

## THE ORGANIZATIONAL CULTURE AS A REWARD MODERATION EFFECT ON KNOWLEDGE ORGANIZATION AND ASSESSMENT OF EMPLOYEES PERFORMANCE FOR TERNATE CITY GOVERNMENT: A CONCEPTUAL FRAMEWORK

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### ABSTRACT

*The challenges of globalization faced today both organizations that profit-oriented and non-profit is the change in a changing environment, the competitive environment is becoming increasingly dynamic and changing it is an absolute and unavoidable. To deal with these changes, in order to realize its vision and mission, organization to always adaptive and responsive to any changing environment by empowering its resources. Good capital resources, technology, and Human Resources (HR). Human Resources are played by a vital role in achieving the goals of organization, so that for a good human resource management organization is the backbone for a success of the organization. Increasing the crucial role of HR, then the presence of human resources who have the insight (knowledge), skills, and attitudes of behavior that are relevant to the work culture of the organization, coupled by a system of reward and performance evaluation of measured, orderly and periodically, it was expected by employee optimal performance that will be achieved, so that organizational goals can be achieved.*

Keywords: culture, accessibility of performance, knowledge, rewards

### Introduction

On non-profit organizations, particularly local government organizations in the public service, there has been a paradigm shift from the old public administration moving towards new public administration and new public services. With this new paradigm, the government is advised to leave the paradigm of traditional rigid administration in using the system becomes oriented work procedures or results can be accounted to the public (Denhardt and Denhardt, 2007). To support the paradigm shift is needed to human resources that governments have the knowledge and skills as well as high performance. HR has the knowledge and skills that qualified by human resources that have work behavior effectively and efficiently lead to the achievement of organizational goals. To realize the Human Resources Management with the skills and knowledge of qualified and high performance required a systematic way to organize varied skills and knowledge of the organization are sourced by Human Resources (HR) skills and knowledge to applied some achievement of organizational goals.

Knowledge is generally regarded as one of the assets that are important to the organization, because knowledge is considered as an important asset that needs to be managed carefully (Argote et al., 2003). Knowledge management and managerial practices are implemented by a main objective for create, disseminate, and exploit knowledge of the organization (Davenport and Prusak, 1998). The essence of knowledge management is the dissemination or sharing of knowledge (Llopis-Corcoles, 2011). Some experts also agree that the practice of sharing knowledge is a major component of the knowledge management system (Alavi & Leidner, 2001; Earl, 2001; Nahapiet, & Ghoshal, 1998).

Sharing knowledge refers to the task of providing information and knowledge to help others and collaborate with others to solve problems, develop new ideas, or implement policies or procedures (Wang & Noe, 2010, Amayah, 2013). Liebowitz (2001) defines the sharing of knowledge as the driving force and the exchange of knowledge creation and improve the performance of high impact on the intellectual capacity.

Behavior sharing knowledge is also beneficial for employees to improve work performance of employees, so it can help to work faster, more creative and can reduce errors in the work (Kang et al., (2008). Bock and Kim (2002) argues that a person can be encouraged to share if he feels that sharing will bring improved relations with other members of the organization. Similarly, knowledge sharing can also occur if an individual believes that the act of sharing will make a substantial contribution to organizational performance. Thus, it can be said that knowledge is an important asset significant effect on the success of the organization. The same thing expressed by Akram and Bokhari, (2011) that the knowledge sharing behavior associated with long-term performance and competitiveness of the organization.

Knowledge of the organization lies in its members, it is important to know the value of knowledge and the willingness of the members to share them with coworkers (Tohidinia and Mosakhani, 2010; Wang and Nue, 2010; Kuo et al., 2014). This is supported by research conducted by Kang et al., (2008) that the knowledge sharing behavior has a strong relationship with the employee's job performance. Similar findings are also shown in several other studies conducted by Lee et al., (2010), Reychar et al., (2009), Srivastava et al., (2006), Quigley et al., (2007), Wu et al., (2012), Chow, et al., (2012), Javadi et al., (2012), Al-Hakim and Hassan, (2013), Wang et al., (2014).

Performance gains are records generated from a particular job function or activity during a specific time period (Bernardin and Russel, 1993). According, to Gibson, Ivancevich, and Donnelly, (1999: 13) that the organization performance was determined by

the performance of the work individual in the organization. The success of an organization depends on the performance of each individual in the organization, while the performance of an individual is influenced by several factors.

In addition, lack of time and trust often becomes a reason not to share the knowledge they (Cong et al., (2007). This suggests that a person tends not to share what they know. Heydari et al., (2011) revealed that the commitments someone on the transfer and sharing of knowledge cannot be achieved if organizations do not incorporate the concept of motivation and rewards to employees. Bartol and Locke (2000) said that extrinsic rewards, useful to motivate desired behavior within the organization. Reward organization found in studies ranging from monetary incentives, such as salary increases and bonuses, for non-monetary rewards, such as promotions, advancement, and other tangible benefits (Davenport and Prusak, 1998; Hargadon, 1998). Achan and Rahimi (2013) recovered that for nine essential factors of the extrinsic motivation can influence the behavior of knowledge sharing that promotion at work, autonomous work, quality managers, non-financial reward, work challenges, financial rewards (excluding salaries), management support, recognition, and reputation.

The results of this research is conducted by Allameh et al., (2012) is findings the expected by reward organization affect to attitude and willingness of staff to share knowledge. Wickramasinghe & Widyaratne, (2012) results showed that the reward has a significant influence on knowledge sharing. Witherspoon et al., (2013) found that the reward that the salary increases and promotions can influence knowledge sharing. Kim and Lee, (2006) and Kang et al., (2008) also found that the positive performance-based reward system associated with the sharing of knowledge of employees in the public and private organizations. Al-Alawi et al., (2007); Marti'n-Pe'rez et al., (2012); and Durmusoglu et al., (2014) found a positive reward associated with the sharing of knowledge within the organization.

Lim et al., (2004) found that employees are more willing to share their knowledge if the reward received increases. The results of research conducted by Tohidinia and Mosakhani, (2010); Kumar and Rose, (2012); Wu and Zhu, (2012), which concludes that the extrinsic reward or reward an organization that is not expected to affect the sharing of knowledge. Bock et al., (2005); Lin, (2007) found that the expected reward is not related to attitude of sharing knowledge. Remuneration in the form of performance allowance is an opportunity dimensional variable and motivate an individual in completing the work. The remuneration has a positive effect to performance (Murphy, 1985; Dogan and Smyth, 2002; Merhebi et al., 2006; Lee and Isa, 2015). The system of compensation in the form of regional performance benefits may be able to improve the performance of the government apparatus (Niode, 2011), so the quality of service provided to the public will increase.

According to Gupta and Govindarajan (2000) that can affect the culture of creativity and change idea and it can support knowledge management. But most leaders recognize that organizational culture becomes a significant barrier to creating and increasing knowledge assets (De Long and Fahey, 2000). Milne (2007) argues that employees, in general, hoarding were not motivated to encourage the sharing of knowledge in maintaining a competitive advantage. But other researchers argue that organizational culture that encourages sharing of knowledge can be developed with appropriate incentives (Al - Alawi et al., 2007; McDermott and O'Dell, 2001; Milne, 2007).

Cultural organizations also form the perceptions and behavior of employees (De Long and Fahey, 2000), and one way to do this is to set the context for social interactions within the organization. According to De Long and Fahey, (2000) the impact of culture on the context for social interaction can be judged on three things, namely the interaction of vertical (interaction with senior managers), horizontal interaction (interaction between individuals on the same level), and behaviors of special which promote a culture of sharing knowledge. Based on the background and reasoning as previously described, then that becomes the crucial importance of this study is to analyze whether the reward organizations to improve sharing of knowledge and have a performance impact on employee moderated by the type of organizational culture on Ternate city government?

#### Research problem

Based on the description of the background and the focus of this study, the detailed formulation of research problems are as follows:

1. What is the effect on the remuneration of knowledge sharing?
2. What type of clan culture acts as a moderating variable remuneration influence to the sharing of knowledge?
3. What type of culture role as a moderating variable remuneration influence to the sharing of knowledge?
4. What type of hierarchical culture acts as a moderating variable remuneration influence to the sharing of knowledge?
5. What type of market culture acts as a moderating variable remuneration influence to the sharing of knowledge?
6. Is knowledge sharing influence on employee performance?

#### Objective

The objective for this paper is to develop a conceptual framework about organizational intellectual achievement as a mediation variable effect to reward, then examine Among knowledge and employment performance.

#### Literature review

##### Theories and concepts

##### Knowledge

Polanyi (1958) was the first to categorize knowledge into two, tacit and explicit knowledge. The same thing also argued Nonaka (2004). Both of these are very different forms of knowledge. Tacit knowledge is highly personal nature in the minds of individuals, usually born of experience, intuitive, raises confidence, underpinned by the values and beliefs inherent in individual or group. Interaction tacit and explicit knowledge reworded by Nonaka Takeuchi (2004) as the conversion process consisting of four known as the SECI models: Socialization, externalization, Combination, Internalization. The process is as follows:

1. Socialization is the conversion of tacit knowledge to tacit knowledge, to do with the process of sharing, interaction and direct experience.
2. Externalization is the process of conversion of tacit knowledge into explicit knowledge, can be done through dialogue and reflection
3. Combination is the process of converting knowledge of explicit knowledge to new knowledge explicit do with systemization and application of information systems.
4. Internalization is the process of converting knowledge of explicit tacit knowledge into the learning and acquisition of knowledge by members of the organization of explicit knowledge that is through experience alone.

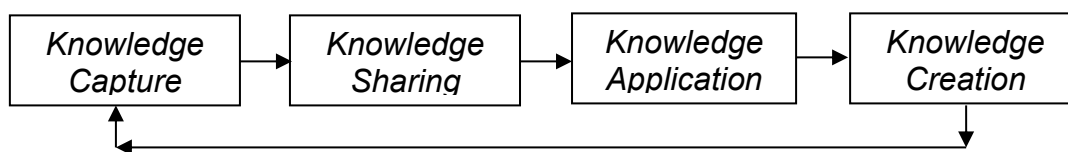
**Knowledge Management**

Knowledge in the organization is called intellectual capital consisting of human capital, structural capital and customer capital:

- a. Human capital is the knowledge and sources of labor including the skills, experience and creativity, in this case related to the knowledge, skills, ability member of the organization do its job, such as values, culture and philosophy. Also, knowledge, wisdom, skill, intuition, and the personal ability to realize the tasks and goals, is owned by individuals and cannot be owned by the organization.
- b. Structural capital is the knowledge that is contained in a structure and system of organization, knowledge of which settled in an organization outside of the human capital. Structural capital consists of market capital and organizational capital. Market capital is value in a relationship with the client organization. Organizational capital in which no hardware of software, databases, organizational structure, patents, trademarks, and everything that supports individual productivity through common usage spread.
- c. Customer capital is the value that comes from customer satisfaction, the ability of suppliers and other external resources that can add value to the organization. (Edvinsson and Malone, 1997)

Liebowitz (2001) knowledge management life cycle drawn as follows:

Figure 1. Knowledge management life cycle



Source: Jay Liebowitz, (2001)

This is in line with those expressed Jacobson (2006) states that sharing knowledge is a knowledge exchange between two individuals; one person communicating knowledge, an assimilate knowledge for other. There are four functions of knowledge management (Akram and Bokhari, 2011), such as:

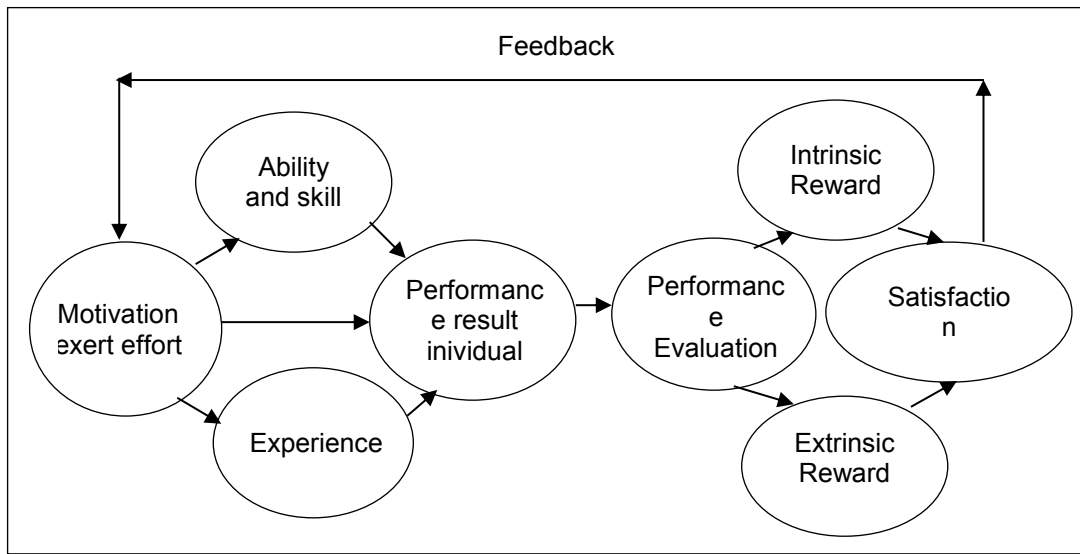
- a. Sharing knowledge encourages people to connect with other individuals. The relationship will have an influence on performance. Individuals interact with other individuals in the hope to get a higher career positions and adapt to environmental changes very quickly.
- b. Sharing knowledge can improve the value of cooperation, truth, and norms. Job performance is directly related to the accuracy of information. The act of transferring concepts, operational knowledge, experience and skills can speed up the procedure to share knowledge in the organization and will ultimately affect the performance.
- c. Sharing knowledge and experiences to encourage innovative and better performance
- d. Awareness of knowledge sharing between individuals can improve the skills and capabilities of other people (colleagues) in completing its tasks.

**Reward**

Award or reward systems are planned and managed properly can provide several benefits as follows (Hope and Player, 2012: 351):

- a. To attract, keep, and motivate people: attract, retain and motivate people. Reward does give the message that is motivating, but the reward to be competitive also to ensure that it can attract the most talented people.
- b. To provide a fairer rewards system: giving rewards system fairer. The main complaint against the reward system is because it is unfair. Thus, ensuring that moment is a primary goal reward system is essential to achieve success.
- c. To encourage more sharing: encouraging more sharing. The team is focusing on their own interests is a biggest obstacle to the sharing of knowledge. Recognition and team-based reward systems help eliminate these barriers, enabling collaboration was very greater than organizations.
- d. To build pride and passion: to build pride and passion. Do people feel proud and excited or not to work every day, depending on whether the proper performance driver turned on or off. Recognition and reward have a major influence on their decisions at work.

Figure 2. Reward Process



Source: Gibson et al, (2000: 181)  
Organizational culture

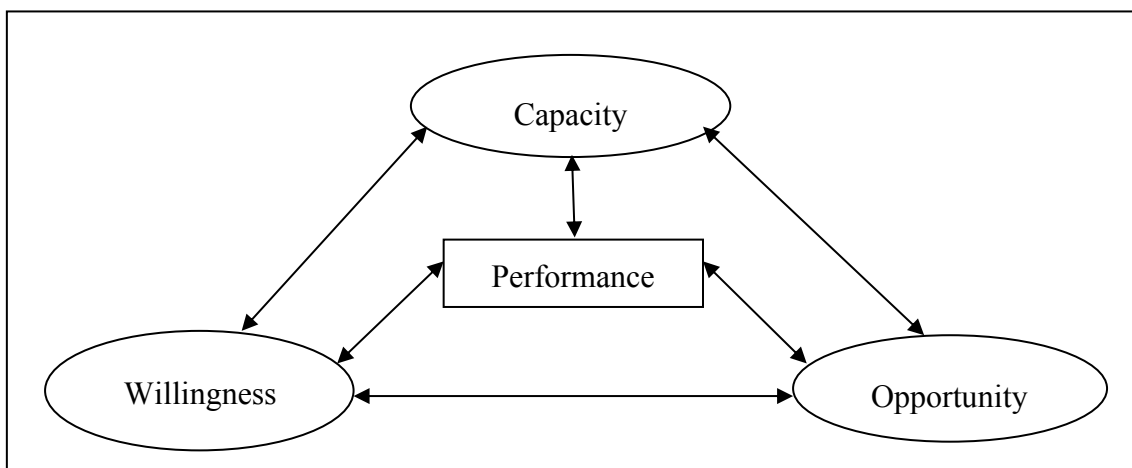
Some researchers have tried to customize the culture of the organization. Among the Hofstede (1980), Deal and Kennedy (1982), and Schein (1985). Hofstede (1980), emphasizing that there are national and regional cultural groupings that affect the behavior of the organization. Hofstede (1980) argues that national culture is observed in five dimensions, such as: (1) A distance; (2) Prevention of uncertainty; (3) Individualism vs. collectivism; (4) vs. masculinism femininism; and (5) vs. long-term orientation short-term.

Research by Deal and Kennedy (1982) that regarding a organizational culture focused on measuring inputs and risk-based organizations, where rapid by feedback means getting an instant response, and risk is a degree of uncertainty in the organization's activities. Deal and Kennedy (1982) uses multiple parameters to the fourth classifying organizational culture, such as: (1) Resilience; (2) Work hard; (3) Betting companies; and (4) Process.

Performance

Performance theory is used as a basis to explain the factors that affect managerial performance. Performance is a function or interaction of the dimensions of capacity (capacity), volition (willingness), and opportunity (Blumberg and Pringle, 1982).

Figure 3. Dimension Interaction of Performance



Source: Blumberg and Pringle (1982)

For each dimension of performance can be formed or obtained by a variety of different sources (Blumberg and Pringle, 1982). Dimensions of capacity can be formed through education, training and development of employees' competence. Dimensions willingness can be obtained in the literature related to motivation, leadership, design tasks, and attitude.

Many factors affect an individual's success in achieving organizational goals. These factors can be grouped into two individual and environmental factors (Sutrisno, 2009: 151). Individual factors consist of effort (effort), ability, and perceptual tasks. Try to show a number of physical and mental synergy that was used by completing the task. Ability is the personal qualities required in performing the tasks. Sandhu et al, (2011), in a study entitled knowledge sharing. Among public sector employees: evidence from Malaysia. The main objective of this study was to identify the views of public sector employees on the importance of sharing knowledge, identify obstacles to knowledge sharing, and initiatives to support the sharing of knowledge.

#### PRIOR EMPIRICAL STUDY

The study of the Organization Reward Sharing Knowledge by Kim and Lee, (2006), in a study entitled The Impact of Organizational Context and Information Technology on employee Knowledge Sharing capabilities. Information and knowledge sharing is an important factor in the discourse of electronic government, national security and human resource management in public administration.

#### Study Type Cultural Organization on Knowledge Sharing

The study of the type of organizational culture has been done by some previous researchers who positively have an influence on knowledge sharing and performance. Suppiah and Sandhu (2011), said that it has been conducting research with the title of organizational culture's influence on tacit knowledge-sharing behavior. This study aims to investigate the influence of the type of organizational culture on knowledge sharing behavior is hidden in the Malaysian public organizations. This research was conducted in Malaysia with survey data collected from 362 participants from seven organizations. Data were analyzed using multiple regression analysis to assess the research model. The results of this study showed that the type of organizational culture influences the behavior of intuitive knowledge sharing and influence positively or negatively depending on the type of culture.

#### Study on Performance of Knowledge Sharing

In general, be some previous research revealed that the sharing of knowledge to positively impact performance. Kang et al., (2008), this study aims to examine the impact to share knowledge on the performance of public employees' South Korea, with a sample of 323 employees. The results showed that four exogenous variables, namely employee training, reward systems, management support, and openness of communication have a positive influence on the behavior of share knowledge. An important finding of the study is its proven knowledge sharing behaviors affect employee performance.

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