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The Influence of Organizational Culture, Employee Engagement, Organizational Communication, and Self-Efficacy on Employee Performance with Knowledge Sharing as a Mediating Variable

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ABSTRACT

This study aims to analyze the influence of organizational culture, employee engagement, organizational communication, and self-efficacy on employee performance with knowledge sharing as a mediating variable among Generation Z employees at PT. Casuarina Harnessindo Pemalang. The research method used in this study employs a quantitative approach. The population in this study consists of 1,818 Generation Z employees at PT. Casuarina Harnessindo Pemalang in September 2024. Based on the Slovin formula, the sample used in this study consisted of 100 respondents. The sampling technique used in this study is purposive sampling. The data analysis technique used in this research is multiple linear regression analysis. Through this research, the researcher conducted data processing in 2 equations, where knowledge sharing and employee performance are the dependent variables. The results of this study indicate that the variables of organizational culture, employee engagement, organizational communication, self-efficacy, and knowledge sharing have a positive and significant impact on employee performance, and the variable knowledge sharing is able to mediate the influence of organizational culture, employee engagement, organizational communication, and self-efficacy on the employee performance of Generation Z at PT. Casuarina Harnessindo Pemalang. These findings highlight the importance of organizational culture, employee engagement, organizational communication, self-efficacy, and knowledge sharing in improving employee performance, particularly for Generation Z employees at PT. Casuarina Harnessindo Pemalang.

1. Introduction

Human Resource Management (HRM) in the industrial world is the process of addressing various issues within the scope of employees, workers, managers, and other labor forces to support the activities of the organization or company to achieve the predetermined goals. The general objective in the industrial world is to improve employee performance through effective management of human resources. Human resources are one of the important

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factors in the sustainability of a company, and success in achieving goals is also closely tied to their contribution (Madya, 2018). In the workplace, the role of Generation Z is becoming increasingly significant, especially with the development of technology and changes in work culture. Generation Z enters the workforce with a different perspective, having grown up with technology and the internet, which have become integral parts of daily life. Generation Z tends to be bolder in expressing opinions and seeking meaning in their work. Companies are required to adapt and update their strategies. Organizations need to create a work culture that is attractive to young employees, offer opportunities for self-development, and show a commitment to social responsibility. The use of technology in work processes is also key to attracting and retaining talent from the innovative Generation Z so that Generation Z can become the main driving force for the company's progress in the future (Wahyudi et al., 2024). The increase in Generation Z employees means that they must face specific challenges in the workplace influenced by several factors, such as organizational culture, employee engagement, internal communication, and self-efficacy, that affect their performance. A positive organizational culture, high employee engagement, effective communication, and self-efficacy greatly influence their performance. Employee performance is defined as the process of evaluating and assessing an individual's work results in the context of organizational goals (Armstrong, 2017). Meanwhile, knowledge sharing as a mediating variable is an individual's effort to share information, experiences, and knowledge with colleagues within an organization (Suhartono 2018).

PT. Casuarina Harnessindo was first established on August 21, 1997, in Bekasi, West Java, specifically in the Jababeka industrial area. With the increase in demand and the advancement of the times, the company opened a new branch located in Pemalang Regency, specifically at Jl. Kolonel Sugiyono No. 151, Taman District, Pemalang Regency, Central Java, on January 1, 2017. PT. Casuarina Harnessindo is a company engaged in the automotive industry, producing wire harnesses (motor vehicle electrical cables) as its main product. PT. Casuarina Harnessindo is a wire harness vendor and collaborates with various other major companies, such as PT. Yamaha Motor Manufacturing Indonesia, PT. Toyota Manufacturing Indonesia, PT. Milenia Mega Mandiri, PT. Sumber Mas Autorindo, PT. Prima Komponen Indonesia, PT. Pindad, and many more. As a company with high integrity, PT. Casuarina Harnessindo Pemalang routinely conducts employee performance evaluations at the end of the work period for the next contract using the Management by Objectives (MBO) method. According to Dessler (2013), Management by Objectives (MBO) is carried out by setting specific goals for each employee that can be measured periodically.

Based on the employee attendance data of PT. Casuarina Harnessindo Pemalang from January to December 2024, the total number of employees on leave was 67, sick leave was 1,676, and unauthorized absences were 748. This condition reflects the importance of balancing work responsibilities and personal life. This high total absenteeism indicates that employees have a poor

understanding of the organizational culture and tend to be less committed. Therefore, it is important for the company to clarify and communicate the existing culture and policies so that employees can participate actively and responsibly. Building self-efficacy at PT. Casuarina Harnessindo Pemalang can help create a positive work culture, where every employee feels responsible for achieving the company's targets. The summary of the final assembly target report from January to December 2024 shows that in July 2024, the target achievement decreased to 99%. Therefore, further analysis is needed to understand the factors affecting employee performance at PT. Casuarina Harnessindo Pemalang.

Several factors that are suspected to influence employee performance at PT. Casuarina Harnessindo Pemalang include organizational culture, employee engagement, organizational communication, self-efficacy, and knowledge sharing as mediating variables. The research gap from several previous studies serves as the background for this research. The research conducted by Audia & Silvianita (2022) shows that the organizational culture variable has a positive and significant effect on employee performance through knowledge sharing as an intervening variable. However, this differs from the research conducted by Nurcahaya et al. (2023), where the organizational culture variable does not affect employee performance through knowledge sharing as a mediating variable. The research conducted by Habibah (2023) shows that the employee engagement variable has a positive effect on employee performance through knowledge sharing as a mediating variable. However, this differs from the research by Yusuf et al. (2019), where the employee engagement variable does not affect employee performance.

Research conducted by Lubertri & Azizah (2020) shows that the organizational communication variable positively affects employee performance through knowledge sharing as a mediating variable. However, this differs from the research conducted by Salam (2021) which shows that the organizational communication variable does not affect Islamic performance through knowledge sharing as an intervening variable. Research by Chandrika & Setyawati (2023) found that the self-efficacy variable significantly positively affects employee performance through knowledge sharing as an intervening variable. However, this contrasts with the research conducted by Fauziyyah & Rohyani (2022) and Khusnatul (2022) which shows that the self-efficacy variable does not affect employee performance.

Although previous research has discussed the influence of these factors on employee performance, studies specifically examining this phenomenon in the context of Generation Z employees at PT. Casuarina Harnessindo Pemalang are still limited. Moreover, research that integrates these four independent variables into a single study is still rare. Therefore, this study aims to analyze the influence of organizational culture, employee engagement, organizational communication, and self-efficacy on employee performance at PT. Casuarina Harnessindo Pemalang. The results of this research are expected to serve as a

consideration in determining policies and efforts to develop human resources, as well as to establish strategic steps at PT. Casuarina Harnessindo Pemalang in implementing organizational culture in the workplace to achieve the vision, mission, and objectives. This research can also serve as an academic reference in understanding the factors that influence employee performance through knowledge sharing as a mediating variable in a compan.

2. Theoretical Framework and Hypotheses Development

2.1. Employee Performance

According to Dessler (2017) performance includes the evaluation of work results and behaviors expected in achieving organizational goals, which can be measured through the quality and quantity of employee work. Performance reflects the speed in completing assigned tasks, emphasizing that performance evaluation should not only focus on the final results but also on the process individuals go through to achieve those goals. Several factors that influence employee performance include potential ability and reliability ability factors, as well as motivation factors formed from attitudes.

2.2. Hypotheses Development

2.2.1 Effect of Organizational Culture on Employee Performance

According to Robbins (2017), Organizational culture is a set of values, norms, and beliefs embraced by the members of the organization, and it serves as a guideline for behavior. A strong organizational culture can enhance employee motivation and engagement, thereby positively impacting the overall performance of the organization (Santoso, 2016). Employee performance is a mix of work results and how the work is done, both of which affect the organization's success. Research conducted by M. Muhammad et al. (2022), Sagala et al. (2023), Ummah (2019), and Nelson & Panjaitan (2023) proves that organizational culture has a positive and significant impact on employee performance. Based on that argument, hypothesis 1 can be formulated as follows:

H1: Organizational Culture has a positive effect on Employee Performance

2.2.2 Effect of Employee Engagement on Employee Performance

According to Gallup (2017), Employee engagement is how involved workers are in their jobs and how connected they feel to the company. Employee engagement is not just about job satisfaction but also includes the emotional and mental involvement of employees in carrying out tasks within the organization. Thus, employee engagement has a direct impact on productivity and employee retention. Employee engagement cannot be separated from company performance because employees are the driving force of the company itself (Harry Febriansyah, 2020). Research conducted by Nur et al. (2021), Umair Mughal (2020), and Fauzya & Chaniago (2022) proves that employee

engagement has a positive and significant impact on employee performance. Based on that argument, hypothesis 2 can be formulated as follows:
H2: Employee Engagement has a positive effect on Employee Performance

2.2.3 Effect of Organizational Communication on Employee Performance

According to Wayan (2017), Another factor that can affect employee performance is communication. Communication is a form of human interaction that mutually influences one another, whether intentionally or unintentionally. Communication has a positive impact on employee performance. Smoother and faster communication facilitates the establishment of work relationships, which in turn leads to improved employee performance. Research conducted by Sivaram et al. (2019), Faizah (2024), and Mansyur et al. (2022) proves that organizational communication has a positive and significant impact on employee performance. Based on that argument, hypothesis 3 can be formulated as follows:
H3: Organizational Communication has a positive effect on Employee Performance

2.2.4 Effect of Self efficacy on Employee Performance

Self-efficacy can guide an individual's behavior to think and be motivated to complete tasks with high confidence. Individuals with high self-efficacy will have the perseverance to achieve or reach their desired targets (Fangohoy et al., 2024). The effectiveness of employee performance, demonstrated by the quality and quantity of work results, will only occur if each employee is aware of their potential to deliver optimal results. Research conducted by Carter et al. (2018), Fangohoy et al. (2024), and Ary & Sriathi (2019) proves that self-efficacy has a positive and significant impact on employee performance. Based on that argument, hypothesis 4 can be formulated as follows:
H4: Self efficacy has a positive effect on Employee Performance

2.2.5 Effect of organizational culture on employee performance through knowledge sharing as a mediating variable

According to Robbins (2017), Organizational culture is a set of values, norms, and beliefs embraced by the members of the organization, and it serves as a guideline for behavior. This culture encompasses communication methods, work practices, and decision-making within the organization, as well as creating a collective identity that influences employee performance, job satisfaction, and loyalty. According to Panggabean & Silvianita (2021), they argue that if knowledge sharing and organizational culture are implemented and carried out diligently, they can enhance employee performance. Research conducted by Badri & Cahyani (2024), Aulia (2019), and Audia & Silvianita (2022) proves that knowledge sharing plays a positive and significant role in mediating the influence of organizational culture on employee performance. Based on that argument, hypothesis 5 can be formulated as follows:

H5: Knowledge Sharing is capable of mediating the effect of Organizational Culture on Employee Performance

2.2.6 Effect of employee engagement on employee performance through knowledge sharing as a mediating variable

Employee engagement has a significant positive relationship with employee performance. Employees with a high level of engagement tend to show better performance in their work. This study shows that when workers feel engaged and dedicated to the company's tasks and goals, they are more driven to do their best. Employees who are actively engaged in their work are more likely to share knowledge with their colleagues, which ultimately enhances collaboration and innovation within the team. Thus, by sharing knowledge, employees not only improve their own work outcomes but also contribute to the overall performance improvement of the organization (Faqqor, 2019). Research by Gunawan & Wardana (2018), Latupapua et al. (2023), and Salam (2021) proves that knowledge sharing significantly mediates the influence of employee engagement on employee performance. Based on that argument, hypothesis 6 can be formulated as follows:

H6: Knowledge Sharing is capable of mediating the effect of Employee Engagement on Employee Performance

2.2.7 Effect of organizational communication on employee performance through knowledge sharing as a mediating variable

According to Wayan (2017), Another factor that can affect employee performance is communication. Communication is a form of human interaction that mutually influences one another, whether intentionally or unintentionally. Communication is the process of transferring understanding in the form of ideas or information from one person to another. Effective organizational communication plays a crucial role in enhancing knowledge-sharing practices among employees, where an open and transparent communication environment not only encourages employees to share information and experiences but also strengthens collaboration and innovation within teams, thereby positively contributing to the overall performance of the organization (Mudita, 2018). Research conducted by Salam (2021), Lubertri & Azizah (2020), and Nurcahaya et al. (2023) proves that knowledge sharing plays a positive and significant role in mediating the influence of organizational communication on employee performance. Based on that argument, hypothesis 7 can be formulated as follows:

H7: Knowledge Sharing is capable of mediating the effect of Organizational Communication on Employee Performance

2.2.8 Effect of self-efficacy on employee performance through knowledge sharing as a mediating variable

Self-efficacy plays an important role in encouraging individuals to participate in knowledge-sharing activities. According to Rachmawati & Sari (2021), individuals with high levels of self-efficacy feel more confident in sharing knowledge, which positively impacts interactions among coworkers. This belief creates an environment conducive to sharing information and experiences, thereby enhancing collaboration within the team. Moreover, active knowledge-sharing behavior contributes to the improvement of organizational performance. Organizations with a strong knowledge-sharing culture are able to demonstrate better performance, as shared knowledge can enhance innovation and work efficiency. This means that there is a significant relationship between self-efficacy, knowledge sharing, and performance, where each supports the others in achieving organizational goals (Hidayati & Prabowo, 2020). Research conducted by Askarno & Nendi (2023), Cut Chandrika (2023), and Nisa' & Larassaty (2024) proves that knowledge sharing plays a positive and significant role in mediating the influence of self-efficacy on employee performance. Based on that argument, hypothesis 8 can be formulated as follows:

H8: Knowledge Sharing is capable of mediating the effect of Self Efficacy terhadap on Employee Performance

2.2.9 Effect of knowledge sharing on employee performance

According to Sari & Rahardjo (2021) The behavior of knowledge sharing among employees not only enhances collaboration but also accelerates the learning and innovation processes within the organization. Employees who are active in knowledge sharing tend to have a better understanding of their tasks and responsibilities, which positively impacts individual productivity and performance. Additionally, a work environment that supports knowledge sharing can enhance motivation and job satisfaction, thereby contributing to overall better performance. Research conducted by Praningrum & Febrianto (2019), Khaerana & Mangiwa (2021), and Putri Primawanti & Ali (2022) proves that knowledge sharing has a positive and significant impact on employee performance. Based on that argument, hypothesis 9 can be formulated as follows:

H9: Knowledge Sharing has a positive effect on Employee Performance

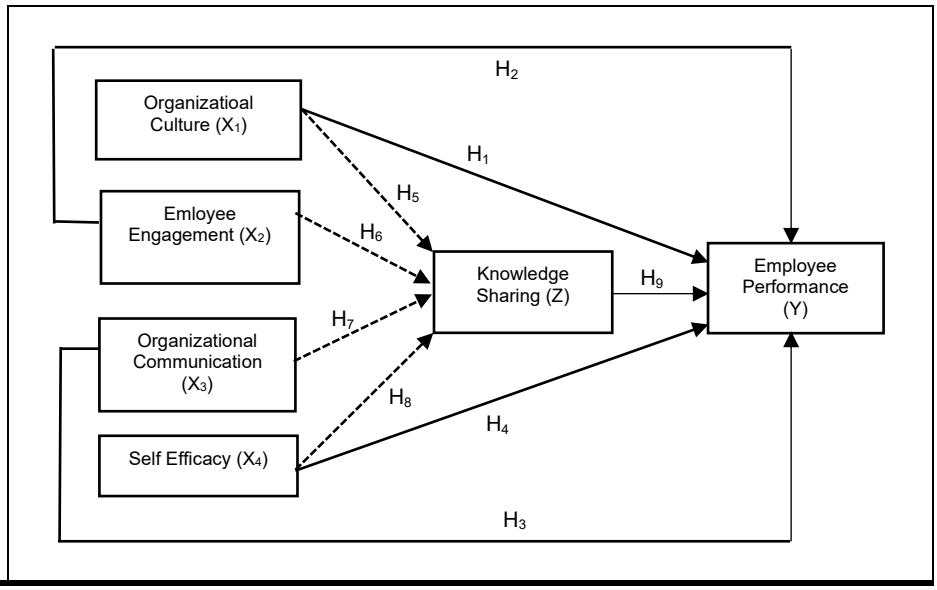

Figure 1. Conceptual Framework

3. Research Method

3.1. Data Sample Collection

The type of research used is correlational research. Correlational research aims to determine the presence or absence of two or more variables, the strength of the relationship, and the direction of it (Sugiono, 2011). Meanwhile, the research method used in the study is quantitative because the data collected is in the form of numerical data or numbers. The objective of this research is to test the hypothesis to validate or strengthen the proposed hypothesis, with the hope of reinforcing the theory that underpins the research. The focus of this research is to analyze the influence of organizational culture, employee engagement, organizational communication, and self-efficacy on employee performance. Additionally, it aims to analyze the influence of knowledge sharing in mediating the effects of organizational culture, employee engagement, organizational communication, and self-efficacy on employee performance. The object of this research is the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. The population used in this study consists of all Generation Z employees at PT. Casuarina Harnessindo Pemalang, totaling 1,818 respondents, and the research sample was determined using the Slovin formula, amounting to 100 respondents. In this study, the sampling technique used is purposive sampling. Data collection was conducted by distributing questionnaires to 100 respondents using an ordinal scale. According to Sugiyono (2019), an ordinal scale is a scale used to measure the attitudes, opinions, and perceptions of an individual or group regarding social phenomena. In this study, the researcher also used secondary data, which was obtained through websites on the internet, reading various literature, and research results from previous researchers.

3.2. Technical Analysis and Variable Measurement

3.2.1 Technical Analysis

This research uses the SPSS 25 data analysis tool. The data analysis methods used in this research are the instrument test, classical assumption test, multiple linear regression test, hypothesis test, and the Sobel test. The equations in this study are as follows:

Z = a + b1 X1 + b2 X2 + b3 X3 + b4 X4 + e1.....(Equation1)
Y = a + b1 X1 + b2 X2 + b3 X3 + b4 X4 + b5Z +e2.....(Equation2)
a = Constant
X1 = Organizational Culture variable
X2 = Employee Engagement Variable
X3 = Organizational Communication Variable
X4 = Self-Efficacy Variable
Z = Knowledge Sharing Variable
Y = Employee Performance Variable
e1, e2 = Error of confounding variables/residual factor/error

3.2.2 Variable Measurement

3.2.2.1 Employee Performance (Y)

According to Armstrong (2017), Employee performance is defined as the process of evaluating and assessing an individual's work results in the context of organizational goals. Meanwhile, performance indicators according to Sopiah & Sangaji (2018), are: quality, quantity, timeliness, effectiveness, and coworkers.

3.2.2.2 Knowledge Sharing (Z)

According to Sugiyono (2016), Knowledge sharing is the process by which individuals within an organization exchange information, experiences, and skills to enhance capabilities and performance. Meanwhile, the indicators of knowledge sharing, according to Matzler et al. (2008), are: knowledge of skills, individual knowledge, structural knowledge, collective knowledge, and explicit knowledge.

3.2.2.3 Organizational Culture (X1)

According to Fadli (2022), Organizational culture consists of the values that guide human resources in addressing external challenges and adapting to integration issues, ensuring that every member of the organization understands these values and knows how they should act or behave. Meanwhile, the indicators of organizational culture according to McKenna (2005), are: employee relationships, cooperation, and employee appearance.

3.2.2.4 Employee Engagement (X2)

Employee engagement focuses on achieving the company's strategic goals by developing human resources, allowing every level from staff to managers to executives to contribute their best efforts. Meanwhile, the indicators of employee engagement according to Schaufeli & Bakker (2003) are vigor, dedication, and absorption.

3.2.2.5 Organizational Communication (X3)

According to Wayan (2017), Another factor that can affect employee performance is communication. Organizational communication is a form of human interaction that mutually influences one another, whether intentionally or unintentionally. According to Suranto (2010), the indicators of organizational communication are good understanding, a pleasant work environment, influence on attitudes, good relationships, and appropriate actions.

3.2.2.6 Self-Efficacy (X4)

Self-efficacy can guide an individual's behavior to think and be motivated to complete tasks with high confidence (Fangohoy et al, 2024). According to Brown dkk . Widyanto (2006), the dimensions of self-efficacy are the level dimension, the generality dimension, and the strength dimension. Meanwhile, the indicators of self-efficacy are being confident in completing tasks, being confident in self-motivation, and being confident in the ability to strive.

4. Results and Discussion

4.1 Instrument Testing

4.1.1 Validity Test

Num.	Variabel	Instrument	R-count	R-table	Notes
1	Organizational Culture (X_1)	X1.1	0.752	0.197	Valid
2		X1.2	0.829	0.197	Valid
3		X1.3	0.833	0.197	Valid
4	Employee Engagement (X_2)	X2.1	0.799	0.197	Valid
5		X2.2	0.842	0.197	Valid
6		X2.3	0.802	0.197	Valid
7	Organizational Communication (X_3)	X3.1	0.753	0.197	Valid
8		X3.2	0.707	0.197	Valid
9		X3.3	0.707	0.197	Valid
10		X3.4	0.700	0.197	Valid
11		X3.5	0.733	0.197	Valid
12	Self Efficacy (X_4)	X4.1	0.808	0.197	Valid
13		X4.2	0.797	0.197	Valid
14		X4.3	0.784	0.197	Valid
15	Knowledge Sharing (Z)	Z1	0.657	0.197	Valid
16		Z2	0.698	0.197	Valid
17		Z3	0.774	0.197	Valid
18		Z4	0.770	0.197	Valid
19		Z5	0.770	0.197	Valid
20	Employee Performance (Y)	Y1	0.620	0.197	Valid
21		Y2	0.620	0.197	Valid
22		Y3	0.719	0.197	Valid
23		Y4	0.621	0.197	Valid
24		Y5	0.655	0.197	Valid

Table 1. Validity Test

Based on Table 1, it can be seen that all statement items for the variables organizational culture, employee engagement, organizational communication, self-efficacy, knowledge sharing, and employee performance have an R-count value greater than the R-table value. Therefore, all these statements are valid and can be used as measurement tools in this research.

4.1.2 Reliability Test

Variable	Cronbach's Alpha	Standart Alpha	Notes
Organizational Culture (X_1)	0.724	0.60	Reliable
Employee Engagement (X_2)	0.745	0.60	Reliable
Organizational Communication (X_3)	0.763	0.60	Reliable
Self Efficacy (X_4)	0.706	0.60	Reliable
Employee Performance (Y)	0.784	0.60	Reliable
Knowledge Sharing (Z)	0.654	0.60	Reliable

Table 2. Reliability Test

Based on Table 2, the Cronbach's Alpha values for organizational culture, employee engagement, organizational communication, self-efficacy, knowledge sharing, and employee performance are all above 0.60, indicating that these variables are reliable. Based on these calculations, we can conclude that these variables are reliable.

4.2 Classical Assumption Test

4.2.1 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.90968121
Most Extreme Differences	Absolute	.077
	Positive	.077
	Negative	-.049
Test Statistic		.077
Asymp. Sig. (2-tailed)		.155[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Table 3. Normality Test Equation 1

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.50000906
Most Extreme Differences	Absolute	.077
	Positive	.057
	Negative	-.077
Test Statistic		.077
Asymp. Sig. (2-tailed)		.152[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Table 4. Normality Test Equation 2

Based on Tables 3 and 4, it can be seen that the significance value for equation 1 (Knowledge Sharing as the dependent variable) is 0.155 and for equation 2 (Employee Performance as the dependent variable) is 0.152, which means the significance values are greater than 0.05. Therefore, it can be concluded that the regression models of equations 1 and 2 are normally distributed.

4.2.2 Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational Culture (X1)	.653	1.532
	Employee Engagement (X2)	.739	1.352
	Organizational Communication (X3)	.539	1.856
	Self Efficacy (X4)	.650	1.537

a. Dependent Variable: Knowledge Sharing (Z)

Table 5. Multicollinearity Test Equation 1

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational Culture (X1)	.450	2.220
	Employee Engagement (X2)	.470	2.129
	Organizational Communication (X3)	.478	2.091
	Self Efficacy (X4)	.565	1.769
	Knowledge Sharing (Z)	.194	5.163

a. Dependent Variable: Employee Performance (Y)

Table 6. Multicollinearity Test Equation 2

Based on Tables 5 and 6, the multicollinearity test for equation 1 (knowledge sharing as the dependent variable) and equation 2 (employee performance as the dependent variable) shows that all independent variables have tolerance values below 1 and VIF values far below 10. Therefore, it can be concluded that there is no multicollinearity among the independent variables in equations 1 and 2.

4.2.3 Heteroscedasticity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.761	.634		1.199	.234
	Organizational Culture (X1)	.065	.049	.164	1.318	.191
	Employee Engagement (X2)	-.026	.035	-.086	-.732	.466
	Organizational Communication (X3)	-.042	.034	-.171	-1.245	.216
	Self Efficacy (X4)	.028	.048	.072	.574	.567

a. Dependent Variable: ABS_RES1

Table 7. Heteroscedasticity Test Equation 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.427	.375		1.138	.258
	Organizational Culture (X1)	-.034	.035	-.149	-.983	.328
	Employee Engagement (X2)	-.010	.026	-.057	-.385	.701
	Organizational Communication (X3)	-.016	.021	-.110	-.749	.456
	Self Efficacy (X4)	-.012	.031	-.054	-.402	.689
	Knowledge Sharing (Z)	.049	.036	.320	1.380	.171

a. Dependent Variable: ABS_RES2

Table 8. Heteroscedasticity Test Equation 2

Based on Tables 7 and 8, the heteroscedasticity test for equation 1 (knowledge sharing as the dependent variable) and equation 2 (employee performance as the dependent variable) shows that the significance values of all independent variables are greater than 0.050 ($p > 0.050$). Therefore, we can conclude that the regression models of equations 1 and 2 show no signs of heteroscedasticity.

4.3 Path Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.075	1.083		.069	.945
	Organizational Culture (X1)	.548	.084	.365	6.533	.000
	Employee Engagment (X2)	.442	.060	.388	7.385	.000
	Organizational Communication (X3)	.200	.058	.213	3.465	.001
	Self Efficacy (X4)	.312	.083	.212	3.781	.000

a. Dependent Variable: Knowledge Sharing (Z)

Table 9. Multiple Linear Regression Analysis Equation 1

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954[a]	.910	.905	.513

a. Predictors: (Constant), Self Efficacy (X4), Employee Engagment (X2), Organizational Culture (X1), Organizational Communication (X3)
b. Dependent Variable: Knowledge Sharing (Z)

Table 10. Coefficient of Determination Test of the Equation 1

Based on Tables 9 and 10, the results of the multiple linear regression analysis and the coefficient of determination (R^2) test for equation 1 are (0.905) or (90.5%), which means the contribution of the independent variable affects the dependent variable by 90.5%, while the remaining 9.5% is influenced by other variables not included in this research model. Thus, the error value 1 is obtained, which is $e1= \sqrt{1-R^2}=\sqrt{1-0,905}=\sqrt{0,095}=$ 0,308. Therefore, regression equation 1 can be obtained as follows:

$$Z = 0,075 + 0,548X_1 + 0,442X_2 + 0,200X_3 + 0,312X_4 + 0,308$$

The organizational culture variable has a regression coefficient of 0.548. This indicates that the organizational culture variable (X1) has a positive effect on knowledge sharing (Y). If the organizational culture variable increases, knowledge sharing will also increase, assuming other variables remain constant.

The employee engagement variable has a regression coefficient of 0.442. This indicates that the Employee Engagement variable (X2) positively

affects Knowledge Sharing (Y). If the employee engagement variable increases, knowledge sharing will also increase, assuming other variables remain constant.

The organizational communication variable has a regression coefficient of 0.200. This indicates that the organizational communication variable (X3) has a positive effect on knowledge sharing (Y). If the organizational communication variable increases, knowledge sharing will also increase, assuming other variables remain constant.

The self-efficacy variable has a regression coefficient of 0.312. This indicates that the self-efficacy variable (X4) has a positive effect on knowledge sharing (Y). If the self-efficacy variable increases, knowledge sharing will also increase, assuming other variables remain constant.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.694	.599		4.501	.000
	Organizational Culture (X1)	.174	.056	.144	3.118	.002
	Employee Engagement (X2)	.136	.042	.148	3.278	.001
	Organizational Communication (X3)	.256	.034	.339	7.569	.000
	Self Efficacy (X4)	.412	.049	.347	8.420	.000
	Knowledge Sharing (Z)	.162	.057	.201	2.856	.005

a. Dependent Variable: Employee Performance (Y)

Table 11. Multiple Linear Regression Analysis Equation 2

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898[a]	.806	.798	.929

a. Predictors: (Constant), Knowledge Sharing (Z), Self Efficacy (X4), Employee Engagment (X2), Organizational Communication (X3), Organizational Culture (X1)
b. Dependent Variable: Employee Performance (Y)

Table 12. Coefficient of Determination Test of the Equation 2

Based on Tables 11 dan 12, the results of the multiple linear regression analysis and the coefficient of determination (R^2) test for equation 2 are (0.798) atau (79.8%), which means the contribution of the independent variable affects the dependent variable by 79.8%, while the remaining 20.2% is influenced by other variables not included in this research model. Thus, the error value 2 is obtained, which is, $e2=\sqrt{1-R^2}=\sqrt{1-0,798}=\sqrt{0,202}=0,449$. Therefore, regression equation 2 can be obtained as follows:

$$Y = 2,694 + 0,174X_1 + 0,136X_2 + 0,256X_3 + 0,412X_4 + 0,162Z+0,449$$

The organizational culture variable has a regression coefficient of 0.174. This indicates that the organizational culture variable (X1) has a positive effect on employee performance (Y). If the organizational culture variable increases, employee performance will also increase, assuming other variables remain constant.

The employee engagement variable has a regression coefficient of 0.136. This indicates that the Employee Engagement variable (X2) has a positive effect on Employee Performance (Y). If the employee engagement variable increases, then employee performance will also increase, assuming other variables remain constant.

The organizational communication variable has a regression coefficient of 0.256. This indicates that the organizational communication variable (X3) has a positive effect on employee performance (Y). If the organizational communication variable increases, employee performance will also increase, assuming other variables remain constant.

The self-efficacy variable has a regression coefficient of 0.412. This indicates that the self-efficacy variable (X4) has a positive effect on employee performance (Y). If the self-efficacy variable increases, employee performance will also increase, assuming other variables remain constant.

4.4 Hypothesis Test (t-Test).

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.694	.599		4.501	.000
	Organizational Culture (X1)	.174	.056	.144	3.118	.002
	Employee Engagment (X2)	.136	.042	.148	3.278	.001
	Organizational Communication (X3)	.256	.034	.339	7.569	.000
	Self Efficacy (X4)	.412	.049	.347	8.420	.000
	Knowledge Sharing (Z)	.162	.057	.201	2.856	.005

a. Dependent Variable: Employee Performance (Y)

Table 13. Hypothesis Test (t-Test) Equation 2

Based on Table 13, the following data analysis will explain the tests (H1), (H2), (H3), (H4), and (H9): The effect of organizational culture on employee performance. The calculated t-count value for the organizational culture variable

is 3.118. If the coefficient is tested by comparing the calculated t-count value with the t-table value (α = 5% = 0.05 and df = n-k = 94), it is found that the calculated t-count value (3.118) is greater than the t-table value (1.661) and the significance level of 0.002 < 0.05, which means Ho is rejected and Ha is accepted. This result indicates that the organizational culture variable has a significant effect on employee performance; thus, it can be concluded that H1, which states that organizational culture (X1) has a positive effect on the employee performance variable (Y), is accepted.

The effect of employee engagement on employee performance. The calculated t-count value for the employee engagement variable is 3.278. If the coefficient is tested by comparing the calculated t-count value with the t-table value (α = 5% = 0.05 and df = n-k = 94), it is found that the calculated t-count value (3.278) is greater than the t-table value (1.661) and the significance level of 0.001 < 0.05, which means Ho is rejected and Ha is accepted. This result indicates that the employee engagement variable has a significant effect on employee performance; thus, it can be concluded that H2, which states that employee engagement (X2) has a positive effect on the employee performance variable (Y), is accepted

The effect of organizational communication on employee performance. The calculated t-count value for the organizational communication variable is 7.569. If the coefficient is tested by comparing the calculated t-count value with the t-table value (α = 5% = 0.05 and df = n-k = 94), it is found that the calculated t-count value (7.569) is greater than the t-table value (1.661) and the significance level of 0.000 < 0.05, which means Ho is rejected and Ha is accepted. This result indicates that the organizational communication variable has a significant effect on employee performance; thus, it can be concluded that H3, which states that organizational communication (X3) has a positive effect on the employee performance variable (Y), is accepted.

The effect of self-efficacy on employee performance. The calculated t-count value for the self-efficacy variable is 8.420. If the coefficient is tested by comparing the calculated t-count value with the t-table value (α = 5% = 0.05 and df = n-k = 94), it is found that the calculated t-count value (8.420) is greater than the t-table value (1.661) and the significance level of 0.000 < 0.05, which means Ho is rejected and Ha is accepted. This result indicates that the self-efficacy variable has a significant effect on employee performance; thus, it can be concluded that H4, which states that self-efficacy (X4) has a positive effect on the employee performance variable (Y), is accepted.

The effect of knowledge sharing on employee performance. The calculated t-count value for the knowledge sharing variable is 2.856. If the coefficient is tested by comparing the calculated t-count value with the t-table value (α = 5% = 0.05 and df = n-k = 94), it is found that the calculated t-count value (2.856) is greater than the t-table value (1.661) and the significance level of 0.005 < 0.05, which means Ho is rejected and Ha is accepted. This result indicates that the knowledge-sharing variable has a significant effect on

employee performance; thus, it can be concluded that H9, which states that knowledge sharing (X9) has a positive effect on the employee performance variable (Y), is accepted.

4.5 Hypothesis Test (Sobel-Test)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.075	1.083		.069	.945
	Organizational Culture (X1)	.548	.084	.365	6.533	.000
	Employee Engagment (X2)	.442	.060	.388	7.385	.000
	Organizational Communication (X3)	.200	.058	.213	3.465	.001
	Self Efficacy (X4)	.312	.083	.212	3.781	.000

a. Dependent Variable: Knowledge Sharing (Z)

Table 14. Hypothesis Test (Sobel-Test) Equation 1

Based on Table 14, the data analysis for tests (H5), (H6), (H7), and (H8) will be explained as follows: The effect of organizational culture on employee performance through knowledge sharing as a mediating variable. It is known that a = 0.548, b = 0.162, Sa = 0.084, Sb = 0.057.

$$Sab = \sqrt{b^2Sa^2+a^2Sb^2+Sa^2Sb^2}$$

$$Sab = \sqrt{0.162^20.084^2+0.548^20.057^2+0.084^20.057^2}$$

$$Sab = 0.034406253850136$$

$$t_{hitung} = \frac{ab}{Sab}$$

$$t_{hitung} = \frac{(0.548)(0.162)}{0.034406253850136}$$

$$t_{hitung} = 2.580228594$$

Based on the calculations above, since the t-count value (2.580228594) is greater than the t-table value (1.661), we reject Ho and accept Ha. This conclusion means that knowledge sharing affects how organizational culture impacts employee performance, so we accept H5, which says that knowledge sharing (Z) can mediate the effect of organizational culture (X1) on employee performance (Y).

The effect of employee engagement on employee performance through knowledge sharing as a mediating variable. It is known that a = 0.442, b = 0.162, Sa = 0.060, Sb = 0.057.

$$Sab = \sqrt{b^2Sa^2+a^2Sb^2+Sa^2Sb^2}$$

$Sab = \sqrt{0.162^2 0.060^2 + 0.442^2 0.057^2 + 0.060^2 0.057^2}$

$Sab = 0.0272197067581559$

$t_{hitung} = \frac{ab}{Sab}$

$t_{hitung} = \frac{(0.442)(0.162)}{0.0272197067581559}$

$t_{hitung} = 2.6305941$

Based on the calculations above, since the t-count value (2.6305941) is greater than the t-table value (1.661), we reject Ho and accept Ha. This conclusion means that knowledge sharing helps connect employee engagement to employee performance, so we accept H6, which says that knowledge sharing (Z) can mediate the effect of employee engagement (X2) on employee performance (Y).

The effect of organizational communication on employee performance through knowledge sharing as a mediating variable. It is known that a = 0.200, b = 0.162, Sa = 0.058, Sb = 0.057.

$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$

$Sab = \sqrt{0.162^2 0.058^2 + 0.200^2 0.057^2 + 0.058^2 0.057^2}$

$Sab = 0.0151385089094006$

$t_{hitung} = \frac{ab}{Sab}$

$t_{hitung} = \frac{(0.200)(0.162)}{0.0151385089094006}$

$t_{hitung} = 2.140237205$

Based on the calculations above, since the t-count value (2.140237205) is greater than the t-table value (1.661), we reject Ho and accept Ha. This conclusion means that knowledge sharing helps connect organizational communication to employee performance, so we accept H7, which says that knowledge sharing (Z) can mediate the effect of organizational communication (X3) on employee performance (Y).

The effect of self-efficacy on employee performance through knowledge sharing as a mediating variable. It is known that a = 0.312, b = 0.162, Sa = 0.083, Sb = 0.057.

$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$

$Sab = \sqrt{0.162^2 0.083^2 + 0.312^2 0.057^2 + 0.083^2 0.057^2}$

$Sab = 0.0227914004177014$

$t_{hitung} = \frac{ab}{Sab}$

$t_{hitung} = \frac{(0.312)(0.162)}{0.0227914004177014}$

$t_{hitung} = 2.2917678557$

Based on the calculations above, since the t-count value (2.217678557) is greater than the t-table value (1.661), we reject Ho and accept Ha. This

conclusion means that knowledge sharing helps connect self-efficacy to employee performance, so we accept H8, which says that knowledge sharing (Z) can mediate the effect of self-efficacy (X4) on employee performance (Y).

4.6 Discussion

4.6.1 The Effect of Organizational Culture on Employee Performance

The research results indicate that organizational culture has a partial, positive, and significant effect on the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. The significance value of 0.002 < 0.05 and the t-count value (3.118) being greater than the t-table value (1.661) indicate that the higher the organizational culture, the higher the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. This proves that a positive work environment will increase job satisfaction and reduce employee stress levels. A good organizational culture also influences decision-making, adaptation to change, and employee loyalty, thereby reducing turnover. Additionally, organizational culture shape's identity and enhances the company's reputation in attracting customers and potential employees. The results of this study are in line with the research conducted by M. Muhammad et al. (2022), Sagala et al. (2023), Ummah (2019), and Nelson & Panjaitan (2023), which state that organizational culture has a positive and significant impact on employee performance.

4.6.2 The Effect of Employee Engagement on Employee Performance

The research results indicate that employee engagement has a partial, positive, and significant effect on the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. The significance value of 0.001 < 0.05 and the t-count value (3.278) being greater than the t-table value (1.661) indicate that the higher the employee engagement, the higher the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. This effect is evidenced by the fact that engaged employees tend to have higher productivity levels because they feel valued and play an important role in the team's success. Additionally, high employee engagement increases job satisfaction, which ultimately reduces turnover and absenteeism rates. Engaged employees are also more proactive in providing feedback and innovating, thereby helping the organization adapt and grow. The results of this study are in line with the research conducted by Nur et al. (2021), Umair Mughal (2020), and Fauzya & Chaniago (2022), which state that employee engagement has a positive and significant impact on employee performance.

4.6.3 The Effect of Organizational Communication on Employee Performance

The research results indicate that organizational communication has a partial, positive, and significant effect on the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. The significance value of

0.000 < 0.05 and the t-count value (7.569) being greater than the t-table value (1.661) indicate that the higher the organizational communication, the higher the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. This means that when communication runs smoothly, important information can be conveyed clearly and on time, which helps employees understand the company's goals and expectations. Open communication also encourages collaboration, strengthens inter-team relationships, and reduces misunderstandings. Additionally, employees feel more engaged and valued when they have channels to provide feedback. Thus, effective communication creates a productive work environment, facilitates better decision-making, and ultimately enhances overall employee performance. The results of this study are in line with the research conducted by Sivaram et al. (2019), Faizah (2024), and Mansyur et al. (2022), which states that organizational communication has a positive and significant impact on employee performance.

4.6.4 The Effect of Self efficacy on Employee Performance

The research results indicate that self-efficacy has a partial, positive, and significant effect on the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. The significance value of 0.000 < 0.05 and the t-count value (8.420) being greater than the t-table value (1.661) indicate that the higher the self-efficacy, the higher the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. This means that when someone has a high level of self-efficacy, they tend to be more courageous in facing challenges, taking initiative, and persisting despite difficulties. This belief also motivates individuals to set higher goals and strive harder to achieve them. The results of this study are in line with the research conducted by Carter et al. (2018), Fangohoy et al. (2024), and Fangohoy et al. (2024), which state that self-efficacy has a positive and significant impact on employee performance.

4.6.5 The Effect of organizational culture on employee performance through knowledge sharing as a mediating variable

The research results indicate that knowledge sharing partially mediates the influence of organizational culture on the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. The effect is evidenced by a significance value of 0.000 < 0.05 and the t-count value (6.533) being greater than the t-table value (1.661). This means that when organizational culture encourages effective communication and mutual trust, employees will feel more comfortable sharing information that can enhance problem-solving and innovation. This process of knowledge sharing not only accelerates collective learning but also enhances the efficiency and effectiveness of the team in achieving common goals. Thus, a strong organizational culture creates an environment that facilitates knowledge sharing, which ultimately contributes to better performance. The results of this study are in line with the research conducted by Badri & Cahyani (2024), Aulia (2019), and Audia & Silvianita

(2022), which states that knowledge sharing is capable of mediating the influence of organizational culture on employee performance.

4.6.6 The Effect of employee engagement on employee performance through knowledge sharing as a mediating variable

The research results indicate that knowledge sharing partially mediates the influence of employee engagement on the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. The conclusion is evidenced by a significance value of 0.000 < 0.05 and the t-count value (7.385) being greater than the t-table value (1.661). This means that when employees feel valued and have an emotional bond with the organization, they are more likely to be motivated to collaborate and share useful information with the team. The process of knowledge sharing enhances collective learning and innovation, which ultimately improves organizational performance. Thus, high employee engagement creates a collaborative culture and strengthens knowledge sharing, which contributes to better performance outcomes. The results of this study are in line with the research conducted by Latupapua et al. (2023) and Salam (2021), which states that knowledge sharing can mediate the influence of employee engagement on employee performance.

4.6.7 The Effect of organizational communication on employee performance through knowledge sharing as a mediating variable

The research results indicate that knowledge sharing partially mediates the influence of organizational communication on the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. The conclusion is evidenced by a significance value of 0.001 < 0.05 and the t-count value (3.465) being greater than the t-table value (1.661). This means that when communication within the organization runs smoothly, employees will be more open to sharing ideas, experiences, and solutions. This not only strengthens collaboration between teams but also accelerates the learning and innovation process. Increased knowledge sharing leads to improved team and individual performance, as access to relevant information enables better and more efficient decision-making. Thus, good communication becomes the key to fostering a positive knowledge-sharing culture, which ultimately impacts employee performance. The results of this study are in line with the research conducted by Salam (2021), Lubertri & Azizah (2020), and Nurcahaya et al. (2023), which states that knowledge sharing can mediate the influence of organizational communication on employee performance.

4.6.8 The Effect of self-efficacy on employee performance through knowledge sharing as a mediating variable

The research results indicate that knowledge sharing partially mediates the influence of self-efficacy on the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. The conclusion is evidenced by a

significance value of 0.000 < 0.05 and the t-count value (3.781) being greater than the t-table value (1.661). This means that when someone is confident they can complete a task well, they will be more comfortable communicating ideas and experiences to others. The process of knowledge sharing not only enriches the team's collective knowledge but also enhances collaboration and innovation. Thus, high self-efficacy encourages individuals to contribute to knowledge sharing and positively impacts employee performance. The results of this study are in line with the research conducted by Askarno & Nendi (2023), Cut Chandrika (2023), and Nisa' & Larassaty (2024), which state that knowledge sharing is capable of mediating the influence of self-efficacy on employee performance.

4.6.9 The Effect of knowledge sharing on employee performance

The research results indicate that knowledge sharing has a partial, positive, and significant effect on the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. The significance value of 0.005 < 0.05 and the t-count value (2.856) being greater than the t-table value (1.661) indicate that the higher the knowledge sharing, the higher the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. This means that when employees share knowledge, they not only enhance collective understanding within the team but also accelerate learning and innovation. Access to broader information helps employee's complete tasks more efficiently and effectively, as well as reduce potential errors. Moreover, a culture of knowledge sharing creates a collaborative work environment, where employees feel more engaged and motivated to contribute. Thus, knowledge sharing directly improves employee performance. The results of this study are in line with the research conducted by Praningrum & Febrianto (2019) dan Khaerana & Mangiwa (2021), which state that knowledge sharing has a positive and significant impact on employee performance.

5. Conclusions, Limitations, and Recommendations

Based on the research results above, it can be concluded that there is a significant influence of organizational culture, employee engagement, organizational communication, self-efficacy, and knowledge sharing on the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. In addition, this study also proves that knowledge sharing is able to mediate the influence of organizational culture, employee engagement, organizational communication, and self-efficacy on the performance of Generation Z employees at PT. Casuarina Harnessindo Pemalang. The limitations of this study include the use of a single type of data collection instrument, specifically a questionnaire, which has several shortcomings, such as variations in respondents' perceptions while reading the questionnaire and differences in conditions and timing when filling out or returning their answers. Another limitation of this study is that it only examines five factors that influence

employee performance: organizational culture, employee engagement, organizational communication, self-efficacy, and knowledge sharing. Therefore, this research only provides information related to the scope of these variables in employee performance. Other factors that were not studied cannot be known in detail. Some recommendations for future research are expected to add or use other variables, such as ability and motivation. Based on the theory put forth by Mangkunegara (2017), it is stated that ability and motivation are variables that influence employee performance. Additionally, conducting research with diverse subjects such as the non-profit sector; Micro, Small, and Medium-sized Enterprises (MSME); multinational companies; or educational environments will provide new perspectives on the influence of organizational culture and communication on employee performance. We hope that this approach will enable the research to contribute more broadly to the advancement of human resource management.

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