

### THE EFFECT OF ORGANIZATIONAL CULTURE, INTRINSIC MOTIVATION, AND KNOWLEDGE SHARING ON EMPLOYEE PERFORMANCE OF CV GLOBAL PRIMA SIDOARJO

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#### Article Info

Accepted February, 2025

Revised March, 2025

Published March, 2025

#### Keywords:

*economic growth, gender equality, compatibility ratio, independence ratio, efficiency ratio*

#### Abstract

In this study, the researcher chose CV. Global Prima Sidoarjo as the object of the study with the aim of finding out Organizational Culture, Intrinsic Motivation, and Knowledge Sharing on Employee Performance at CV. Global Prima Sidoarjo. This study uses quantitative research methods, with the type of data used being primary data (survey). The sampling technique used by researchers is the distribution of questionnaires where the population is 41 employees with direct data collection from respondents. The data collection technique in this study uses a Likert scale, a Likert scale is a tool used to measure attitudes, opinions, and perceptions of individuals or groups of people about social phenomena. Analysis techniques data testing using Smart Partial Square (PLS) software version 4.0. With the classical assumption test of validity and reliability, Outer Model and Inner Model. The results of the study indicate that Organizational Culture influences Employee Performance, Intrinsic Motivation influences Employee Performance, and Knowledge Sharing influences Employee Performance at CV. Global Prima Sidoarjo.

#### INTRODUCTION

Companies in Indonesia have the ability of Organizational Culture, Intrinsic Motivation, Knowledge Sharing and Employee Performance according to the rules within the company to build, develop knowledge and improve innovation in skills to carry out their work, so that employees get something known as performance. In some quantities, employee performance at CV. Global Prima Sidoarjo has not shown significant growth and commitment in the work or projects currently being carried out in the industry. Where employees are required to create and follow the capabilities of software and hardware in the work environment. There are some who do not obey the rules that have been



implemented by the company, performance that is in accordance with things, does not meet targets, lack of interaction between employees. A culture that is open to innovation, oriented towards learning, and encourages collaboration between teams will help facilitate rapid adaptation and responsive decision making in the midst of a changing work environment (Akhsan and Pendrian 2024).

Employee performance is a key pillar in the success of every company. As a key element in achieving organizational goals, employee productivity and effectiveness are key determinants in increasingly fierce business competition. However, understanding the factors that influence employee performance is not enough, companies must also be able to implement the right strategy to optimize the potential of each individual. Employee performance as an employee's attitude towards his work. The influence of organizational justice, intrinsic motivation on job satisfaction, compensation, and work environment. (Sinambela and Lestari 2021).

Organizational culture is adaptive and flexible as the main foundation in the success of the company in today's era. Organizational culture is defined as a series of norms, values, beliefs, and behaviors that are part of the identity of an organization. Organizational culture shows the working methods, interactions between members of the organization, and values that are adopted and upheld. (Giawa, Gulo, and Tampubolon 2024). There are problems that will be explained for this study only as the core of obtaining a job maximally and effectively by leaders or subordinates, so that it can be completed on time. The aim of increasing the quantity of employee performance optimally requires adequate work system planning with evaluation of working hours, the responsibility of each division or individual, leaders motivate employees to be better, exchange ideas and discuss ideas on the team in a job or project within the company. Discussion of the problem is focused on knowing and analyzing how organizational culture influences employee performance.

Intrinsic motivation is support that comes from within the employee as a person and is shown in awareness of the importance, benefits and meaning of the work being carried out. (Kurniawan and Nurohmah 2022). With intrinsic motivation, employees understand their responsibilities and tasks better and are also supported so that they are enthusiastic about completing their tasks properly. Work results due to awareness create good performance and employees will understand about optimal performance, so they will be able to meet their life needs. (Indrajaya and Adnyani 2018). Employee self-motivation is still not good because not all employees of CV. Global Prima Sidoarjo can complete the work in line with the specified time target, because employees are less likely to receive appreciation for their work results and are also less motivated for self-development. By understanding the importance of intrinsic motivation and how to leverage it effectively, companies can create a culture that drives innovation, productivity, and sustainable employee satisfaction.

From the above phenomenon (Abdul Kadir 2018) research gaps were found, namely Evidence Gap. According to Abdul Kadir Evidence Gap is a gap found in research evidence, where the gap point is between the phenomenon and the evidence found in the field. Based on the results of the study, it proves that Organizational Culture (X1) has a

positive and significant influence on Employee Performance (Y). Different from other studies that prove that Organizational Culture (X1) does not show a positive and significant influence on Employee Performance (Y). Then from the Intrinsic Motivation variable (X2) obtained positive and significant results on Employee Performance (Y). However, the results of other studies prove that Intrinsic Motivation also has a negative and insignificant effect on Employee Performance (Y). Furthermore, for the Knowledge Sharing variable (X3) it proves positive and significant results on Employee Performance (Y). While the study shows that Knowledge Sharing also has no positive and significant influence on Employee Performance (Y). In a number of studies conducted by previous researchers related to variables that affect Employee Performance, but between variables are inconsistent. From this, it became the basis for conducting research to find out how Organizational Culture, Intrinsic Motivation, and Knowledge Sharing can affect Employee Performance.

**Table 1.**

Performance Research of CV. Global Prima Sidoarjo

Assessment Category		Number of Workers
5 = Strongly Agree	>100	20
4 = Agree	90	20
3 = Enough	80	1
2 = Less Agree	70	-
1 = Disagree	50	-
		41

Source: Employee Performance Research Data CV. Global Prima Sidoarjo

CV. Global Prima Sidoarjo is located in the Graha Anggrek Mas shophouse complex, Buduran Sidoarjo. Which is engaged in the distribution of services and trade such as the sale of digital weighbridges, mechanics, laboratory equipment, computers, civil foundations, calibration, construction. In Indonesian companies, there are companies (Vendors) that cooperate with CV. Global Prima Sidoarjo, namely PT. Unilever Indonesia (Medan, Jakarta, Rungkut Surabaya), PT. Smelting (Gresik), PT. Meiji Pharmaceutical Indonesia (Pasuruan), PT. Jebe Koko (Gresik), PT. Ultra Prima Abadi (Pandaan, Surabaya, Jombang, Jakarta).

### Company Data

Company Targets and Realizations

No	Month	HR	Target (S)	Realizatio n	Mark	Presentati on
1.	October	41	50 pcs	70 pcs	110	110%
2.	November	41	50 pcs	40 kg	95	95%
3.	December	41	50 pcs	45 kg	97	97%
4.	January	41	50 pcs	80 kg	80	80%
6.	February	41	12 tons	12 tons	100	100%



Based on the table above shows the results of achieving targets from October, November, December in 2023 to the achievements in January and February 2024. In October 2023 received purchase orders from several vendors with a target of 100% according to the purchase order of 50 pcs of weights, after that the goods realized were more than 50 pcs, namely 70 pcs. So the company made a repeat order again for 20 pcs so that the total sent to the vendor was 70 pcs and the billing was carried out in that month.

Then in November, December 2023, and January 2024, CV. Global Prima Sidoarjo received a purchase order for the manufacture of software, checkweigher machines and weight calibration services. However, it was not realized due to the late arrival of materials, poor weather in the field which had a less than optimal impact. In February 2024, a purchase order was received from a vendor targeting the manufacture of a 12 Ton checkweigher cap machine and a rejector checkweigher. The finished goods were immediately sent in that month and billing was carried out.

In the introductory description above, each company is able to assess the performance of its employees. So the author utilizes research related to "The Influence of Organizational Culture, Intrinsic Motivation, and Knowledge Sharing on Employee Performance at CV. Global Prima - Sidoarjo".

### **Organizational culture**

Organizational culture is a shared opinion followed by members of the organization, a system of shared meaning. Organizational culture relates to how employees prepare characteristics in an organization or in a group in a company that is operating. Culture focuses on the importance of values explained in a pattern or framework for carrying out tasks in the organization. Organizational culture is able to improve values, beliefs, groups, and is also able to play a role as a control device in rejecting values and beliefs of group members that are less in line with organizational culture. According to Noor (2013:150), organizational culture is what employees perceive and how perceptions create patterns of beliefs, values, and expectations. This means that organizational culture involves shared expectations, values, and attitudes, it provides influence on individuals, groups, and organizational processes (Management et al. 2023)

Culture organization is defined as a pattern of assumptions that underlie, are arranged, lived, or strengthened by a particular group of employees in an organization in order to learn how to live and adapt together with the external and internal environment of the organization. So there is a function of organizational culture, namely to be a social link to unite each member in the goals of the organization in which there are values that are good habits of various employees. For the application of organizational culture, regarding socialization, it can be implemented as a communication tool for all forms related to organizational activities, where this socialization can show benefits for various employees to know about the organization. Organizational culture is a system that is adhered to together by several members of the organization, so differences are found from one organization to another. According to Denison & Mishra (1995) in Zahreni,

### **Intrinsic Motivation**

Motivation is an energy that is able to provide personal encouragement and direct employees to achieve organizational goals. (Karanita and Kurniawan 2022). Intrinsic

motivation is defined as strong support or willingness that comes from within the individual to work better. The stronger the intrinsic motivation in an individual, the greater the chance that the individual will show strong behavior in achieving goals. Not only that, intrinsic motivation becomes motives in the individual's personal self that are active or functional without requiring external stimulation, because in a person's personal self there is already support in doing something. Usually individuals with intrinsic motivation are more easily motivated to complete activities, they are even able to motivate themselves without the help of motivation from other individuals, this is because of certain principles that affects them.

### **Knowledge Sharing**

*knowledge sharing* namely the behavior found in individuals in sharing understanding with other members of an organization so as to create added value for the company. Reskov in Memah explains that knowledge sharing is carried out between people in a group, where someone interacts and shares understanding with others with cyberspace or face to face, Community of Practice (CoP), group, forum or others, then the point of analysis in knowledge sharing is the individual. knowledge sharing is the activity of communicating and exchanging insights with friends or colleagues to solve a problem in the workplace.

### **Employee performance**

Performance is essentially something related to employees to prove the quantity of their contribution to the company in the form of services provided or production results. Employee performance as an assessment that is carried out systematically in knowing the results of employee work. If the employee's value must be higher on the work performance that is considered by the agency to get a good value on the employee's work program. The performance of an organization depends on the work of its employees. However, superiors are able to work to plan, run, and control an organization. In this context, superiors must have the main task in their efforts to provide motivation and manage their employees (Supardi and Aulia Anshari 2022)

## **RESEARCH METHODS**

This research was conducted at CV. Global Prima, Sidoarjo. The population of this research was CV. Global Prima employees with Organic (Permanent) status registered in the company totaling 36 employees. The sampling technique used for this research was non-probability sampling technique or saturated sampling (Hayati et al. 2023). Non-probability sampling is a sampling technique of 36 employees with criteria that have been determined by the researcher. Not only that, this study also utilizes quantitative methods. Quantitative research is a study that is measured using questionnaires (Luthfiana 2023) and analysis by running statistical procedures in obtaining whether the predictive generalization of the theory is true for social problems that are in line with testing a theory composed of various variables. This data is covered by primary data from CV employees. Global Prima Sidoarjo and secondary data from previous research. The data collection method is carried out by distributing questionnaires directly

using the Google siteform to respondents such as by giving some written questions to respondents who are given a value or score by utilizing a Likert scale, where respondents are given the freedom to provide opinions for the questionnaire. which is in accordance with the criteria of the sample set and observations are carried out directly in the study. The questionnaire uses a Likert scale from 1 (strongly disagree) to 5 (strongly agree).

**Table 2**  
Likert Scale Values

No	Answer	Mark
1.	Strongly Agree (ST)	5
2.	Agree (S)	4
3.	Enough (C)	3
4.	Disagree (KS)	2
5.	Disagree (TS)	1

The data collection technique for this study utilized a Likert scale regarding questions related to Organizational Culture, Intrinsic Motivation, and Knowledge Sharing on Employee Performance whose answers were measured using a Likert scale of 1-5. The analysis technique used an outer model and an inner model for data testing using Smart Partial Square (PLS) software version 3.0.

### 1. Outer Model

The measurement model consists of convergent validation tests, discrimination validation and reliability tests.(Abdul Kadir 2018).

#### a. Convergent Validity

According to Agus Purwanto, the convergent validity test is carried out by looking at the value of the loading factor of each indicator to the construct. Seeing the extent to which the latent variable can explain the variance of its indicators, or variables that are measured reflectively.(Purwanto et al. 2020)

#### b. Discriminant Validity

According to Masduki Asbari, Discriminant Validity is carried out to ensure that each concept of each latent variable is different from other variables. Evaluating a variable that is different from other variables or constructs.

#### c. Reliability Test

Ferdinand (2013) stated that a data measurement instrument is called reliable or trustworthy if the instrument consistently produces the same results every time a measurement is carried out. This means that it is done to prove the accuracy, consistency and precision of the instrument in measuring variables.(Rumijati 2020)

## 2. Inner Model

In testing the relationship of variables in research. According to M. Syamsun, the test was carried out using the T-statistic value. a statistical test that compares the average value (mean) of two observation groups (samples) and from this statistical test information is obtained about how big the difference is and how significant the difference is. (Joushan, Shindie Aulia, Syamsul, Muhammad, Kartika 2015). And, according to Mesak Awang, P-value means a value that shows how far the mean value of the first sample (the results of our experiment) is from the 2nd sample (the general conditions) for each path that has an influence with partial (Awang, Gorang, and Allung 2022).

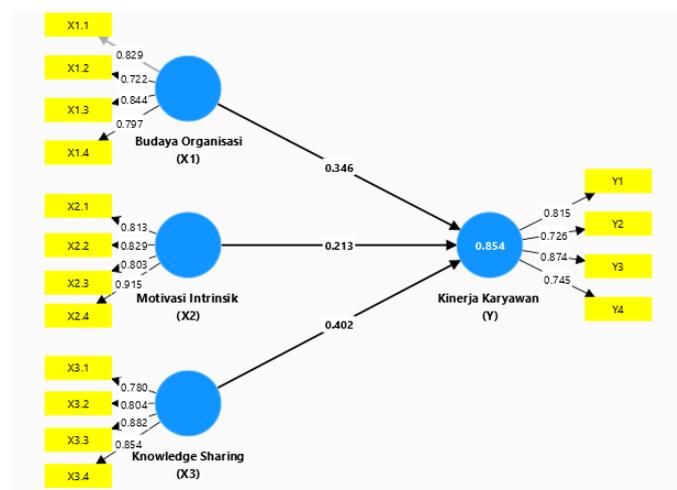
## RESULTS AND DISCUSSION

### Measurement Model (Outer Model)

#### a. Convergent Validity Test

The stages of the analysis in this study used Smart Partial Least Square (PLS) version 4.0, namely calculating the Convergent Validation Test on the Smart Partial Least Square Output in the Outer Model to determine the convergent validity of the questionnaire that we distributed. Convergent Validity is the relationship between indicators X and Y to assess the extent to which the indicators can explain each related variable (Latent Variable) (Nature and Sarpan 2024). Further analysis can be evaluated with the measurement model (outer model) by conducting convergent validity, discriminant validity, and reliability tests.

**Figure 2. Outer Model**



Source: Smart PLS 4.0 Algorithm

**Table 4. Results** Loading factor

Variables	Indicator	Outer Loading	Information
Organizational Culture (X1)	X1.1	0.829	Valid
	X1.2	0.722	Valid
	X1.3	0.844	Valid
	X1.4	0.797	Valid
Intrinsic Motivation (X2)	X2.1	0.813	Valid
	X2.2	0.829	Valid
	X2.3	0.803	Valid
	X2.4	0.915	Valid
Knowledge Sharing (X3)	X3.1	0.780	Valid
	X3.2	0.804	Valid
	X3.3	0.882	Valid
	X3.4	0.854	Valid
Employee Performance (Y)	Y1	0.815	Valid
	Y2	0.726	Valid
	Y3	0.874	Valid
	Y4	0.745	Valid

Source: Data processed 2024

Convergent Validity testing is carried out with reflective indicators based on the correlation between item or component scores and construct scores, which can be calculated with SmartPLS. If there is a correlation value above 0.70, the indicator is considered valid. Based on the data above, it is known that all outer loadings are <0.70, so all indicators are declared valid.

### b. Discriminant Validity Test

This Discriminant Validity Test is carried out with cross loading values, to ensure that each concept in the variable type is different from other variables.(Nur Rahma et al. 2024). The indicator can be stated to meet the requirements of discriminant validity.

**Table 5. Fornell-Larcker Criterion Results**

	Organizational culture	Intrinsic Motivation	Knowledge Sharing	Employee performance
X1	0.799			
X2	0.854	0.841		
X3	0.874	0.923	0.831	
Y	0.879	0.880	0.901	0.792

Source: Data processed 2024

Based on the table above, where the value of the Fornell-Larcker Criterion above is >

0.7, it states that it has met the requirements and can be said to be valid.

**Table 6.** Cross loading

	X1	X2	X3	Y
<b>X1.1</b>	0.829	0.726	0.774	0.830
<b>X1.2</b>	0.722	0.673	0.733	0.684
<b>X1.3</b>	0.844	0.705	0.641	0.656
<b>X1.4</b>	0.797	0.609	0.619	0.599
<b>X2.1</b>	0.690	0.813	0.793	0.765
<b>X2.2</b>	0.667	0.829	0.754	0.678
<b>X2.3</b>	0.719	0.803	0.667	0.642
<b>X2.4</b>	0.795	0.915	0.873	0.849
<b>X3.1</b>	0.603	0.636	0.780	0.626
<b>X3.2</b>	0.781	0.745	0.804	0.741
<b>X3.3</b>	0.822	0.808	0.882	0.852
<b>X3.4</b>	0.679	0.864	0.854	0.754
<b>Y1</b>	0.734	0.792	0.774	0.815
<b>Y2</b>	0.580	0.645	0.654	0.726
<b>Y3</b>	0.750	0.766	0.784	0.874
<b>Y4</b>	0.712	0.562	0.627	0.745

Source: Data processed 2024

In the table, the cross loading value is above 0.5 so that all indicators can be stated as valid because they meet the correlation.

### c. Composite Reliability Test

**Table 7.** Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
<b>X1</b>	0.811	0.821	0.876
<b>X2</b>	0.862	0.874	0.906
<b>X3</b>	0.851	0.862	0.899
<b>Y</b>	0.800	0.811	0.870

Source: Data processed 2024

The purpose of the test is to have the ability to evaluate the reliability of the instrument in a research model. If the composite reliability value of all latent variables and Cronbach's Alpha is more than 0.7. So the construct has good reliability or the questionnaire used in this study is reliable. In the table, the test results show that all constructs have composite reliability values and Cronbach's alpha > 0.60 so that they are declared reliable.

**Table 8.** Average Variant Extracted (AVE) Test Results

Variables	Average Variance Extracted (AVE)	Information
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<b>Organizational Culture (X1)</b>	0.639	Valid
<b>Intrinsic Motivation (X2)</b>	0.708	Valid
<b>Knowledge Sharing (X3)</b>	0.691	Valid
<b>Employee Performance (Y)</b>	0.627	Valid

Source: Data processed 2024

Based on the table above, it shows that the Average Variant Extracted (AVE) value is above 0.5, so the Average Variant Extracted (AVE) shows good validity. Based on the table above, the method used is cross loading. These results show that the indicators of each construct have higher values compared to the indicators in other constructs.

## 2. Inner Model

### a. R-Square Test

In starting the model assessment with SmartPLS, start by checking the R-Square for each dependent latent variable. R-Square values of 0.33-0.66 indicate that they are in the moderate category, and R-Square values of 0.19–0.32 indicate that they are in the weak category.

**Table 9.** R-Square Value

	R-Square	R-Square adjusted
<b>Employee performance</b>	0.854	0.842

Source: Data processed 2024

The table above shows an R-Square value of 0.842, which shows that the dependent variable is in the strong category.

### b. Hypothesis Testing

Based on the data processing carried out, the results obtained can be used to answer the hypothesis of this study. Hypothesis testing in this study was carried out by testing the coefficient value. If the coefficient value is positive, then the hypothesis can be ascertained to have a positive relationship and the hypothesis of this study can be considered significantly accepted if the P-Values  $<0.05$  and  $t$ -statistics  $> 1.96$ .

**Table 10.** Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-statistics (O/STDEV)	P-Value
<b>X1 &gt; Y</b>	0.346	0.327	0.147	3.360	<b>0.018</b>
<b>X2 &gt; Y</b>	0.213	0.216	0.210	2.017	0.009
<b>X3 &gt; Y</b>	0.402	0.413	0.237	2.698	0.003

Source: Data processed 2024

The table above shows that organizational culture has a significant effect on employee performance, as seen from the  $t$ -statistic of 3.360 which means  $> 1.96$  and  $p$ -value of 0.018 or  $< 0.05$ . Intrinsic motivation has a significant effect on employee performance as seen

from the t-statistic of 2.017 which means  $>1.96$  and p-value of 0.009 or  $<0.05$ . And knowledge sharing has a significant effect on employee performance as seen from the t-statistic of 2.698 which means  $>1.96$  and p-value of 0.003 or  $<0.05$ .

### DISCUSSION

#### **H1: Organizational Culture Has a Significant Influence on Employee Performance**

Based on data analysis, it is proven that organizational culture has a positive and significant influence on employee performance. This shows that a good organizational culture in a company can improve an employee's performance. This also proves that CV. Global Prima Sidoarjo has a good organizational culture so that there is an increase in employee performance. The organizational culture indicator most often chosen by respondents is a mission that refers to the purpose or core identity of the organization itself. A clear and well-defined mission guides organizational activities, helps motivate employees, and provides a clear direction for achieving long-term goals.

The implications of organizational culture on CV. Global Prima Sidoarjo, especially on mission indicators, are very important in providing clear direction and goals for all elements of the organization. A clear and well-defined mission not only identifies the company's core objectives, but also serves as a guideline in every operational activity and decision-making. Employees at CV. Global Prima Sidoarjo have a strong mission, so they can more easily understand their role in achieving the company's goals, which in turn increases employee motivation and commitment. A clear mission also helps strengthen organizational identity, provides a sense of togetherness, and creates a cohesive culture, where each individual works with the same goal. In addition, a focused mission allows the company to formulate more effective long-term strategies, adapt to market changes, and stay focused on achieving common goals. The results of this study are supported by research from (Management et al. 2023) which states that organizational culture has a positive and significant influence on employee performance.

#### **H2: Intrinsic Motivation Has a Significant Influence on Employee Performance**

Based on the results of data analysis, it was found that intrinsic motivation has a positive and significant effect on employee performance. This indicates that if there is good intrinsic motivation in the company, it can contribute to improving employee performance. This shows that employees have good intrinsic motivation so that employees are motivated to have good performance. The intrinsic motivation variable with the highest indicator value is the work itself that is, activities undertaken out of internal value or personal interest, rather than solely for external rewards such as money or validation.

Implications of intrinsic motivation Implications of intrinsic motivation at CV. Global Prima Sidoarjo, especially on the indicators of the work itself. Employees of CV. Global Prima Sidoarjo feel more interested and have a personal interest in the work they do, not only motivated by external rewards such as salary or recognition. With these natural traits, the work done becomes more meaningful because employees feel their work provides inner satisfaction, challenges, and opportunities for development. This creates an environment at CV. Global Prima Sidoarjo that is more productive and creative, where

employees feel appreciated and encouraged to provide the best results. Intrinsic motivation can also increase employee loyalty, because they feel emotionally connected to the work and goals of the company, which ultimately contributes to the achievement of organizational goals in the long term. The results of this study are supported by (Rozzaqiyah et al. 2021) which states that intrinsic motivation has a positive and significant influence on employee performance.

### **H3: Knowledge Sharing Has a Significant Influence on Employee Performance**

The results of the data analysis show that knowledge sharing has a positive and significant influence on employee performance. This indicates that good knowledge sharing in the company can play a role in improving employee performance. This indicates that CV. Global Prima Sidoarjo has good knowledge sharing between employees, so that they can improve their performance to be even better. The knowledge sharing indicator most often chosen by respondents is the relationship dimension, which refers to the relationships or groups that influence how knowledge is shared and exchanged.

The realistic implication of the knowledge sharing variable with the relational dimension, which refers to the relationship or group within the company at CV. Global Prima Sidoarjo, is that employees at CV. Global Prima Sidoarjo build the quality of social dynamics and communication between employees well so that the effectiveness of knowledge exchange can be built. If the relationship between individuals or groups in the company is strong and open, the knowledge sharing process will be smoother and more frequent. This encourages the creation of a collaborative work environment, where knowledge can be exchanged easily, accelerate problem solving, and increase innovation and productivity. Thus, strengthening interpersonal relationships and cooperation between teams will increase the effectiveness of knowledge sharing in the company, which in turn can have a positive impact on the performance and growth of the organization as a whole. The results of this study are supported by (Khaerana and Mangiwa 2021) which states that knowledge sharing has a positive and significant effect on employee performance.

### **CONCLUSIONS**

Based on the results and discussions above, it can be concluded that, 1) organizational culture has a positive and significant effect on employee performance at CV. Global Prima Sidoarjo 2) intrinsic motivation has a positive and significant effect on employee performance at CV. Global Prima Sidoarjo. 3) knowledge sharing has a positive and significant effect on employee performance at CV. Global Prima Sidoarjo.

For further research, it is recommended to conduct more in-depth research by considering other factors that may also affect employee performance, such as leadership, work environment, or external factors such as market conditions. Further research can also involve larger and more varied samples, and expand the scope of the study to various types of industries or companies with different characteristics, so that the results are more generalizable. In addition, a longitudinal approach can be used to see how the influence

of these variables develops over time and how the interaction between organizational culture and intrinsic motivation can change in the long term. (Sari, Hamidy, and Suaidah 2021)

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