International Journal of The Newest Social and Management Research (INSOMA)
ISSN: 3025-1176 (Online)
Open Access: https://journal.gpcpublisher.com/index.php/insoma

The Influence of Competence and Corporate Culture on Company Performance with Knowledge Sharing as a Moderator Variable at PT CBA

Safira Khoirunnisa [1]
[1] Universitas Krisnadwipayana, Indonesia

Corresponding Author: Safira Khoirunnisa, Email: safirakhoirunnisa68@gmail.com

Article Info

Article history:
Received 25/06/2026
Revised 30/06/2026
Accepted 15/07/2026

Keywords:
Competence, Corporate Culture, Knowledge Sharing, Corporate Performance

ABSTRACT

This study aims to analyze the influence of competency and corporate culture on company performance with knowledge sharing as a moderator variable at PT CBA. The study used a quantitative approach with an associative design. The study population consisted of 289 PT CBA employees, with a sample of 168 respondents determined using the Slovin formula and simple random sampling techniques. Data were collected through questionnaires using a five-point Likert scale and analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS software. The results showed that competency and corporate culture had a positive and significant effect on company performance. Meanwhile, knowledge sharing did not have a direct effect on company performance. Testing for the moderation effect showed that knowledge sharing was able to strengthen the influence of competency on company performance, but was not proven to moderate the relationship between corporate culture and company performance. These findings indicate that increasing employee competency supported by knowledge sharing practices can make a greater contribution to improving company performance. Therefore, companies need to strengthen competency development, build a conducive corporate culture, and optimize the knowledge sharing system to support sustainable company performance improvement.

INTRODUCTION

In the era of digital transformation and increasingly competitive business competition, companies are required to have the ability to adapt, innovate, and improve performance continuously. Company performance is one of the main indicators of organizational success in achieving strategic goals, increasing productivity, creating added value, and maintaining competitive advantage amidst the dynamics of the business environment. According to Delery and Roumpi (2017), a company's competitive advantage is largely determined by the organization's ability to manage human resources as a strategic asset capable of creating economic value, innovation, and organizational sustainability. Therefore, effective human resource management is one of the important factors in improving company performance, including PT CBA which is required to continuously improve competitiveness through developing the quality of its human resources.

One of the factors that plays a crucial role in improving company performance is employee competency. Competence encompasses not only knowledge, skills, and technical abilities, but also attitudes, behaviors, and an individual's ability to solve problems, make decisions, and adapt to changes in the work environment. According to Campion et al. (2020), competency is a combination of individual characteristics that support effective work performance and contribute to the achievement of organizational goals. Employees with high competency are better able to produce quality work, increase productivity, and support the achievement of company targets. Therefore, improving competency is a strategic investment for PT CBA in facing increasingly complex business challenges.

In addition to competence, corporate culture is also a crucial factor influencing an organization's success in achieving optimal performance. Corporate culture is a set of values, norms, beliefs, and behavioral patterns shared by all members of an organization, serving as guidelines for carrying out work activities. A strong corporate culture can create a conducive work environment, increase employee commitment, strengthen collaboration, and encourage continuous innovation. According to Denison and Mishra (1995), an effective organizational culture can increase employee engagement, coordination between work units, adaptability to change, and organizational consistency in achieving strategic goals. Conversely, a corporate culture that does not support collaboration, communication, and learning will hinder organizational effectiveness, resulting in decreased company performance.

The development of a knowledge-based economy has made knowledge a strategic asset for companies. In this context, knowledge sharing is a crucial mechanism that allows individuals to share their knowledge, experience, and skills with other members of the organization. According to Razmerita, Kirchner, and Nielsen (2016), knowledge sharing is a process of exchanging knowledge that can enhance innovation, accelerate organizational learning, and support more effective decision-making. For companies like PT CBA, the practice of knowledge sharing is crucial to ensure that each employee's knowledge is not only an individual asset but also an organizational asset that can be utilized collectively to improve company performance.

In practice, companies often face the challenge of knowledge loss when experienced employees retire, move to another work unit, or resign. Tacit knowledge is generally difficult to document and therefore potentially lost if not accompanied by an effective knowledge-sharing process. This situation means that individual competencies and a developed corporate culture may not necessarily have an optimal impact on performance improvement if not supported by knowledge-sharing practices. Therefore, knowledge sharing is seen as playing a crucial role as a moderating variable that can strengthen or weaken the influence of competencies and corporate culture on company performance.

Various previous studies have shown that competence, corporate culture, and knowledge sharing are closely related to improved organizational performance. Research by Muthuveloo et al. (2022) demonstrated that human resource competence positively influences organizational effectiveness and improves company performance. Research by Tran (2021) also demonstrated that knowledge sharing contributes to increased organizational effectiveness through increased innovation and decision-making quality. Muhammed and Zaim (2020) found that knowledge sharing practices improve organizational performance through the successful implementation of knowledge management, while Farooq (2023) stated that knowledge sharing can increase operational efficiency and company competitiveness. Furthermore, various studies have shown that a strong corporate culture can increase organizational commitment, collaboration, and employee productivity, thus positively impacting company performance.

However, research integrating competency, corporate culture, and knowledge sharing into a single model remains relatively limited, particularly when using knowledge sharing as a moderating variable. Most previous studies have focused on examining the direct influence of competency and corporate culture on company performance or on knowledge sharing as a mediating variable. However, conceptually, the effectiveness of individual competency and corporate culture in improving performance depends heavily on the extent to which knowledge can be shared, utilized, and developed collaboratively within the organization. Thus, there remains a research gap regarding how knowledge sharing strengthens the relationship between competency and corporate culture on company performance.

Based on the above description, the research entitled "The Influence of Competence and Corporate Culture on Company Performance with Knowledge Sharing as a Moderating Variable at PT CBA" is important to conduct. This research is expected to be able to provide theoretical contributions in the development of human resource management and knowledge management science, especially regarding the moderating role of knowledge sharing. In addition, the results of the research are expected to provide practical contributions for PT CBA management in formulating employee competency development strategies, strengthening corporate culture, and building a culture of knowledge sharing as an effort to improve company performance sustainably.

LITERATURE REVIEW

Employee Competence on Company Performance

Competence is a combination of knowledge, skills, abilities, and individual characteristics that enable effective and efficient work performance. From the Resource-Based View (RBV) perspective,

competence is viewed as a strategic resource that can create competitive advantage and improve company performance. Employees with high competence are generally able to complete tasks with better quality, adapt to change, and make greater contributions to achieving organizational goals. Research by Sari et al. (2023) found that human resource competence has a positive and significant effect on organizational performance. Similar results were also found by Sitorus (2022), who showed that competence plays a significant role in increasing organizational effectiveness. Furthermore, research by Wahyudi et al. (2022) proved that competence has a positive effect on employee performance because it can increase productivity and the quality of task execution. Therefore, the higher the competence of employees, the greater their contribution to improving company performance. These findings align with research by Abawa and Obse (2024), which emphasized that the ability and quality of human resources are important factors in improving organizational performance. Therefore, the higher the competence of employees, the greater their contribution to improving company performance.
H1: Competence has a positive effect on company performance

Corporate Culture on Corporate Performance

Corporate culture is a set of values, norms, and beliefs shared by members of an organization, serving as a guideline for action and decision-making. A strong organizational culture can create a conducive work environment and enhance collaboration. Research by Abawa and Obse (2024) shows that organizational culture positively influences organizational performance, including through increased job satisfaction and positive employee behavior. Furthermore, research by Raziq et al. (2024) found that organizational culture has a significant relationship with organizational performance and that certain cultures also encourage knowledge sharing practices, which ultimately improve organizational performance. Therefore, an adaptive organizational culture that supports collaboration is believed to be able to improve company performance sustainably. These results are supported by research by Aguilar-Rodríguez et al. (2023), which found that organizational culture has a positive and significant relationship with organizational performance. Hasan's (2023) research in the Indonesian banking sector also showed that organizational culture can improve organizational learning and employee performance. Furthermore, Rabani (2022) found that organizational culture has a positive and significant effect on employee performance. Therefore, a strong corporate culture is believed to be able to drive improved company performance by creating a work environment that supports organizational effectiveness and productivity.
H2: Corporate culture has a positive effect on company performance

Knowledge Sharing as a Moderator Variable in the Relationship between Competence and Corporate Culture on Corporate Performance

Knowledge sharing is the process of exchanging knowledge, experience, information, and skills between individuals and teams within an organization. This practice allows for broader utilization of individual knowledge, thereby enhancing organizational learning, innovation, and work effectiveness. A systematic review by Yeboah (2023) concluded that knowledge sharing is a crucial factor supporting improved organizational performance and value creation through collective knowledge utilization. Research by Atif (2023) shows that knowledge sharing positively impacts organizational performance by enhancing innovation capabilities. This finding is supported by Zamfir (2022), who states that effective knowledge transfer can improve decision-making quality and organizational performance. Furthermore, research by Danko (2025) shows that effective knowledge sharing practices positively contribute to innovation, market efficiency, and overall organizational performance. Regarding the relationship between employee competency and company performance, knowledge sharing allows individual competencies to be transferred to coworkers, resulting in benefits not only felt personally but also enhancing collective organizational capabilities. Meanwhile, regarding the relationship between organizational culture and company performance, a culture that encourages openness, collaboration, and knowledge exchange will strengthen learning and innovation processes, thus having a greater impact on improving company performance. Therefore, knowledge sharing is expected to act as a moderating variable that strengthens the relationship between employee competence and organizational culture on company performance.
H3: Knowledge sharing moderates the influence of competence on company performance
H4: Knowledge sharing moderates the influence of corporate culture on company performance

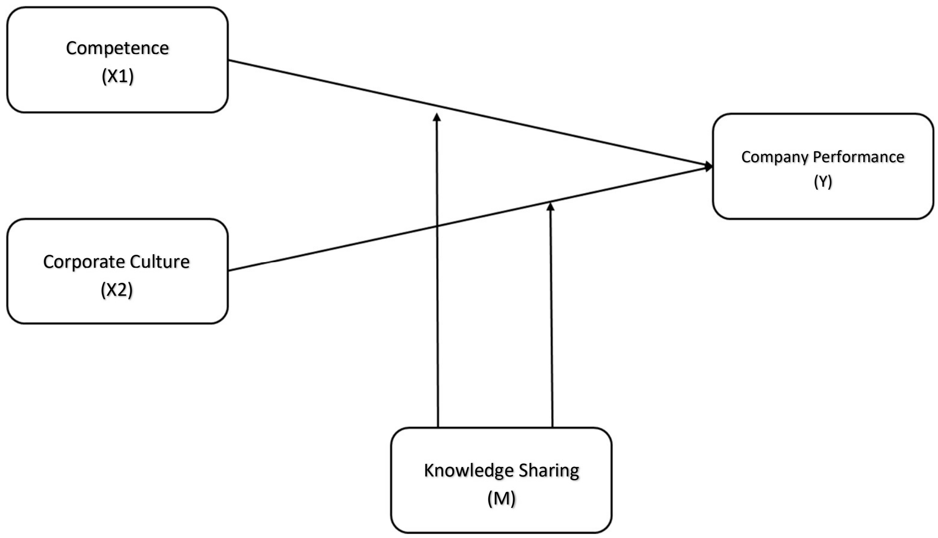

Figure 1 Research Framework

Based on the research framework image above, the hypothesis in this study is as follows:
H1: Competence has a positive effect on company performance
H2: Corporate culture has a positive effect on company performance
H3: Knowledge sharing moderates the influence of competence on company performance
H4: Knowledge sharing moderates the influence of corporate culture on company performance

RESEARCH METHODS

This study uses a quantitative approach with an associative research design to analyze the influence of competency and corporate culture on company performance with knowledge sharing as a moderator variable at PT CBA. The quantitative approach was chosen because it allows for objective testing of relationships between variables through statistical analysis, thus being able to test the formulated hypotheses (Creswell & Creswell, 2017). The population in this study was all 289 employees of PT CBA. The sample size was determined using the Slovin formula with an error rate of 5%, resulting in 168 respondents. The sampling technique used probability sampling with the simple random sampling method, which provides an equal opportunity for each member of the population to be selected as a respondent. The data used consisted of primary data obtained through distributing questionnaires to respondents and secondary data derived from company documents and various relevant supporting sources. The research instrument used a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree), to measure respondents' perceptions of the variables of competency, corporate culture, knowledge sharing, and company performance. Data analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS software because it is capable of analyzing simultaneous relationships between latent variables, including testing the moderating effect of knowledge sharing, and has the advantage of accommodating data that does not have to be normally distributed, is capable of processing complex research models, and provides good estimation results on relatively moderate sample sizes, so this method is considered appropriate to the characteristics of the research conducted (Sarstedt et al., 2021).

RESULTS AND DISCUSSION

Measurement Model Testing *(Outer Model)*

The results of the measurement model or outer model testing were conducted to assess the model's validity and reliability. The outer model with reflective indicators was evaluated through convergent and discriminant validity testing of its indicators and composite reliability for the indicator blocks. The results of the convergent testing using AVE are presented in the following table:

Table 1 Validity Test Results - AVE

Variables	Average (AVE)	Information
Competence	0.761	Valid
Organizational culture	0.751	Valid
Company performance	0.760	Valid

Source: Processed Results with SmartPLS (2026)

Based on the results of convergent validity testing, all research variables obtained Average Variance Extracted (AVE) values above the required minimum limit, which is 0.50. The AVE value for the Competence variable was 0.761, Organizational Culture was 0.751, and Company Performance was 0.760. These results indicate that each construct has a good ability to explain the variance of its indicators. Therefore, all research variables are declared to meet convergent validity and are suitable for use in the next stage of analysis.

Table 2 Results of Discriminant Validity Test (*Fornell Larcker Criterion)*

Variables	Organizational culture	Company performance	Knowledge Sharing	Competence
Organizational culture	0.866			
Company performance	0.330	0.872		
Knowledge Sharing	0.547	0.325	0.894	
Competence	0.384	0.471	0.600	0.872

Source: Processed Results with SmartPLS (2026)

The results of the discriminant validity test using the Fornell-Larcker Criterion indicate that all constructs have met the discriminant validity criteria. This is indicated by the square root of the Average Variance Extracted (AVE) value for each variable, namely Organizational Culture of 0.866, Company Performance of 0.872, Knowledge Sharing of 0.894, and Competence of 0.872. All of these values are higher than the correlation values between other constructs in the same row and column. Thus, each variable has a good level of uniqueness and is able to explain its respective construct more strongly than other constructs. These results indicate that the measurement model has met the discriminant validity criteria, so that all constructs are declared valid and suitable for use in the structural model analysis in the next stage.

Table 3 Results of Composite Reliability and Cronbach's Alpha Tests

Variables	Composite Reliability	Cronbach's Alpha
Competence	0.979	0.761
Organizational culture	0.982	0.751
Knowledge Sharing	0.965	0.799
Company performance	0.962	0.760

Source: Processed Results with SmartPLS (2026)

Based on the results of reliability testing, all constructs showed Composite Reliability values that exceeded the minimum limit of 0.70 and Cronbach's Alpha values that were above 0.70. The Composite Reliability values of each variable were Competence (0.979), Organizational Culture (0.982), Knowledge Sharing (0.965), and Company Performance (0.962), while the Cronbach's Alpha values were 0.761, 0.751, 0.799, and 0.760, respectively. These results indicate that all constructs have a very good level of internal consistency, so that the research instrument is declared reliable and can be used to measure research variables consistently.

Measurement Model Testing *(Inner Model)*

In this measurement model, it is important to pay attention to finding the VIF (*Variance Inflation*

`

Factor) for After the measurement model (outer model) is declared valid and reliable, the next stage is testing the structural model (inner model) to assess the model's ability to explain the relationship between variables and test the proposed research hypothesis.

Table 4 Results of R-Square (R^2) Calculation

	R Square	Adjusted R Square
Company performance	0.339	0.318

Source: Processed Results with SmartPLS (2026)

Based on the results of the structural model test, the Company Performance variable has an R-Square value of 0.339 and an Adjusted R-Square of 0.318. The R-Square value indicates that the Competence, Organizational Culture, and Knowledge Sharing variables are able to explain 33.9% of the variation in Company Performance, while the remaining 66.1% is explained by other factors outside the research model. Thus, the research model has a moderate explanatory ability in explaining variations in Company Performance. Meanwhile, the Adjusted R-Square value of 0.318 indicates that after taking into account the complexity of the model and the number of variables used, the model's ability to explain Company Performance remains at a fairly adequate level. Therefore, the research model can be considered to have sufficient explanatory power to be used in testing the relationship between variables.

Furthermore, the Goodness of Fit (GoF) test is conducted to evaluate the overall suitability of the model by combining the quality of the measurement model (outer model) and the structural model (inner model). According to Tenenhaus et al. (2005), the GoF value can be calculated using the average Average Variance Extracted (AVE) value and the R-Square (R^2) value with the following formula:

$$\boldsymbol{GoF = \sqrt{AVE_{\,average}\ x\ R^2}}$$

Based on the test results, the AVE values for each variable are Competence (0.761), Organizational Culture (0.751), Knowledge Sharing (0.799), and Company Performance (0.760). Thus, the average AVE obtained is:

$$\boldsymbol{AVE\ average = \frac{0,761 + 0,751 + 0,799 + 0,760}{4} = 0,768}$$

Meanwhile, the R-Square value for Company Performance is 0.339. Therefore, the GoF value can be calculated as follows:

$$GoF = \sqrt{0{,}768\ x\ 0{,}339}$$

$$GoF = \sqrt{0{,}2604}$$

$$GoF = 0{,}510$$

Based on the test results, the Average Variance Extracted (AVE) value for each variable is Competence of 0.761, Organizational Culture of 0.751, Knowledge Sharing of 0.799, and Company Performance of 0.760. Thus, the average AVE obtained is 0.768. Meanwhile, the R-Square value for the Company Performance variable is 0.339. Based on these two values, the Goodness of Fit (GoF) calculation produces a value of 0.510. The GoF value is above the limit of 0.36 which indicates a large category (large GoF) according to Tenenhaus et al. (2005). These results indicate that the research model has a good level of fit and is able to adequately explain the relationship between Competence, Organizational Culture, Knowledge Sharing, and Company Performance. Thus, the model built in this study can be stated to have good quality and is suitable for use in testing research hypotheses.

Furthermore, the estimated path coefficient value can be said to be significant if the T-table for significance is greater than 1.96 at a 5% significance level (alpha = 0.05). After analyzing the collected

`
data, we can draw conclusions about the research hypothesis. The T-Statistic value where the research hypothesis can be considered accepted if the T-Statistic value is greater than the T-table used to conduct hypothesis testing in this study.

Table 5 Hypothesis Testing Results

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
Company Performance Competencies→	0.385	0.391	0.080	4,788	0,000	Influential
Organizational Culture →Company Performance	0.222	0.224	0.079	2,824	0.005	Influential
Knowledge Sharing →on Company Performance	-0.007	-0.008	0.099	0.068	0.946	No effect
Moderating Effect 1 →Company Performance	0.236	0.237	0.083	2,833	0.005	Influential
Moderating Effect 2 →Company Performance	0.135	0.134	0.083	1,627	0.104	No effect

Source: Processed Results with SmartPLS (2026)

Discussion

Based on the results of hypothesis testing, it is known that competence has a positive and significant effect on company performance with a path coefficient (β) value of 0.385, a t-statistic value of 4.788, and a p-value of 0.000 (<0.05). These results indicate that the higher the competence possessed by employees, the higher the resulting company performance. Competence that includes individual knowledge, skills, and abilities enables employees to carry out tasks more effectively, efficiently, and productively so as to support the achievement of organizational goals. This finding is in line with the competency theory proposed by Boyatzis (1991), which states that competence is a fundamental individual characteristic related to superior performance in work. The results of this study are also consistent with the research of Sari et al. (2023) and Sitorus (2022) who found that human resource competence has a positive and significant effect on organizational performance.

Furthermore, organizational culture has a positive and significant effect on company performance with a path coefficient of 0.222, a t-statistic of 2.824, and a p-value of 0.005 (<0.05). These results indicate that a strong organizational culture can shape positive work behavior, improve coordination between employees, and strengthen commitment to organizational goals. An effective organizational culture will create shared values and norms that serve as guidelines for work, thereby encouraging improved company performance. These findings support the organizational culture theory proposed by Schein (2010), which explains that organizational culture is a pattern of basic assumptions learned and developed by organizational members in facing various internal and external problems. The results of this study are also in line with the research of Sari & Arsjah (2023) which found that organizational culture has a positive effect on improving company performance.

Unlike the two previous variables, knowledge sharing does not significantly influence company performance with a path coefficient value of -0.007, a t-statistic value of 0.068, and a p-value of 0.946 (> 0.05). These results indicate that knowledge sharing practices carried out within the organization have not been able to directly contribute to improving company performance. This condition may occur because the ongoing knowledge sharing process has not been carried out intensively, is not well structured, or the shared knowledge has not been fully implemented in daily work activities. This finding indicates that the existence of knowledge sharing alone is not enough to improve organizational performance if it is not supported by an effective knowledge management system. These results differ from the theory of organizational knowledge creation proposed by Nonaka & Takeuchi (2007), which emphasizes that the knowledge sharing process is a crucial factor in creating organizational excellence.

The results of the first moderation effect test indicate that knowledge sharing is able to moderate the influence of competence on company performance with a path coefficient value of 0.236, a t-statistic value of 2.833, and a p-value of 0.005 (<0.05). A positive coefficient indicates that the higher the practice of knowledge sharing in the organization, the stronger the influence of competence on improving company performance. This finding indicates that individual competence will have a greater impact on company performance when the knowledge, experience, and skills possessed by the individual are shared with other members of the organization. These results support the Knowledge-Based View theory which states that knowledge is a strategic organizational resource that can create competitive advantage if managed and shared effectively (Grant, 1996). This finding is also in line with research by Atif et al. (2023) which shows that knowledge sharing can increase the utilization of individual competence in producing better organizational performance.

Meanwhile, the results of the second moderation effect test indicate that knowledge sharing is unable to moderate the influence of organizational culture on company performance. This is indicated by a path coefficient value of 0.135, a t-statistic value of 1.627, and a p-value of 0.104 (> 0.05). These results indicate that knowledge sharing practices have not been able to strengthen or weaken the relationship between organizational culture and company performance. A strong organizational culture tends to have formed values, norms, and work behaviors that directly influence employee performance, so that the additional contribution of knowledge sharing is not seen significantly. According to Edgar H. Schein (2010), organizational culture functions as a system of values and basic assumptions that direct the behavior of organizational members in achieving common goals. Furthermore, Nonaka and Takeuchi (2007) explain that the effectiveness of knowledge sharing is highly dependent on the support of organizational culture, knowledge transfer mechanisms, and the commitment of organizational members to share and utilize available knowledge. Therefore, although organizational culture has been shown to improve company performance, knowledge sharing practices in this organization have not been able to provide a significant additional influence in strengthening this relationship. These findings indicate that the moderating role of knowledge sharing is contextual and influenced by the level of knowledge management implementation applied in the organization.

CONCLUSION

It can be concluded that competence and organizational culture have a positive and significant influence on company performance. These results indicate that the higher the competence of employees and the stronger the organizational culture implemented, the higher the company's performance can be achieved. Conversely, knowledge sharing does not have a direct, significant effect on company performance. The results of testing the moderating variables indicate that knowledge sharing can moderate the influence of competence on company performance, so that knowledge sharing practices can strengthen the contribution of employee competence in improving company performance. However, knowledge sharing was not proven to moderate the relationship between organizational culture and company performance. Thus, the role of knowledge sharing in this study is partial and is more effective in strengthening the utilization of employee competence than in strengthening the influence of organizational culture on company performance.

Based on the research findings, companies are advised to continuously improve employee competency through training programs, skills development, professional certification, and continuous learning supported by effective knowledge sharing practices. Furthermore, companies need to strengthen an organizational culture that supports collaboration, open communication, innovation, and the achievement of shared goals to improve company performance. Companies also need to develop a more structured knowledge management system so that the knowledge sharing process can run optimally and provide greater benefits to the organization. For future researchers, it is recommended to develop the research model by adding other variables that have the potential to influence company performance, such as leadership, organizational commitment, innovation, talent management, or employee engagement, to obtain a more comprehensive understanding of the factors that influence company performance.

REFERENCES

Atif, M., Yasin, R., Yang, S., & Huseynova, A. (2023). Spiritual leadership and intellectual capital: mediating role of psychological safety and knowledge sharing. *Journal of Intellectual Capital*, *24*(4), 1025-1046.

Boyatzis, R. E. (1991). *The competent manager: A model for effective performance*. John Wiley & Sons.

Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic management journal*, 17(S2), 109-122.

Nonaka, I., & Takeuchi, H. (2007). The knowledge-creating company. *Harvard business review*, 85(7/8), 162.

Sari, V. N., Hady, H., & Elfiswandi, E. (2023). The influence of organizational culture and HR competency on employee commitment and their impact on organizational performance. *International Journal of Social Science and Business*, *7*(2), 287-295.

Schein, E. H. (2010). Organizational culture and leadership (Vol. 2). John Wiley & Sons.

Sitorus, S. A., Suwitho, S., Haditomo, A. H. C., Nurfaidah, R., Ramlawati, R., Hendarto, T., & Hermawati, A. (2022). The influence of workload and competency on organizational performance with organizational culture mediation. *Jurnal Aplikasi Manajemen*, *20*(2), 304-315.

Abawa, A., & Obse, H. (2024). Organizational culture and organizational performance: does job satisfaction mediate the relationship?. *Cogent Business & Management*, *11*(1), 2324127.

Aguilar-Rodríguez, I. E., Barcellos-Paula, L., & Artieda-Cajilema, C. H. (2023). Organizational Culture and Organizational Performance: The Role of Companies of a Developing Economy to the COVID-19 Pandemic. *Global Business Review*, 09721509231164249.

Campion, M. A., Fink, A. A., Ruggeberg, B. J., Carr, L., Phillips, G. M., & Odman, R. B. (2011). Doing competencies well: Best practices in competency modeling. *Personnel psychology*, *64*(1), 225-262.

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.

Danko, L., & Crhová, Z. (2025). Rethinking the role of knowledge sharing on organizational performance in knowledge-intensive business services. *Journal of the Knowledge Economy*, *16*(4), 13873-13893.

Delery, J. E., & Roumpi, D. (2017). Strategic human resource management, human capital and competitive advantage: is the field going in circles?. *Human resource management journal*, *27*(1), 1-21.

Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization science*, *6*(2), 204-223.

Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial least squares structural equation modeling. In *Handbook of market research* (pp. 587-632). Cham: Springer International Publishing.

Muthuveloo, R., Shanmugam, N., & Teoh, A. P. (2017). The impact of tacit knowledge management on organizational performance: Evidence from Malaysia. *Asia Pacific Management Review*, *22*(4), 192-201.

Rabani, B. (2022). The Influence of Organizational Culture, Leadership Style, and Competence on the Performance of Social Service Employees in Majalengka Regency. *Eqien-Jurnal of Economics and Business,* 11(02), 599-604.

Raziq, M.M., Jabeen, Q., Saleem, S., Shamout, M.D., & Bashir, S. (2024). Organizational culture, knowledge sharing and organizational performance: a multi-country study. *Business Process Management Journal, 30* (2), 586-611.

Razmerita, L., Kirchner, K., & Nielsen, P. (2016). What factors influence knowledge sharing in organizations? A social dilemma perspective of social media communication. *Journal of knowledge Management, 20* (6), 1225-1246.

Sari, E., & Arsjah, R. (2025). Influence of Organizational Culture, Competence and Management Accounting Information System on Company Performance with Corporate Governance as Moderating Variables. *International Journal of Business*, *4*(1), 477-492.

Tran, T. K. P. (2021). The effect of knowledge sharing and innovativeness on organizational performance: An empirical study in Vietnam. *The Journal of Asian Finance, Economics and Business*, *8*(8), 503-511.

Yeboah, A. (2023). Knowledge sharing in organization: A systematic review. *Cogent business & management*, *10*(1), 2195027.

Zamfir, F. E. (2022, August). The importance of knowledge transfer management in Romanian companies during COVID-19 pandemic. In *Proceedings of the International Conference on Business Excellence* (Vol. 16, No. 1, pp. 130-138). Bucharest University of Economic Studies.

Wahyudi, W., Rozi, A., & Putry, M. (2022). Kompetensi dan kinerja karyawan: Peran moderasi iklim organisasional. *Jurnal Manajemen Maranatha*, *21*(2), 165-176.

`

Tenenhaus, M., Vinzi, V. E., Chatelin, Y. M., & Lauro, C. (2005). PLS path modeling. *Computational statistics & data analysis*, *48*(1), 159-205.

Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.

Farooq, R. (2023). Knowledge management and performance: a bibliometric analysis based on Scopus and WOS data (1988–2021). *Journal of Knowledge Management*, *27*(7), 1948-1991.

Hasan, H. (2023). Effect of organizational culture on organizational learning, employee engagement, and employee performance: Study of banking employees in Indonesia. *Problems and Perspectives in Management*, *21*(3), 471.