

Organizational Culture, Intrinsic Motivation, and Job Satisfaction: What Impact Do They Have on Knowledge Sharing?

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Abstract

Knowledge sharing is one of the positive actions in providing information carried out between individuals in order to share knowledge and improve thoughts and ideas for achieving goals. Government organizations like the Cooperative and SMEs Agency of the Special Region of Yogyakarta (DIY) require knowledge-sharing activities to enhance the public services they offer. The purpose of this study is to comprehend the antecedents of knowledge sharing, with a specific focus on analyzing how organizational culture influences knowledge sharing through the mediation of intrinsic motivation and job satisfaction. This research is a quantitative study that uses primary data collection with a questionnaire instrument. The census collected data from a number of respondents for the study. We processed the data using regression analysis and the Sobel test. The results showed that organizational culture has a role in strengthening intrinsic motivation and building employee satisfaction but is not significant in its contribution to improving knowledge sharing. Likewise, intrinsic motivation is not a predictor of knowledge sharing, which indicates the existence of other factors that need further research. However, this study reveals confirmation of the mediation relationship in the series of organizational culture, job satisfaction, and knowledge sharing variables.

Keywords: intrinsic motivation, job satisfaction, knowledge sharing, organizational culture.

1. Introduction

Team members or employees understand knowledge sharing as the act of openly or indirectly exchanging knowledge with the aim of generating additional knowledge to advance the organization (Kokt & Makumbe (2020). Organizations in the era of digitalization have an awareness of the importance of knowledge resources as intellectual capital to achieve excellence. The greater the company's knowledge and human resources (HR) assets, the higher the organization's image. Therefore, organizations and human resources prioritize development and the achievement of company goals by engaging in knowledge sharing activities as a means of support.

The DIY Cooperative and SMEs Office, a service sector organization in this study, views knowledge sharing as a means of delivering Cooperatives and SMEs development services in the region. The use of technological infrastructure can reduce distance and time constraints for knowledge sharing, increasing the competitiveness of Cooperatives and SMEs in the DIY region. The need for efficient and effective knowledge sharing services can be an appropriate

and innovative solution for SMEs to support their businesses' growth and sustainability. Reviewing the Google Map of the DIY Cooperative and SMEs Office reveals potential for enhancing employee performance in service delivery. The office provides facilities for delivering coaching to the entrepreneurial community, which can support the knowledge sharing process. However, not all employees are efficiently involved in the process of sharing external knowledge with users (Table 1). The office's primary responsibility is to provide business coaching to cooperatives and SMEs, which is a knowledge-sharing activity. Knowledge-sharing activities can also take place with internal customers, specifically fellow employees, as part of preparing information services and providing coaching to cooperatives and SMEs. Therefore, this research aims to identify the factors that can enhance knowledge sharing among employees of the DIY Cooperative and SMEs Office. We study organizational culture because the agency, whose mission is to guide the community, should cultivate knowledge-sharing organizational values. Likewise, employees should have an intrinsic interest in conducting coaching services, and employees feel satisfaction when the coaching they do is successful.

Table 1. Review of Google Maap DIY Cooperative and SMEs Agency

General Service
Employees provide excellent and friendly service.
There are many input staff in the room but the service is not optimized.
Could be a place to further develop the business, because it often participates in training and adds relationships or the SMEs community.
Room facilities are adequate, air-conditioned.
Coaching for SMEs is very helpful.
The 2nd floor's available toilet had died, disrupting user comfort.
Not bad but there are still some rooms that are not necessarily.

Source: Data mining (GoogleMaps, 2024) <https://g.co/kgs/9Fd8Z3s>.

Organizational culture influences knowledge sharing by either fostering an environment that promotes it (Issa & Haddad, 2008) or preventing members from sharing information (Rochim & Budhiasa, 2019). Organizational cultures that emphasize collaboration, open communication, and trust between members tend to facilitate knowledge-sharing practices. Conversely, an organizational culture that emphasizes competition, secrecy, or a strong hierarchy may inhibit knowledge sharing. Therefore, a positive and inclusive organizational culture plays an important role in encouraging productive and innovative knowledge-sharing behavior. Alignment between organizational cultural values and values that support knowledge sharing

is critical to creating a work environment that promotes effective information exchange and sustainable collaboration.

Rochim & Budhiasa (2019) research results show that organizational culture has no significant impact on knowledge sharing, while Issa & Haddad (2008) show that organizational culture has a significant effect on knowledge sharing among construction industry employees in the United States, where employees feel comfortable sharing information, ideas, and knowledge without fear of punishment or negative consequences. It appears that previous research findings still have inconsistencies that allow for retesting in different research settings. Similarly, there is a suspicion that a mediator is required to overcome this insignificant influence. In the research of Putra et al. (2020) organizational culture has a significant effect on intrinsic motivation, according to Putra et al. (2020); further research by Olatokun & Nwafor (2016) shows that intrinsic motivation has a significant effect on knowledge sharing. So this study proposes that employee intrinsic motivation acts as a moderator. Sobihah et al. (2017) findings demonstrated a significant impact of organizational culture on job satisfaction. Additionally, Kucharska and Bedford (2019) asserted that job satisfaction plays a crucial role in knowledge sharing, leading us to reexamine the role of satisfaction as a mediator in this study.

2. Literature Review

Organizational culture is a system of shared understanding within a company or organization that guides its members in behaving and making decisions (Sunsuria & Sunsuria, 2019). Awareness of the common interests and responsibilities carried out by all members forms organizational culture, characterizing a company (Sawan et al., 2021). Members of the organization often describe organizational culture, also known as corporate culture, as understood values and symbols that foster a sense of unity and unique identity (Sobihah et al., 2017). Members' management and behavior reflect patterns of beliefs, values, and methods learned from the organization's historical experience (Denison & Mishra, 1995).

Intrinsic motivation is an internal drive that arises within oneself without the need for external encouragement (Elif & Zekiye, 2020). Extrinsically motivated employees, on the other hand, act only when offered incentives (Olatokun & Nwafor, 2016). The level of influence that motivation has on a person is highly dependent on how much motivation there is (Margahana et al., 2018). With high motivation, a person will show a high level of focus, thoroughness, and dedication in achieving their desired goals (Margahana et al., 2018).

Job satisfaction is a representation of the form of happiness or emotion of employees over the way they view and carry out work activities, cooperation between employees, rewards received at work, and problems related to physical and psychological factors (Alromaihi et al., 2017). Job satisfaction is a concept used in the scope of work to evaluate an employee's emotional response to his duties and responsibilities (Sami et al., 2011). Job satisfaction can be influenced by various factors, but not limited to the salary factors received by employees, advancement opportunities available in the workplace, the quality of management that leads and manages the team, and the dynamics of interaction with superiors and coworkers in the work environment (Alromaihi et al., 2017). The positive attitude and satisfaction felt by employees towards the

work they do shows a sense of appreciation for work activities and results (Sunsuria & Sunsuria, 2019).

Knowledge sharing is the process of workers exchanging information, skills, and insights that support the creation of collective understanding and the development of innovation in the organization (Nonaka & Takeuchi, 1995). Knowledge sharing improves individual and organizational performance through the availability of information that supports better decision-making (Bock et al., 2005). Knowledge sharing arises because it is based on motivation that can arise from within oneself or because of the availability of organizational rewards and recognition (Al-Alawi et al., 2007). However, the relationship between one worker and another needs to be based on trust to maintain this knowledge-sharing behavior (Andrews, 2000). Information technology plays a role that facilitates knowledge sharing; providing a platform and information storage needs to be done for efficiency (Alavi & Leidner, 2001). However, it is still necessary to develop the ability to share knowledge within the work team in order to have an impact on increasing innovation and adapting to the business environment (Smith et al., 2005).

Knowledge sharing is used as a strategy by organizations to create creativity and innovation, which is a process in which individuals exchange information to enrich organizational knowledge and gain a competitive advantage (Sa'adah & Rijanti, 2022). Organizational culture plays an important role in influencing employees' intrinsic motivation by emotionally connecting with organizational goals through values, norms, and expectations. A work environment that supports creativity and rewards achievement also fosters intrinsic motivation. Alignment between individual and organizational values in culture can strengthen intrinsic motivation, create inspiring conditions, and improve organizational performance. Research by Putra et al. (2020) showed that organizational culture has a significant effect on intrinsic motivation.

H1: Organizational culture has a significant positive effect on intrinsic motivation.

Organizational culture affects job satisfaction because it creates the conditions of the work environment that influence employee perceptions. Values, norms, and practices within the organizational culture influence employees' connections to the company's goals and values, which impacts job satisfaction. Knowledge sharing practices involve changing and updating the information available to colleagues in the organization with the aim of increasing value (Kucharska & Bedford, 2019). Employees are more satisfied if the organizational culture encourages engagement, appreciation, and support for personal growth. A culture that supports collaboration and open communication also increases job satisfaction by creating a pleasant and productive work environment. Value conflicts and job dissatisfaction can arise if individual values do not align with the organizational culture. In the research of Sobihah et al. (2017) organizational culture has a significant effect on job satisfaction.

H2: Organizational culture has a significant positive effect on job satisfaction.

Intrinsic motivation is an internal drive that encourages individuals to perform activities.

Intrinsic motivation spurs individuals to contribute without regard to external rewards. In the work environment, intrinsic satisfaction can stimulate knowledge sharing, which can strengthen relationships among colleagues, enhance collaboration, and advance innovation, ultimately benefiting organizational performance. Research has shown that individuals who feel intrinsic satisfaction from knowledge sharing tend to be more eager and committed to expanding their knowledge and skills and to achieving common goals (Olatokun & Nwafor, 2016). Other studies confirm that individuals with strong intrinsic motivation have a desire to share information due to an inner drive to share with others (Obrenovic et al., 2020). In addition, intrinsic motivation was found to have a significant positive impact on knowledge sharing behavior in various organizational contexts (Fischer et al., 2019).

H3: Intrinsic motivation has a significant positive effect on knowledge sharing.

Organizational culture has the main focus of regulating, guiding, and shaping the attitudes and behaviors of individuals involved in organizational activities (Sunsuria & Sunsuria, 2019). Both individually and collectively, individuals cannot avoid the influence of organizational culture. Organizational members are influenced by various resources in the organization as stimuli, thus developing distinctive characteristics when compared to other groups or companies. Organizations that have a good organizational culture will implement knowledge sharing to help each other with the progress of the organization. In the research of Lee et al. (2016), Suppiah et al. (2017), and Sawan et al. (2021) it was found that organizational culture has a significant influence on knowledge sharing behavior.

H4: Organizational culture has a significant positive effect on knowledge sharing.

Job satisfaction is a positive feeling that arises in individuals towards the work that has been done. Individuals who feel job satisfaction can influence an individual's tendency to share knowledge and collaborate with colleagues, which in turn increases the flow of information and knowledge in the organization. The knowledge sharing process includes providing knowledge to others through face-to-face communication (knowledge donating) and seeking and gathering knowledge through consulting with others (knowledge collecting) (Chiu et al., 2006; Wasko & Faraj, 2005). Improving job satisfaction can be an effective strategy to encourage a strong and innovative knowledge sharing culture in the workplace. In Kucharska and Bedford, (2019) research, it was stated that job satisfaction has a significant positive effect on knowledge sharing.

H5: Job satisfaction has a significant positive effect on knowledge sharing.

Intrinsic motivation is an encouragement that comes from within to carry out activities well to achieve satisfaction within himself. Intrinsic motivation that develops can be caused by an organizational environment that has a positive organizational culture (Putra et al., 2020). An organizational culture that encourages collaboration and the exchange of ideas will increase employees' intrinsic motivation. When employees feel supported to share knowledge and experience, employees will feel internal satisfaction for their contribution to helping the organization achieve common goals (Olatokun & Nwafor, 2016). A supportive and positive

work environment can encourage employees to be more motivated to share their knowledge with colleagues (Sawan et al., 2021). So intrinsic motivation can act as a mediator between organizational culture and knowledge sharing (Sihombing, 2020).

H6: Intrinsic motivation mediates the relationship between organizational culture and knowledge sharing.

The feelings of employees who are satisfied with the results of their work and the feedback provided by the organization have a significant impact on employee motivation and behavior. Organizational culture has an important role in causing job satisfaction (Sobihah et al., 2017). Organizational culture needs to be supportive, inclusive, and promote appreciation of employee contributions. Feelings of being valued, supported, and motivated will encourage employees to actively contribute to the knowledge-sharing process. Individuals who feel successful provide them with information about effective ways to complete tasks. This causes job satisfaction to act as a mediator between organizational culture and knowledge sharing. The findings of Kucharska and Bedford (2019) show that job satisfaction can be a mediator between organizational culture and knowledge sharing.

H7: Job satisfaction mediates the relationship between organizational culture and knowledge sharing.

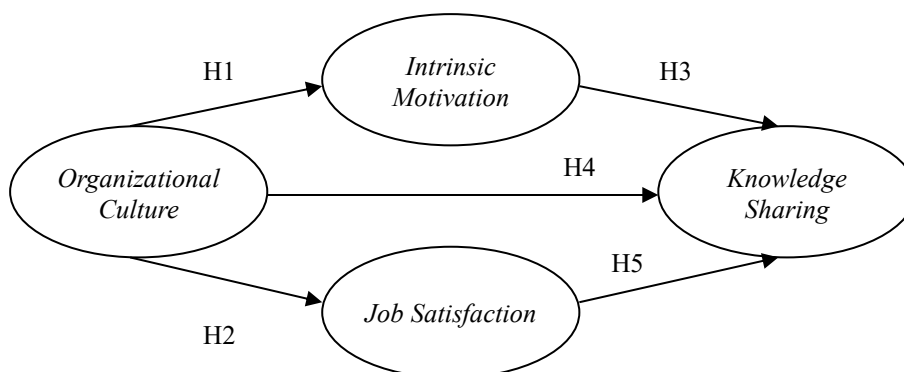


Figure 1. Research Framework

3. Research Method

This research was conducted at the Cooperatives and SMEs offices of the Special Region of Yogyakarta, with a population of 42 employees. Respondents used in this study were all members of the population, namely 42 people, or those taken by census. Data collection was done using questionnaires distributed through the information section of the DIY Cooperative and the SMEs Office. The existing data was then analyzed using the SPSS software application and the Sobel Test. Researchers used a 1–5 Likert scale instrument, from strongly disagree (1) to strongly agree (5). Measurement of intrinsic motivation variables using the Ganesan and Weitz (1996) source, which has six statement items, examples include “I really care about my work” and “my work is very fun and challenging.” Measurement of organizational culture variables using the source of Ganesan and Weitz (1996) which has eight statement items and

examples of statements “Most people in this company get input when making decisions that can affect them,” and “cooperation and collaboration across functional roles are actively encouraged.” Measurement of job satisfaction variables using Denison & Mishra (1995) which has eight statement items and examples of statements “Most people in this company get input when making decisions that can affect them,” and “cooperation and collaboration across functional roles are actively encouraged.” Measurement of job satisfaction variables using Luthans (2002) which has 13 statement items, for example, “The organization strongly considers my goals and values” and “Help is available from the organization when I have problems.” Measurement of knowledge sharing variables using Chiu et al. (2006) and Wasko and Faraj (2005) with statements such as “I am willing to help other participants in my organization” and the statement “Knowledge shared by members in the organization is understandable.”

4. Finding and Discussion

Characteristics of respondents. The characteristics of respondents at the DIY Cooperative and SMEs Office are shown in Table 2, with 22 male (52.4%) and 20 female (47.6%) respondents. Respondents are dominated by the 51–60 age group, with a total of 19 people (45.2%). This age range often reflects broad and deep experience in various aspects of life and work, so it can be a role model and motivator for juniors in the organization. Respondents' education is dominated by a high school or equivalent background for as many as 18 people (42.9%).

Table 2. Respondent Characteristics

Category	Description	Amount	Percentage (%)
Gender	Male	22	52.4%
	Female	20	47.6%
Age	20 - 35 years	6	14.3%
	36 - 50 years	17	40.5%
	51 - 60 years	19	45.2%
Education	Middle school/equivalent	3	7.1%
	High school/equivalent	18	42.9%
	S-1	11	26.2%
	Postgraduate (S2/S3)	10	23.8%

Validity and Reliability Test. The validity test measurement is tested by comparing the r count with the r table (0.2573). The instrument value will be valid if the r count is greater than the r table. The test resulted in an r count of organizational culture variables (0.425–0.705), intrinsic motivation (0.433–0.708), job satisfaction (0.260–0.788), and knowledge sharing (0.429–0.697), meaning that all items are valid because > 0.257 . Table 3 presents the reliability test with Cronbach's alpha values of organizational culture (0.884), intrinsic motivation (0.860), job satisfaction (0.857), and knowledge sharing (0.842) greater than 0.6, so the instrument is considered reliable.

Table 3. Reliability Test

Variable	Cronbach's alpha	Critical value	Description
Organizational Culture	0.884	0.6	Reliabel
Intrinsic Motivation	0.860	0.6	
Job Satisfaction	0.857	0.6	
Knowledge Sharing	0.842	0.6	

Classical Assumption and Hypothesis Testing. The results of classical assumptions (Table 4) show that there is no multicollinearity with tolerances > 0.01 and $VIF < 10$. Normality is also met with the Kolmogorov-Smirnov test, asymptote sig. > 0.05 . Heteroscedasticity using the Park Test shows no problem with a sig value. > 0.05 . The results of hypothesis testing show that the effect of organizational culture on intrinsic motivation (H1) is supported by a t value of 5,805 (sig. $0.000 < 0.05$). The effect of organizational culture on job satisfaction (H2) is supported by a t value of 7.042 (sig. $0.000 < 0.05$). The effect of intrinsic motivation on knowledge sharing is not supported by a t value of 0.367 (sig. $0.716 < 0.05$). The effect of organizational culture on knowledge sharing is not supported by a t value of 1.022 (sig. $0.313 < 0.05$). The effect of job satisfaction on knowledge sharing is supported by a t value of 3.358 ($0.002 < 0.05$).

Table 4. Classical Assumption Test Results

Ind.	Dep.	Multicollinearit		Normalit	Heteroscedasticit	
		y Toll.	VIF	y Sig.	y T	Sig.
Organizational Culture	Intrinsic Motivation	-	-	0.173	1.827	0.075
Organizational Culture	Job Satisfaction	-	-	0.200	0.840	0.406
Intrinsic Motivation		0.357	2.799		-	0.487
					0.702	
Organizational Culture	Knowledge Sharing	0.426	2.348	0.200	-	0.861
					0.176	
Job Satisfaction		0.294	3.403		0.950	0.348

The results of testing H1 (Table 5) show that organizational culture has a significant positive effect on intrinsic motivation at the DIY Cooperative and UMKM Office. This finding confirms the findings of Putra et al. (2020) that organizational culture has a significant positive effect on intrinsic motivation. Individuals who have intrinsic motivation tend to be influenced by an organizational environment that has a strong and positive culture. A supportive organizational culture means enriching individual work experiences, providing opportunities for growth, feeling valued, and feeling satisfaction at work. Collaboration, open communication, and team support strengthen individuals' intrinsic motivation by building strong social relationships and

providing the necessary emotional support. The results show the dominance of respondents' ages between 51 - 60, bringing extensive experience inside and outside the organization. This experience plays an important role in the formation of a positive and productive organizational culture. With a variety of experiences, the potential to create and maintain a good organizational culture is greater. Individuals in this age group are better able to understand important values and have the skills and knowledge to create a supportive and motivating work environment, thus strengthening the positive influence of organizational culture on intrinsic motivation.

Table 5. Hypothesis Test

	Ind.	Dep.	Unstand. Coeff.		Stand. Coeff.	T	Sig
			B	Std. Err.	Beta		
H1	Organizational Culture	Intrinsic Motivation	0.472	0.081	0.676	5.8050.000	S
H2	Organizational Culture	Job Satisfaction	0.755	0.107	0.744	7.0420.000	S
H3	Intrinsic Motivation		0.052	0.141	0.061	0.3670.716	NS
H4	Organizational Culture	Knowledge Sharing	0.092	0.090	0.156	1.0220.313	NS
H5	Job Satisfaction		0.358	0.107	0.616	3.3580.002	S

S: Supported; NS: Non-Supported.

The results of testing H2 show that organizational culture has a significant positive effect on job satisfaction at the DIY Cooperative and UMKM Office. This result is in accordance with the findings of Sobihah et al. (2017) that organizational culture significantly affects job satisfaction. The existence of an organizational culture that encourages employees to follow the values, beliefs, and norms that exist in the organization helps employees understand what is expected of them, which reduces confusion and increases job satisfaction. Employees tend to feel more satisfied carrying out their tasks because they feel cared for, valued, and involved in an environment that supports mutual growth and success. This increases job satisfaction. A supportive culture in organizations is often in the form of career development and training opportunities. When employees have avenues for growth and skill development and recognition for the acquisition of new competencies, they tend to be satisfied with their jobs.

The results of testing H3 found that intrinsic motivation has no significant effect on knowledge sharing. This result does not confirm the findings of Olatokun & Nwafor (2016) which state that intrinsic motivation has an effect on knowledge sharing. Despite being in a good environment, individuals may feel that excessive knowledge sharing may threaten their own position sometime in the future due to the fear of competitive advantage or uniqueness being imitated, even though they are intrinsically motivated. The lack of infrastructure for efficient

knowledge sharing in government organizations can also be the cause; without supportive tools and processes, knowledge sharing becomes a difficult task to do and less attractive to employees. Government organizations often have strict bureaucratic and hierarchical structures, slow decision-making environments, and long chains of command that impede the flow of information even if individuals have an intrinsic motivation to share.

The results of testing H4 state that organizational culture has an insignificant positive effect on knowledge sharing at the DIY Cooperative and SMEs Office. This result is not in accordance with the findings of Suppiah et al. (2017) and Sawan et al. (2021), which state that organizational culture has a significant influence on knowledge sharing. Rigid and hierarchical bureaucratic structures in government organizations often hinder the flow of knowledge-sharing information; long and formal procedures make knowledge-sharing inefficient. Technological infrastructure support is also necessary for efficient knowledge sharing; without a digital collaboration platform, the knowledge sharing process is time-consuming and a difficult task. In addition, the many formal and specific reporting files faced by employees often make employees immersed in routine operational administrative tasks that can reduce strategic knowledge sharing opportunities..

The results of testing H5 state that job satisfaction has a significant positive effect on knowledge sharing. This finding is in accordance with Kucharska and Bedford (2019), who stated that job satisfaction has a significant effect on knowledge sharing. Satisfied employees tend to have a desire to contribute to the organization; they share knowledge because they feel part of the community and want to see the organization succeed. Job satisfaction is also often related to good social relationships in the workplace. Employees with good relationships tend to share knowledge because of the trust and support of the team. Likewise, satisfied employees will reduce the contribution of conflict creation, and a less stressful situation will make it more comfortable to share knowledge in the work environment.

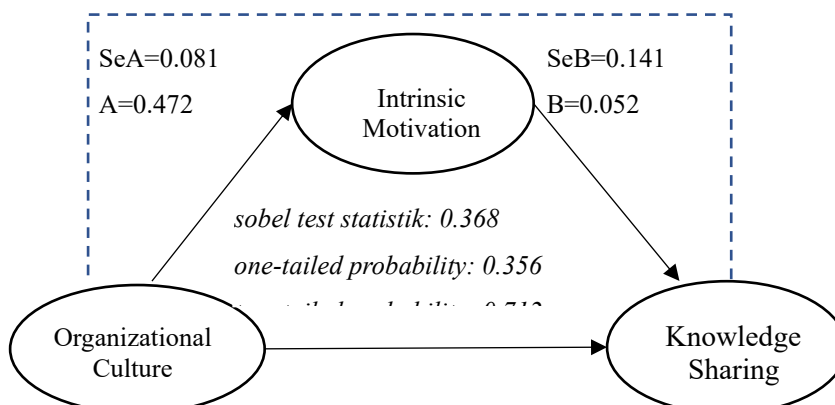


Figure 2. Intrinsic Motivation Mediation Test Results

The results of testing H6 in Figure 2 show that if the mediation test results in a one-tailed probability value of $0.356 > 0.05$, which means that it is not supported, the intrinsic motivation variable does not have a role as a mediator in the relationship between organizational culture

and knowledge sharing behavior at the DIY Cooperative and SMEs Office. Other factors, such as organizational structure, reward systems, and information technology applied, can affect knowledge sharing more than organizational culture and intrinsic motivation. Technology infrastructure that is less supportive or available but not applied in work operations in depth due to limited information technology skills in employees who are on average senior makes employees reluctant to share knowledge.

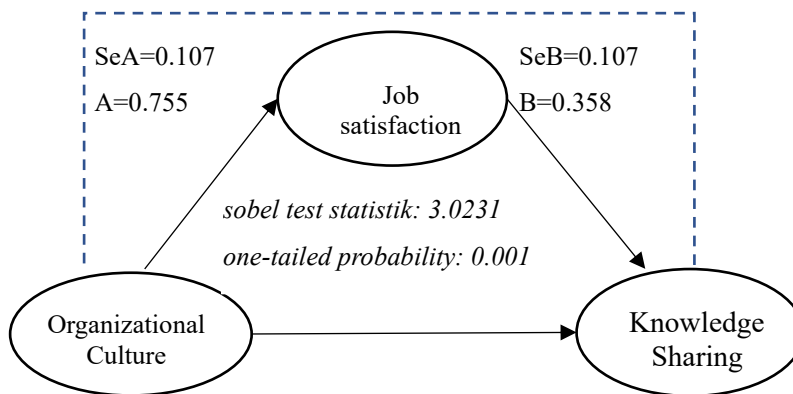


Figure 3. Job Satisfaction Mediation Test Results

The results of testing H7 presented in Figure 3 show a one-tailed probability value of 0.001 < 0.05, which means that it is supported that the job satisfaction variable has a role as a mediator in the relationship between organizational culture and knowledge sharing at the DIY Cooperative and SMEs Office. This result is in accordance with the findings of Kucharska and Bedford (2019), which state that job satisfaction is a mediator of organizational culture in knowledge sharing. The values instilled in organizational culture contribute to the development of individual job satisfaction. When individuals feel satisfied in the work environment, they tend to be more motivated to share knowledge with coworkers. This illustrates that job satisfaction plays an important role in encouraging individuals to participate in knowledge sharing practices and strengthens the relationship between organizational culture and knowledge sharing behavior.

5. Conclusion

This research conducted at the DIY Cooperative and SMEs Office aims to examine the effect of organizational culture on knowledge sharing through the mediation of intrinsic motivation and job satisfaction. Organizational culture was found to have a positive and significant effect on intrinsic motivation and job satisfaction. The implication for organizational leaders is that it is necessary to evaluate the current organizational culture, which is still considered weak in supporting the development of employee motivation and job satisfaction. This is important because improving the culture can bring job satisfaction to a higher level, and satisfied employees were found to behave more when sharing knowledge. The development of information technology infrastructure and employee skills in its use are important future goals to support information sharing activities in line with the needs of organizational digitization.

The findings show that intrinsic motivation and organizational culture have no significant effect on knowledge-sharing behavior. Although there is evidence that the effect of organizational culture on knowledge sharing is mediated by job satisfaction, the insignificant effect can be a consideration for future researchers to further explore the underlying reasons and better understand other aspects that have not been explored. Future research can also relate to the antecedents of extrinsic motivation and expand population coverage to provide richer and more comprehensive insights. Exploring the influence of the availability of information technology infrastructure and the skills of employees in the organization to use it is also important when predicting the antecedents of knowledge sharing activities.

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