IRJEMS International Research Journal of Economics and Management Studies
Published by Eternal Scientific Publications
ISSN: 2583 – 5238 / Volume 3 Issue 8 August 2024 / Pg. No: 487-495
Paper Id: IRJEMS-V3I8P158, Doi: 10.56472/25835238/IRJEMS-V3I8P158

Original Article

The Influence of Organizational Culture and Management Commitment in Improving Competitive Advantage and Company Performance

[1]Dary Sakha Nurwitono, [2]Alex Winarno, [3]Anita Silvianita
[1,2,3] Faculty of Economics and Business, Telkom University, Bandung, Indonesia.

Received Date: 02 August 2024 Revised Date: 22 August 2024 Accepted Date: 25 August 2024 Published Date: 30 August 2024

Abstract: *This study aims to analyze the influence of organizational culture and management commitment on the competitive advantage and company performance of PT. Putraduta Buanasentosa. This study uses a quantitative approach with a survey method, where data are collected through questionnaires announced to 175 company employees. Data analysis was carried out using multiple linear regression to test the relationship between research variables. The results of the study indicate that organizational culture and management commitment have a significant effect on competitive advantage. In addition, competitive advantage also has a positive and significant effect on company performance. These findings indicate that in order to improve company performance, PT. Putraduta Buanasentosa needs to strengthen its organizational culture and increase management commitment. The practical implications of this study are the importance of companies focusing on developing a strong organizational culture and high management commitment as a strategy to achieve competitive advantage and improve company performance. This study also contributes to the literature on business management by providing empirical evidence on the relationship between organizational culture, management commitment, competitive advantage, and company performance.*

Keywords: *Organizational Culture, Management Commitment, Competitive Advantage, Company Performance*.

I. INTRODUCTION

There The competitive nature and dynamics of today's business environment require organizations to cultivate internal strengths to achieve and sustain competitive advantage. Organizational culture and management commitment are increasingly recognized as critical elements in this light [1]. Given the paucity of research that discusses organizational culture and management commitment to competitive advantage to improve company performance, this study investigates these factors in the context of PT. Putraduta Buanasentosa is a key player in the Indonesian digital document management industry. Research conducted by [2] showed that competence and motivation influence individual performance, and individual performance can describe the performance of an organization.

In today's dynamic global economy, businesses operating in emerging markets face a multitude of challenges and opportunities. As these markets grow rapidly, organizations must adopt a strategic approach to gain and sustain competitive advantage. One approach that is gaining traction is the use of business analytics – the systematic analysis of data to inform decision-making and drive improved company performance. According to [3], the Balanced Scorecard was developed by Robert Kaplan and David Norton in 1992. This concept provides a framework for translating organizational vision and strategy into operational objectives and comprehensive performance benchmarks into four perspectives: financial, customer, internal business processes, and growth and learning. Related to performance measurement, PT. Putraduta Buanasentosa takes several approaches, including using the Balanced Scorecard.

Based on PT. Putraduta Buanasentosa 2024 KPI data, it is found that PT. Putraduta Buanasentosa uses 13 KPIs that cover the four Balanced Scorecard perspectives. For example, from a financial perspective, PT. Putraduta Buanasentosa measures EBITDA achievement and accounts receivable age. From a customer perspective, customer satisfaction and loyalty are measured. From an internal process perspective, document storage performance, media transfer, service accuracy, and process improvement are measured. Meanwhile, from a learning and growth perspective, employee STAR values, Account Officer performance, partner satisfaction, and employee satisfaction are measured. According to [4], competitive advantage can be achieved through improving product or service quality, innovation, and cost efficiency. In the data image, the existence of KPI targets such as media transfer revenue accounts receivable age and improvements in operational work processes can reflect the company's efforts to achieve competitive advantage through improving service quality and operational efficiency. The graph shows a mixed performance across different KPIs. While certain areas like internal processes (specifically service delivery by box) and customer satisfaction are excelling, others, especially in the learning and growth category, have room for improvement. This visual representation helps identify strengths and weaknesses in the organization's performance, guiding strategic decisions for future enhancements.

By leveraging the power of data, organizations can gain deeper insights into consumer preferences, market trends, and competitive dynamics, enabling them to make data-driven decisions that improve their competitive position [5]. To increase competitive advantage, PT. Putraduta Buanasentosa can continue to develop new services and improve the quality of existing services to meet client needs and adapt to the latest industry trends. This innovation can include the adoption of new technologies in digital document management. Employees must always play an active role in achieving company goals and have thoughts, feelings, and desires that influence their work attitudes. According to [6], to achieve company goals, good human resource management is also needed in the company, one of which is paying attention to employee job satisfaction. [7], suggests that tacit knowledge is an unmatched competitive advantage held by an organization, and this needs to be transformed into core organizational competencies through knowledge sharing. This, in turn, means that the ability to share knowledge itself becomes an unmatched competitive advantage. Thus, proper HRM practices play a vital role in translating employee capabilities into successful knowledge sharing to sustain competitive advantage. Knowledge resources viewed as valuable firm-level assets ultimately leverage employee access to valuable information that provides knowledgeable and meaningful capabilities that drive competitive advantage. PT. Putraduta Buanasentosa Maintaining and obtaining relevant industry certifications, such as ISO 9001 for quality management and ISO 27001 for information security management, can enhance customer trust and demonstrate commitment to high-quality standards to sustain competitive advantage. Companies entering new product markets typically seek to achieve competitive advantage by providing unique and comparable benefits to buyers at a low price. Competitive advantage shows the difference and uniqueness among competitors. The sources of competitive advantage are superior skills, resources and control [8].

In facing the increasingly tight competition in the archival service industry, PT. Putraduta Buanasentosa needs to improve management commitment in order to provide the best service to customers. According to [9], management commitment is a belief shown by employees towards their organization. These employees have all the values and loyalties related to the organization and are willing to work hard to achieve organizational goals. In addition, management commitment is also an important factor in the implementation and dedication of management to comply with principles and build a corporate culture with integrity and responsibility. Strong management commitment can have a positive influence on employee awareness and behavior in carrying out ethical and responsible business practices. Because no matter how good the system or control is made, if individuals or personnel in the company do not have a commitment to participate in advancing the company, then the system will not be able to run effectively [10]. [11] define commitment as a strong desire or desire to maintain and continue relationships that are considered important and have long-term value. Commitment is usually reflected in cooperative behavior and active actions to maintain relationships that have been built. By leveraging the power of data, organizations can gain deeper insights into consumer preferences, market trends, and competitive dynamics, enabling them to make data-based decisions that improve their competitive position [12]. Employee job satisfaction in high levels of organizational commitment is important in relation to worker productivity [13]. Employees who have high compensation or according to expectations, as well as a pleasant work environment, will improve employee performance or employees who can achieve the company's goals and objectives [14].

According to [15], a strong and positive organizational culture can increase employee motivation, loyalty, and commitment to company goals. In the data image, the existence of Key Performance Indicator (KPI) targets such as customer satisfaction, customer loyalty, process improvement, and employee development shows that the company has an organizational culture that is oriented towards performance and continuous improvement. The existence of performance measurements that include aspects of customer satisfaction, customer loyalty, and process improvement shows an organizational culture that is oriented towards customers and continuous improvement. Employee performance measurements such as employee development (work partners) and STAR achievement (service) reflect an organizational culture that emphasizes human resource development. Furthermore, [16] said that some people believe that culture can be deliberately arranged and shaped. Culture bases its values and beliefs on internal aspects related to the company and organizational flexibility [17]. Clan culture refers to communication between employees and leaders as if they were an extended family, with the entire staff working together to create a friendly work environment. A culture that grows strong is able to spur the organization towards better development [18]. This means that any improvement in work culture towards a more conducive direction will make a significant contribution to improving employee performance. [19] with their research on the influence of organizational culture research on employee performance produced a significant positive influence between organizational culture and company performance. The research conducted by these experts produced different findings, where the same object obtained different results. The study wanted to see whether the application of this research was also successful in the company PT. Putraduta Buanasentosa

II. LITERATURE REVIEW

A) Organizational Culture

Organizational culture is defined as the shared values and norms that shape employee behavior within a company [20]. Recent studies have highlighted its important role in aligning organizational goals and employee actions, thereby enhancing competitive advantage [21]. Similarly, management commitment, characterized by leadership vision and strategy, is associated with improved organizational outcomes [22]. [23] argue that organizational culture has a strong relationship with the uniqueness of an organization, its values, mission, goals, objectives, and how it builds shared values. In addition, organizational culture represents an intangible and unquestioned belief system that justifies how an organization behaves [24]. [25] defines organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. [26] provides the following characteristics of organizational culture: 1. Innovation and risk-taking (innovation and risk-taking) is the extent to which the organization encourages employees to think innovatively and take risks. In addition, how the organization values risk-taking actions by employees and generates employee ideas; 2. Attention to detail (Attention to detail) is the extent to which the organization expects employees to display precision, analysis and attention to detail; 3. Outcome orientation (Outcome orientation) is the extent to which management focuses on results rather than attention to the techniques and processes used to achieve those results; 4. People orientation (People orientation) is the extent to which management decisions relate to the effects of results on people in the organization; 5. Team orientation (Team orientation) is the extent to which work activities are organized around teams, not just individuals, to support collaboration; 6. Aggressiveness (Aggressiveness) is the extent to which people in the organization are aggressive and competitive enough to run the organizational culture as well as possible; 7. Stability (Stability) is the extent to which organizational activities' status pressure quotas are in sharp contrast to growth. The synergy between a strong organizational culture and committed management can lead to superior competitive performance [27]. This study builds on this insight, exploring its application in the context of emerging markets. Similarly stated by [28], culture is a combination of assumptions and understandings about the functioning of the organization and focuses on why things happen the way they do within the company [29]. The concept of organizational culture is a key model that guides individuals in an institution and includes fundamental beliefs, expectations, and requirements [30]. In this regard, [31] adopted a general model of culture, where the organizational culture assessment instrument is in accordance with the competing perspectives of organizational culture [32] and is useful for describing the organizational culture system. Therefore, the existing organizational culture must encourage challenges to accepted values and norms as a first step in considering whether digitalization initiatives can be applied to a company or organization [33]. According to [34], their research on the influence of organizational culture research on employee performance resulted in a significant positive influence between organizational culture and employee performance. However, in the study [34], they believe that the existing literature shows that digital organizational culture is also emerging as a current phenomenon in the professional environment. This is in line with our plan to explore this study in Indonesia because digitalization has become one of the main strategies of companies in Indonesia, both state-owned and private [35]. However, [36] stated that each company has a different level of success in utilizing digital technology more deeply.

B) Management Commitment

[37] define organizational commitment as the stage at which a person knows an organization and is bound to its expectations. This is an important work attitude because a person's commitment is expected to show a willingness to work harder to achieve organizational goals and a greater desire to continue working at a company. [38] define management commitment to service quality as "includes awareness of the initiative to choose quality as an operational and strategic option for the company and strives in activities such as providing a vision of quality leadership and resources to adopt and implement quality initiatives. [39] views organizational commitment as one of the work attitudes. Because it reflects a person's feelings (like or dislike) towards the organization where they work, organizational commitment is an individual's orientation towards an organization that includes loyalty, identification and involvement. So, organizational commitment is an orientation of the active relationship between individuals and their organizations. The orientation of the relationship results in individuals (employees) being willing to give something of their own accord, and the given something reflects their support for achieving organizational goals. [40] views organizational commitment as an attitude that has a wide variety of definitions and measurements. Commitment is most often defined as (1) a strong desire to remain a member of a particular organization, (2) a desire to strive according to the wishes of the organization and (3) certain beliefs and acceptance of organizational values and goals.

In other words, organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which members of the organization express their concern for the organization and its continued success and progress. [41], state that organizational commitment is multidimensional, so there is growing support for three dimensions of commitment, namely:

1. Affective Commitment is the employee's emotional attachment, identification, and involvement in the organization.
2. Continuance Commitment is a commitment based on losses related to employees leaving the organization. This is due to the loss of seniority for promotion or benefits.

3. Normative Commitment is a feeling of obligation to remain in the organization because it must be so; the action is the right thing to do.

[42] defines commitment as a state where an individual sides with the organization and its goals and desires to maintain membership in the organization. [43] define organizational commitment as an affectionate or emotional attachment to the organization, such as individuals making strong identification, choosing high involvement, and enjoying being part of the organization. According to [44], commitment can be interpreted as a tendency in a person to feel active in an activity, to be able to make decisions for themselves and to carry out their activities with sincerity and a sense of responsibility. According to [45], management is a leadership official who is responsible for running the organization, carrying out planning, organizing, leadership, and controlling organizational resources so that people work together effectively to achieve organizational goals. Management must achieve goals by working through others, and leaders will not be able to implement all organizational strategies by working alone.

C) Competitive Advantage

Business analytics, a term encompassing a range of methodologies and tools for analyzing data to gain actionable insights, is becoming increasingly important for organizations seeking to gain a competitive advantage in today's dynamic business landscape [46]. Today, the importance of competitive advantage is enormous. So, competitive advantage is about how a company can actually implement these generic strategies into practice. Basically, competitive advantage develops from the value that a company is able to create for its buyers. Competitive advantage may take the form of lower prices than competitors for matching benefits or providing unique benefits that more than offset the price premium. Aang et al. stated, "Defining competitive advantage as an advantage over competitors that is obtained by offering lower value or by providing greater benefits because of higher prices"[47]. Competitive advantage is a strong union between the company's advantages and the organization's effectiveness in adapting to environmental changes. Competitive advantage is a description of the reality of management, which is a process of identifying, developing, and placing real advantages. All company resources that support competitive advantage are often used as research to be used as a basis for strategies that will be applied in company management. According to [48], Competitive advantage or competitive advantages (competitive advantages) is a set of factors that distinguish a company from its competitors. Competitive advantage cannot only be understood by viewing a company as a whole in designing, producing, marketing, delivering and supporting its products. Competitive advantage is a profit strategy for companies that collaborate to create more effective competition in their markets. According to [49], Competitive advantage is an advantage that exceeds competitors obtained by offering greater value to consumers than competitors' offers. According to [50], Competitor Analysis is the process of identifying major competitors, assessing their goals, strategies, strengths, weaknesses and reaction patterns, and then choosing competitors to attack or avoid. Competitive Advantage Basically, every company that competes in an industrial environment has a desire to be superior to its competitors. Companies that continue to pay attention to the development of their performance and strive to improve that performance have the opportunity to achieve a good competitive position. Hence, the company actually has strong capital to continue to compete with other companies. That unique expertise and assets are seen as sources of competitive advantage. [51] explained that continuous innovation in a company is a basic need that, in turn, will lead to the creation of a competitive advantage.

Dimensions of Competitive Advantage: Competitive advantage is the ability of an organization to attract customers and build prestige for the organization or its products, as well as to increase the perceived value for customers and satisfy them, which also includes the ability to provide various values for customers. Competitive advantage, according to [52], is measured through several dimensions and indicators, namely: a. Time (delivery time, consistency, and supply chain). b. Quality (service quality, standards, and assurance). c. Cost (production costs, efficiency, and economy). d. Flexibility (customer needs, operational flexibility, and organization). e. Differentiation (being known by employees, being known by customers, providing added value).

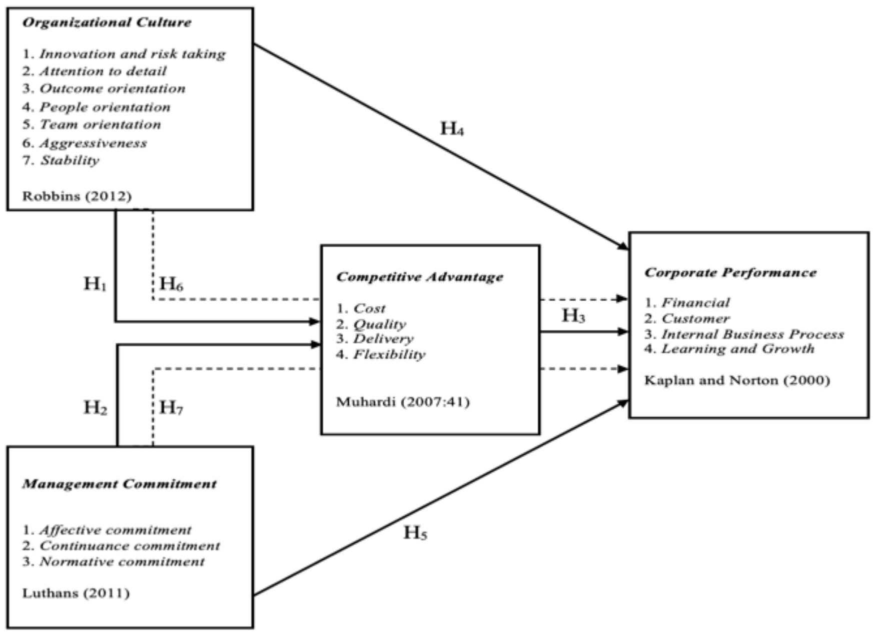
D) Company Performance

Performance etymologically, performance comes from the word performance comes from the word to perform, which has several inputs (entries), namely (1) doing, (2) fulfilling or running something, (3) carrying out a responsibility, (4) doing something that is expected by someone. Meanwhile, [53] defines market orientation as a process and activity related to the creation and satisfaction of customers by continuously assessing customer needs and desires. The implementation of market orientation will bring increased performance to the company.

Then, for more details, the researcher will describe the definition of performance according to experts. Company performance is the result of an evaluation of the implementation of company policies. Assessment of company performance is intended to assess and evaluate the company's goals, namely to increase shareholder prosperity or company value. As explained by [54], performance measurement is a calculation of the level of effectiveness and efficiency of a company within a certain period of time to achieve optimal results. According to [55], the Balanced Scorecard is a design of a set of measures used to measure the performance of an organization using four perspectives that are able to balance short-term and long-term goals between desired results and driving factors for achieving a result.

In order to achieve optimal employee performance, a leader is not enough to just convince that the employee has the knowledge and skills; besides that, a leader must also have employee work motivation, encourage and direct the existing potentials and understand things that can create job satisfaction. For that, a relevant approach and more humane coaching are needed.

Fig. 1 Framework



Source: *Processed data (2024)*

The hypothesis is a temporary answer to the formulation of research problems because the answers obtained come from relevant theories and have not been seen based on the data collected and analyzed [58]. Description of the Hypothesis formulated for this study are:

H1: Organizational culture has a positive and significant effect on competitive advantage

H2: Management commitment has a positive and significant effect on competitive advantage

H3: Competitive advantage has a positive and significant effect on company performance

H4: Organizational culture has a positive and significant effect on company performance

H5: Management commitment has a positive and significant effect on company performance

H6: Organizational culture has a positive and significant effect on company performance through competitive advantage

H7: Management commitment has a positive and significant effect on company performance through competitive advantage

III. RESULTS AND DISCUSSION

This study uses a quantitative design, with data collected through questionnaires distributed to random samples of 175 employees at PT. Putraduta Buanasentosa. This analysis involves multiple regression to test the impact of organizational culture and management commitment on competitive advantage and performance metrics.

The research method used is descriptive research and utilizes quantitative methods. States that quantitative research is a systematic scientific study of parts and phenomena and the causality of their relationships. The purpose of quantitative research is to develop and use mathematical models, theories and/or hypotheses related to natural phenomena. Meanwhile, descriptive research is a research activity that has the aim of describing group characteristics. Therefore, descriptive research is different from exploratory research because, usually, in a descriptive study, the research has detailed information about the object being studied so that the author is able to make clear research questions and make certain hypotheses. A method used in obtaining data or information and supporting facts as supporting research is called a data collection technique. In research, researchers use secondary data and primary data. [56] states that primary data is news obtained from the main source, namely information obtained directly from the source. In the research, the main data came from direct questionnaires to employees.

In the research, the Likert scale was used. The Likert Scale is a psychometric scale that is commonly used in questionnaires and is the most widely used scale in survey research.

[57] stated that a sample is part of the number and characteristics possessed by the population. This study used Probability Sampling with the Simple Random Sampling type.

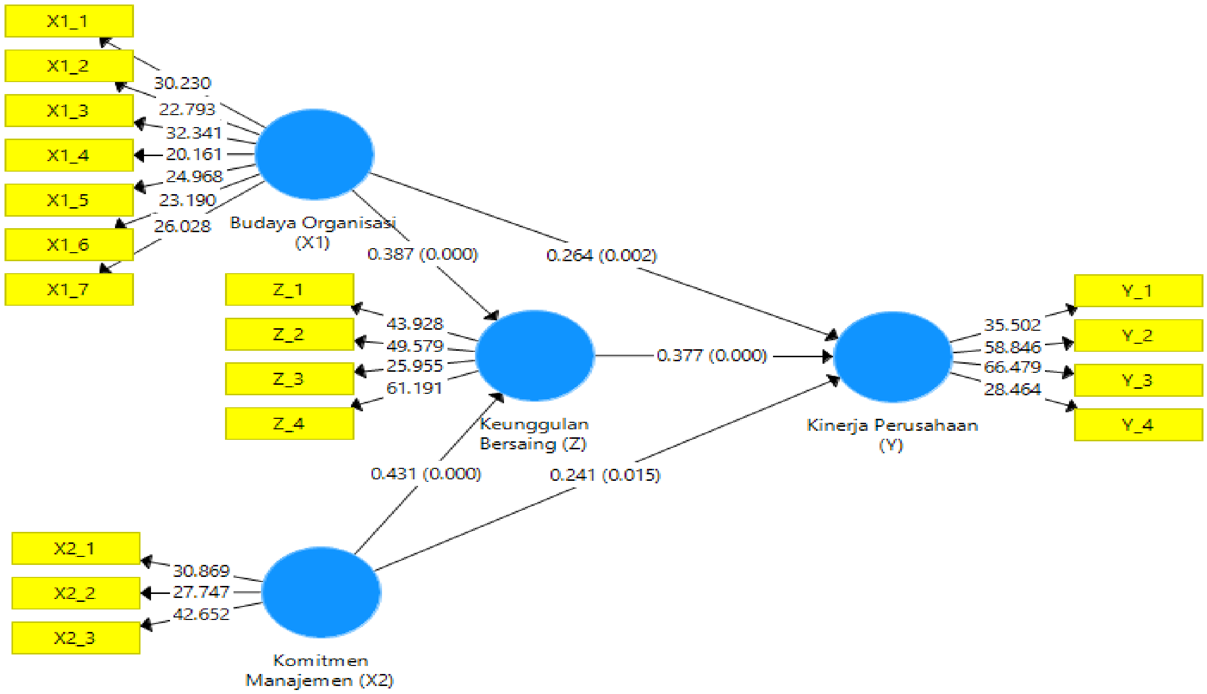


Fig. 1 US Health Expenditure (Size 10, Bold)

Source: *Smart-PLS and Researcher Processing (2024)*

A) *Validity Test*

a. Convergent Validity

Convergent validity testing aims to confirm the extent of the relationship between the manifest variables (indicators) of a construct and the construct that will be formed. An indicator is said to be valid or able to explain the construct (variable) that will be formed if it has a loading factor value and an AVE (average variance extracted) value greater than 0.5. Based on the results of data processing using the Smart PLS program

b. Discriminant Validity

The second test is related to discriminant validity as seen from the Cross-Loadings, Fornell-Larcker Criterion and HTMT values with the following results:

Table 1: Cross Loading Measurement Result

	X1	X2	Z	Y
X1_1 Attention to Detail	**0,782**	0,551	0,570	0,590
X1_2 Outcome Orientation	**0,764**	0,440	0,488	0,446
X1_3 Team Orientation	**0,801**	0,628	0,665	0,646
X1_4 Aggresivities	**0,740**	0,538	0,463	0,446
X1_5 Stability	**0,796**	0,423	0,419	0,486
X1_6 Innovation and Risk Taking	**0,782**	0,465	0,499	0,491
X1_7 People Orientation	**0,775**	0,425	0,449	0,484
X2_1 Affective Commitment	0,543	**0,815**	0,541	0,584
X2_2 Continuance Commitment	0,521	**0,810**	0,546	0,516
X2_3 Normative Commitment	0,546	**0,861**	0,605	0,560
Z_1 Cost	0,559	0,531	**0,877**	0,615
Z_2 Quality	0,554	0,616	**0,875**	0,583
Z_3 Delivery	0,494	0,541	**0,804**	0,538
Z_4 Flexibility	0,666	0,646	**0,882**	0,711
Y_1 Financial	0,596	0,650	0,626	**0,829**
Y_2 Customer	0,626	0,572	0,661	**0,889**
Y_3 Internal Business Process	0,643	0,614	0,633	**0,888**

	X1	X2	Z	Y
Y_4 Learning and Growth	0,374	0,406	0,506	**0,810**

Source: *Smart-PLS and Researcher Processing (2024)*

Based on the results of the Cross-Loadings test, it can be seen that the loading factor value for each construct measurement indicator (colored numbers) is greater than the loading factor for other latent variables, so it can be concluded that all latent variables have adequate discriminant validity.

B) Reliability Test

Reliability testing aims to determine the accuracy, consistency, and precision of the instrument when measuring the construct to be formed. Reliability testing can be known from the Cronchbach's Alpha (CA) value and the Composite Reliability (CR) value with the provision that if the construct has a CA and CR value greater than 0.7, it can be concluded that the measuring construct has good accuracy, consistency and precision of the instrument. The test results are summarized in the following table:

Table 2: Construct Reliability

	Cronbach's Alpha	Composite Reliability
Organizational Culture (X1)	**0,891**	**0,914**
Commitment Management (X2)	**0,772**	**0,868**
Competitive Advantage (Y)	**0,883**	**0,919**
Corporate Performance (Z)	**0,877**	**0,915**

Source: *Smart-PLS and Researcher Processing (2024)*

Based on the results presented in the table above, it can be concluded that all indicators forming the construct are reliable or in other words, all manifest variables have been proven to have accuracy, consistency and precision in measuring their constructs because they have Cronchbach's alpha values and Composite reliability values greater than 0.7 (critical value).

IV. CONCLUSION

Based on the results of the analysis and discussion that have been carried out in the previous chapter, the researcher obtained the following conclusions:

1. Organizational Culture (X1) has a significant positive influence on Competitive Advantage (Z), meaning that a better organizational culture will have an impact on better competitive advantage; conversely, a bad organizational culture can result in poor competitive advantage.
2. Management Commitment (X2) has a significant positive influence on Competitive Advantage (Z), meaning that the better the management commitment will have an impact on the better competitive advantage; conversely, a bad management commitment can result in poor competitive advantage.
3. Competitive Advantage (Y) has a significant positive influence on Company Performance (Z), meaning that the better the competitive advantage will have an impact on the better company performance; conversely, a bad competitive advantage can result in poor company performance.
4. Organizational Culture (X1) has a significant positive influence on Company Performance (Z), meaning that the better the organizational culture will have an impact on the better company performance. Conversely, a bad organizational culture can result in poor company performance.
5. Management Commitment (X2) has a significant positive effect on Company Performance (Z), meaning that better management commitment will have an impact on the company's performance; conversely, poor management commitment can result in poor company performance.
6. Organizational Culture (X1) through the mediation of Competitive Advantage (Y) has a significant effect on Company Performance (Z), meaning that organizational culture supported by increasingly good competitive advantage can result in increasingly good company performance. Thus, it can be concluded that competitive advantage successfully carries out its function as an intervening variable that is able to mediate the influence of organizational culture on company performance.
7. Management Commitment (X2) through the mediation of Competitive Advantage (Y) has a significant effect on Company Performance (Z), meaning that management commitment supported by increasingly good competitive advantage can result in increasingly good company performance. Thus, it can be concluded that competitive advantage successfully carries out its function as an intervening variable that is able to mediate the influence of management commitment on company performance.

This study confirms the important role of organizational culture and management commitment in improving competitive advantage and company performance. By cultivating a strong cultural foundation and ensuring committed management, organizations can better position themselves for sustainable success. Future research should explore longitudinal impacts and sector-specific variations to broaden understanding of these dynamics.

V. REFERENCES

[1] S. Kumar dan S. Raghavendran, "Kepemimpinan strategis dan kinerja organisasi," Jurnal Studi Manajemen, vol. 57, no. 8, pp. 234-250, 2020.
[2] Lee dan S. Chen, "Pengaruh budaya organisasi terhadap keunggulan kompetitif," Bisnis & Manajemen Asia, vol. 18, no. 2, pp. 112-130, 2019.
[3] R. Martin dan R. Eisenberg, "Kepemimpinan, budaya, dan kinerja di perusahaan global," International Journal of Business, vol. 24, no. 3, pp. 789-804, 2022.
[4] E. H. Schein, Budaya dan Kepemimpinan Organisasi. Wiley, 2019.
[5] A. Smith dan R. Lewis, "Penyelarasan budaya dan kinerja bisnis," Business Horizons, vol. 64, no. 5, pp. 568-578, 2021.
[6] Y. Zhang, L. Wang, dan J. Li, "Dinamika organisasi dan posisi kompetitif," Jurnal Manajemen Strategis, vol. 41, no. 9, pp. 1234-1245, 2020.
[7] A. Winarno dan Y. Perdana, “The Effects of Competence and Motivation on Employee Performance at PT Pos Indonesia Bandung Cilaki Head Office,” unpublished, 2020.
[8] M. Fakhri, S. Syarifuddin, A. Winarno, I. Nurnida, dan S. Hanum, “Democratic Leadership Practice to Construct Clan Organizational Culture in Family Companies,” unpublished, 2020.
[9] M. Fakhri, M. Pradana, S. Syarifuddin, dan Y. Suhendra, “Leadership style and its impact on employee performance at Indonesian national electricity company,” Open Psychol. J., vol. 13, pp. 321-325, 2020. doi: 10.2174/1874350102013010321.
[10] E. Martínez-Caro, J. G. Cegarra-Navarro, dan F. J. Alfonso-Ruiz, “Digital technologies and firm performance: the role of digital organizational culture,” Technol. Forecast. Soc. Change, vol. 154, 119962, 2020. doi: 10.1016/j.techfore.2020.119962.
[11] M. Pradana, A. Silvianita, S. Syarifuddin, dan R. Renaldi, “The Implication of Digital Organisational Culture on Firm Performance,” unpublished, 2021.
[12] A. A. Salsabila, M. Fakhri, A. Silvianita, A. Wardhana, dan R. Saragih, “The Effect of Organizational Culture and Work Motivation on Employee Job Satisfaction,” unpublished, 2021.
[13] H. E. Adama dan C. D. Okeke, “Harnessing business analytics for gaining competitive advantage in emerging markets: A systematic review of approaches and outcomes,” unpublished, 2024.
[14] H. Abdul-Jalal et al., “Knowledge sharing success for sustaining organizational competitive advantage,” Procedia Econ. Finan., 2013.
[15] M. Azeem, M. Ahmed, S. Haider, dan M. Sajjad, “Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation,” unpublished, 2013.
[16] A. Ivana, B. Widjasena, dan S. Jayanti, "Analisa Komitmen Manajemen Rumah Sakit (RS) Terhadap Keselamatan Dan Kesehatan Kerja (K3) Pada RS Prima Medika Pemalang," Jurnal Kesehatan Masyarakat, vol. 2, no. 1, pp. 35-41, 2014. doi: 10.14710/jkm.v2i1.6372.
[17] A. Cabrera, W. Collins, dan J. Salgado, “Determinants of individual engagement in knowledge sharing,” International Journal of Human Resource Management, vol. 245, pp. 17-2, 2006.
[18] C. J. Collins dan K. G. Smith, “Knowledge exchange and combination: the role of human resource practices in the performance of high-technology firms,” Academy Of Management Journal, vol. 544, pp. 49-3, 2006.
[19] J. L. Cummings dan B. S. Teng, “Transferring r&d knowledge: the key factors affecting knowledge transfer success,” Journal of Engineering and Technology Management, vol. 39, pp. 20-1, 2003.
[20] G. Currie dan M. Kerrin, “Human resource management and knowledge management: enhancing knowledge sharing in a pharmaceutical company,” International Journal of Human Resource Management, vol. 1027, pp. 14-6, 2003.
[21] M. Fakhri, A. Silvianita, dan D. Yulias, “Assessing quality of work life toward junior high school teacher during pandemic Covid-19,” J. Manag. Infm. Desis. Sci., vol. 24, pp. 1-8, 2021.
[22] I. Hasbi, M. Fakhri, R. Saragih, B. Kurnia, dan A. G. Aini, “Determinant Factors of consumer preferences on electronic wallet users in Bandung,” dalam Proceedings of the International Conference on Industrial Engineering and Operations Management, vol. 59, IEOM Society, 2020, pp. 914-919.
[23] E. H. Schein, Organizational Culture and Leadership. New Jersey: Wiley, 2016.
[24] G. L. Smithers dan D. H. Walker, “The effect of the workplace on motivation and demotivation of construction professionals,” Construction management and economics, vol. 18, no. 7, pp. 833-841, 2000.
[25] E. Sutrisno, Human Resource Management. Jakarta: Prenamedia Group, 2016.
[26] A. Augustrianto, A. Silvianita, dan E. Ferrari, “Hofstede’s organization culture on deviant workplace behavior (Case study on workers at plaza Toyota Bandung),” Journal of Advanced Research in Dynamical and Control Systems, vol. 11, no. 3, pp. 720-725, 2019.
[27] M. Fakhri, S. Syarifuddin, A. Winarno, I. Nurnida, dan S. Hanum, “Democratic Leadership Practice to Construct Clan Organizational Culture in Family Companies,” Journal of Asian Finance, Economics and Business, vol. 8, no. 1, pp. 803-811, 2021.
[28] M. S. Hasibuan, Human Resource Management. Jakarta: Salemba Empat, 2016.
[29] F. Jabeen, H. L. Friesen, dan K. Ghoudi, “Quality of work life of Emirati women and its influence on job satisfaction and turnover intention,” Journal of Organizational Change Management, vol. 31, no. 2, pp. 352-370, 2018.
[30] G. P. Latham, Work motivation: History, theory, research, and practice. Thousand Oaks, CA: Sage Publications, 2007.
[31] M. Paais, J. R. Pattiruhu, S. Sopiah, D. T. Kurniawan, E. Nora, dan B. S. Narmaditya, “Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance,” The Journal of Asian Finance, Economics and Business, vol. 7, no. 8, pp. 577-588, 2020.
[32] K. S. Cameron and R. E. Quinn, Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework. Wiley, 2011.
[33] W. F. Cascio, Managing Human Resources. McGraw-Hill, 2015.
[34] J. W. Creswell, Research Design Pendekatan Kualitatif, Kuantitatif, dan Mixed. Yogyakarta: Pustaka Pelajar, 2012.
[35] A. Dgostino, M. Rosciano, and M. G. Starita, “Measuring financial well-being in Europe using a fuzzy set approach,” International Journal of Bank Marketing, vol. 23, pp. 48–68, 2020.
[36] S. P. Robbins and T. A. Judge, Organizational Behavior (17th ed.). Pearson Education, 2017.
[37] D. Hidayat and M. R. Firdaus, "Pengaruh Service Quality Terhadap Customer Loyalty Dengan Customer Satisfaction Sebagai Variabel Mediasi (Studi Kasus di Pasar Tradisional Bekonang Sukoharjo)," vol. 3, no. 1, pp. 1-10, 2019.
[38] M. Indrasari, Pemasaran dan Kepuasan Pelanggan. Surabaya: Unitomo Press, 2019.
[39] H. Irawan, Prinsip Kepuasan Pelanggan. Jakarta: Elex Media Komputindo, 2021.
[40] R. Jimanto, R. Budiono, and S. K. Yohanes, "Pengaruh Service Quality terhadap Loyalitas Pelanggan dengan Customer Satisfaction sebagai variabel Intervening pada ritel bioskop the premiere surabaya," Jurnal Manajemen Pemasaran Petra, vol. 2, no. 1, pp. 25-36, 2014.
[41] V. Kaura and D. Prasad, “Service Quality, Service Convenience, Price And Fairness, Customer Loyalty, And Mediating Role Of Customer Satisfaction,” International Journal of Bank Marketing, vol. 33, no. 4, pp. 1-15, 2015.J. Clerk Maxwell, A Treatise on Electricity and Magnetism, 3rd ed., vol. 2. Oxford: Clarendon, 1892, pp.68–73.
[42] Dengke, Y., & Zhou, R. (2015). Tacit knowledge sharing modes of University Teachers from the perspectives of psychological risk and value. International Journal of Higher Education, 4(2), 214-224. https://doi.org/10.5430/ijhe.v4n2p214

[43] Fitzmaurice, M. (2013). Constructing professional identity as a new academic: a moral endeavor. Studies in Higher Education, 38(4), 613–622. https://doi.org/10.1080/03075079.2011.594501
[44] Foss, N. J., & Pedersen, T. (2019).
[45] Microfoundations in international management research: The case of knowledge sharing in multinational corporations. Journal of International Business Studies, 50(9), 1594-1621. https://doi.org/10.1057/s41267-019-00270-4
[46] Ganguly, A., Talukdar, A., & Chatterjee, D. (2019). Evaluating the role of social capital, tacit knowledge sharing, knowledge quality, and reciprocity in determining innovation capability of an organization. Journal of Knowledge Management, 23(6), 1105-1135. https://doi.org/10.1108/JKM-03-2018-0190
[47] Hedjazi, Y., & Behravan, J. (2011). Study of factors influencing research productivity of agriculture faculty members in Iran. Higher Education, 62, 635–647. https://doi.org/10.1007/s10734-011-9410-6
[48] Judeh, M. (2012). Mediating effects of organizational commitment on the relationship between perceived organizational support and job satisfaction. Advances in Business-Related Scientific Research Conference. Venice.
[49] Kano, L., & Verbeke, A. (2015). The three faces of bounded reliability: Alfred Chandler and the micro-foundations of management theory. California Management Review, 58(1), 97-122. https://doi.org/10.1525/cmr.2015.58.1.97
[50] Kreitner, R., & Kinicki, A. (2014). Perilaku Organisasi. Edisi 9. Buku 1. Jakarta: Salemba Empat.
[51] Kucharska, W., & Erickson, G. S. (2019). The influence of IT-competency dimensions on job satisfaction, knowledge sharing, and performance across industries. VINE Journal of Information and Knowledge Management Systems, 50(3), 387–407. https://doi.org/10.1108/VJIKMS-06-2019-0098
[52] Kusuma, A. H. P., Rina., & Syam, A. H. (2018). International Review of management and marketing the main role of locus of control and professional ethics on lecturer’s performance (Indonesian lecturer empirical study). International Review of Management and Marketing, 8(5), 9-17.

[53] Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. Journal of Applied Psychology, 78(4), 538–551. https://doi.org/10.1037/0021-9010.78.4.538
[54] Mohamed, M.A. (2020). Persuasion of tacit knowledge in teaching information technology and information systems. VINE Journal of Information and Knowledge Management Systems, ahead-of-print. https://doi.org/10.1108/VJIKMS-01-2020-0013
[55] Nonaka, I., & Takeuchi, H. (1995). The knowledge-creating company: How Japanese companies create the dynamics of innovation. Oxford University Press.
[56] Orgambídez, A., & Almeida, H. (2020). Supervisor support and affective organizational commitment: The mediator role of work engagement. Western Journal of Nursing Research, 42(3), 187-193. https://doi.org/10.1177/0193945919852426
[57] Rafique, M., Hameed, S., & Agha, M. H. (2019). Impact of instrumental ties, tacit knowledge sharing, and affective commitment on absorptive capacity, an empirical study of pharmaceutical companies. Technology Analysis & Strategic Management, 31(2), 125–139. https://doi.org/10.1080/09537325.2018.1490017