance at the DKI Jakarta Regional Revenue Agency.

## **6. Conclusion**

Based on the results of the research conducted, this study concludes that Organizational Culture has a positive and significant influence on Employee Performance at the DKI Jakarta Regional Revenue Agency. That is, the higher the level of organizational culture, the higher the employee's performance. Vice versa, the lower the organizational culture, the lower the employee performance; The Work Environment does not influence Employee Performance at the DKI Jakarta Regional Revenue Agency. The lower the work environment owned, the higher the employee performance. Vice versa, the higher the level of work environment owned, the lower the employee's performance; Knowledge Sharing does not affect Employee Performance at the DKI Jakarta Regional Revenue Agency. The lower the knowledge sharing owned, the higher the employee performance. Vice versa, the higher the level of work environment that is owned, the lower the employee's performance; Motivation has a positive and significant influence on employee performance at the DKI Jakarta Revenue Agency. That is, the higher the level of motivation, the higher the employee's performance. Vice versa, the lower the motivation, the lower the employee's performance; Organizational Culture, Work Environment, Knowledge Sharing, and Motivation have a positive and significant influence on Employee Performance at the DKI Jakarta Regional Revenue Agency.

Researchers suggest that it is necessary to increase innovation by each employee in completing work so that work is not monotonous and also by increasing innovation it is very important for employee performance to be more optimal; superiors or leaders need to praise their employees more often and look for other forms of motivating employees who can increase the value of the motivation given to the team of employees if they can achieve targets and also researchers provide input to give praise to their employees more often if they have completed work on time and if it reaches the specified target; employees who work individually or in teams can be provided with training to increase creativity and sensitivity in work so that initiative arises within themselves; for future researchers, in the future it is necessary to carry out further research by including other variables not examined in this study.

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