The Power Of Information Technology And Organizational Culture In Supercharging Employee Performance Through Knowledge Sharing

Vicky Armando Ambate [1], Tony Leonard [2]

[1] *Directorate General of Customs and Exise, Ministry Of Finance Republic of Indonesia,* [2] *Directorate General of Customs and Exise, Ministry Of Finance Republic of Indonesia*

Abstract

This study investigates how organizational culture and information technology impact employee performance through knowledge sharing in the three Customs and Excise officce in Indonesia. It is a quantitative descriptive study employing PLS (Partial Least Square) for hypothesis testing. Data were collected via online questionnaires sent to 116 indonesian customs and excise officers, with 71 responses received. The results indicate that organizational culture significantly influences knowledge sharing among customs officers in the area, while information technology does not have a noticeable effect. Additionally, the research shows that organizational culture, information technology, and knowledge sharing together have a direct and significant impact on customs and excise officers' performance. Specifically, organizational culture significantly affects employee performance through knowledge sharing, whereas information technology does not. The study aims to be a valuable reference for improving customs officers' performance in relation to organizational culture, information technology, and knowledge sharing.

Keywords:
Employee Performance, Knowledge Sharing, Information Technology, Organizational Culture

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*Corresponding author
Email: vicky.armando@kemenkeu.go.id

INTRODUCTION

The rapid growth in international trade, including both imports and exports, necessitates more efficient and effective customs procedures to ensure

the smooth movement of goods and documents. This demand requires the Directorate General of Customs and Excise/Direktorat Jenderal Bea dan Cukai (DJBC), the governing body for customs and excise, to continuously enhance employee performance.

An institution's success is closely linked to the performance of its employees. Employee performance, defined as the qualitative and quantitative results of their work (Mangkunegara, 2017), plays a crucial role. Employees must constantly improve their skills, as high performance at the individual level contributes to overall institutional success and helps achieve organizational goals.

Every government institution develops an organizational culture that dictates how members think and act to achieve the organization's objectives. Organizational culture consists of a shared set of beliefs and meanings that members understand and accept, which differentiates one organization from another (Robbins and Judge, 2018). When effectively implemented, organizational culture can enhance knowledge-sharing practices, leading to improved employee performance through the creation of new knowledge. Research by Liana (2020) and Firmansyah and Zanora (2021) shows a strong link between organizational culture and employee performance. However, studies by Girsang (2019), Ferdian and Devita (2020), and Ruyani et al. (2021) suggest that organizational culture may not have a significant impact on employee performance. These varying findings highlight a research gap in understanding the effect of organizational culture on employee performance.

The fast-paced evolution of the modern era demands that organizations adapt to advancements, particularly in information technology. According to Sutabri (2014), information technology encompasses the tools used to process data such as processing, retrieving, organizing, storing, and manipulating data to produce accurate, high-quality, and timely information for decision-making by individuals, businesses, and governments.

Information technology is essential for employees to perform their tasks effectively. Providing comprehensive IT resources in government institutions simplifies the processing of necessary transactions, thereby supporting individual performance (Sapitri and Wiratmaja, 2019). Research by Nurgawati (2020), Maulana (2020), and Manalu and Yadnyana (2021) highlights a significant impact of information technology on employee performance. However, findings from Nugroho et al. (2019) and Sinaga et al. (2020) suggest that information technology use does not necessarily affect employee performance.

Knowledge sharing is a process where individuals exchange knowledge, fostering organizational knowledge renewal and enhancing personal innovation (Nonaka and Takeuchi in Tung, 2018;98). Effective knowledge sharing enables employees to access and apply relevant, innovative knowledge,

Thereby improving their performance. When employees actively engage in knowledge sharing, organizations can discover new and profound insights, a hallmark of a learning organization. This aligns with research by Cintya et al. (2018), Aniek Rumijati (2020), and Heni et al. (2022), which indicates that knowledge sharing, along with organizational learning factors and organizational culture, significantly affects employee performance.

Key Performance Indicators	2018	2019	2020	2021
	Realization (%)	Realization (%)	Realization (%)	Realization (%)
Competitive Human Resource	98,16	96,35	96,19	114,3
Organizational Integrity Index	87,89	101,17	100,25	97,05
ICT System Management Level/Index	0,016	0,031	118,82	117,47
Service User Satisfaction Index	97 (4,20)	106 (4,61)	115,5 (4,62)	97,61 (4,49)

Table 1. Perfomance Report DJBC 2018 - 2021

Performance data from the DJBC between 2018 and 2021 reveals an increase in competitive human resource achievements in 2021, but a decline in Organizational Integrity Index (Table 1). This presents a unique situation where employee performance has improved despite a decrease in organizational culture. Additionally, while the level of ICT system management Level/Index has risen, service user satisfaction index has decreased in the same year. At the local level, the customs and excise offices have experienced fluctuations in user satisfaction due to factors such as employee behavior, service time standards, competencies, policy changes, and IT system stability.

These issues highlight the need for a closer examination of organizational culture, information technology, and knowledge sharing. The lack of consistent performance improvements may negatively impact user satisfaction. Given these factors and the identified research gaps, this study aims to discuss about The Influence of Organizational Culture and Information Technology on Employee Performance Through Knowledge Sharing at the Customs and Excise employee.

LITERATURE REVIEW

Organizational Culture

Organizational culture consists of the shared assumptions and belief systems understood and accepted by its members, which distinguishes one organization from another (Robbins and Judge, 2018). A robust organizational culture significantly enhances performance and employee satisfaction, while a weak culture can have detrimental effects. Robbins, as cited in Wibowo (2016), identifies seven characteristics of organizational culture, including innovation, attention to detail, results orientation, focus on people and groups, aggressiveness, and stability. Robbins, as noted in Wardiah (2016), outlines the systematic stages of forming and maintaining organizational culture, from its initial establishment to its ongoing reinforcement. Key elements in preserving organizational culture include effective selection practices, actions by top management, and socialization methods. Leadership and organizational behavior also play critical roles in shaping the culture. According to Robbins (2018), organizational culture serves several functions: it differentiates organizations, provides identity to members, fosters commitment, acts as a social glue, and creates meaning and control that influence employee attitudes and behaviors. Therefore, organizational culture is essential for an organization's sustainability and success.

Information Technology

Information Technology (IT) refers to the development of methods for communicating and managing information. In prehistoric times, early humans created basic systems to document activities like hunting through cave drawings. Today, IT has advanced to encompass more sophisticated technologies. Sutabri (2014) defines IT as technology used to process data, including acquiring, storing, and manipulating it to produce relevant, accurate, and timely information. Mulyadi (2014) expands this definition to include hardware, software, office electronic equipment, and telecommunications. Darmawan (2012) adds that IT is designed to enhance the efficiency, speed, and reach of information delivery from sender to receiver.

The effectiveness of IT use is closely tied to individual behaviors in adapting technology for task completion. Theories on attitudes and behavior suggest that personal computer use is influenced by individual attitudes towards technology, workplace social norms, habits, expected outcomes, and facilitating conditions. According to Jugianto (2008), factors affecting IT use include social influences, personal attitudes, task relevance, long-term effects, facilitating conditions, and complexity. Sutarman (2009) identifies the

components of IT as hardware, software, databases, networks, and human elements, with the latter being crucial. Tjhay (2003) indicates that IT utilization can be measured by intensity, frequency of use, and the number of applications or software employed. These indicators help assess the effectiveness of IT in various contexts, including personal, business, and governmental settings. Understanding IT and its influencing factors is essential for fostering progress and innovation in its application.

Knowledge Sharing

Nonaka and Takeuchi, as cited in Tung (2018), define knowledge sharing as the social interaction process among individuals in an organization where they exchange knowledge to update the organization's knowledge base and foster individual innovation. Chuang (2013) outlines several indicators of knowledge sharing, such as the willingness to share specialized knowledge, use digital platforms for knowledge exchange, provide work-related advice, participate in discussions during meetings, and share personal experiences as solutions to work problems. Nawawi (2018) identifies key factors that facilitate knowledge sharing within organizations, including human factors, leadership, technology, organizational structure, and organizational learning. Knowledge sharing not only helps in utilizing existing knowledge more effectively but also creates opportunities to develop and explore new knowledge. As a result, organizations can enrich their knowledge base, boost innovation, and gain a competitive edge through effective knowledge sharing.

Employee Performance

Employee performance is the result of the quality and quantity of work produced by an individual in relation to their assigned responsibilities (Mangkunegara, 2017). Arilaha and Nurfadillah (2018), performance is assessed through various indicators, including the quality of work as perceived by employees, the alignment of tasks with their skills and abilities, the amount of output generated, punctuality in task completion, reliability with minimal supervision, attendance in adherence to working hours, and the ability to collaborate effectively to achieve optimal results. Performance is an overview of the level of achievement in the implementation of activity programs or policies in realizing the objectives, goals, visions, and missions of the organization as outlined through the strategic planning of an organization (Moehoriono, 2010).

Research Hypothesis

Organizational culture that is healthy and positive can influence employee performance (Robbins and Judge, 2018). This is in line with research

conducted by Prasetyaningtyas et al. (2020) and research by Hermanto et al. (2020), which shows that organizational culture has a positive and significant effect on knowledge sharing.
H1: organizational culture significantly influences knowledge sharing

Information technology is a tool for processing data into relevant, accurate, and timely information, used in various contexts such as personal, business, and governmental decision-making (Sutabri, 2014). Research by Supardi (2021) and Pebrina et al. (2022) indicates a significant influence between information technology and knowledge sharing.
H2: information technology significantly influences knowledge sharing among employees

A strong organizational culture can enhance knowledge sharing (Robbins and Judge, 2018). This is in line with the results of research by Liana (2020) and Firmansyah and Zanora (2021), which show that organizational culture has a significant influence on employee performance.
H3: organizational culture significantly influences employee performance

Information technology encompasses computers, electronic office equipment, and telecommunications, as well as human-engineered results to expedite, expand, and extend the information delivery process. Research by Nurgawati (2020), Maulana (2020), and Manalu and Yadnyana (2021) shows that information technology has a significant positive influence on employee and managerial performance.
H4: information technology significantly influences employee performance

Knowledge sharing influences employee performance (Nonaka and Takeuchi in Tung, 2018), as stated in previous studies by Cintya et al. (2018), Satria and Tri (2020), and Heni et al. (2022). Based on the results of previous research, the proposed research hypothesis is as follows.
H5: knowledge sharing significantly influences employee performance

Organizational culture influences employee performance through knowledge sharing (Nonaka and Takeuchi in Tung, 2018). This is stated in the results of research by Allya and Anita (2022) and Nurcahaya et al. (2023).
H6: organizational culture significantly influences employee performance through knowledge sharing among employees

The implementation of information technology increases employees' willingness to engage in knowledge sharing, strengthens collaboration among employees, and contributes to improving organizational performance (Aristana & Dewi, 2022). Studies by Kim and Lee (2006), Davison et al. (2013), Arpaci and Balotlu (2016), and others indicate that the higher the implementation of information technology, the higher the knowledge-sharing activities among

employees. knowledge sharing is considered key to adopting innovations, including new technologies, within organizations (Abhishek Srivastava et al., 2006; Hsu, 2008; Tabrizi, 2014; Zhu and Chen, 2014; Mittal and Dhar, 2015; Masa'deh et al., 2016)

H7: information technology significantly influences employee performance through knowledge sharing among employees.

RESEARCH METHOD

The study aims to determine the effect of organizational culture and information technology on employee performance through knowledge sharing at the customs officce

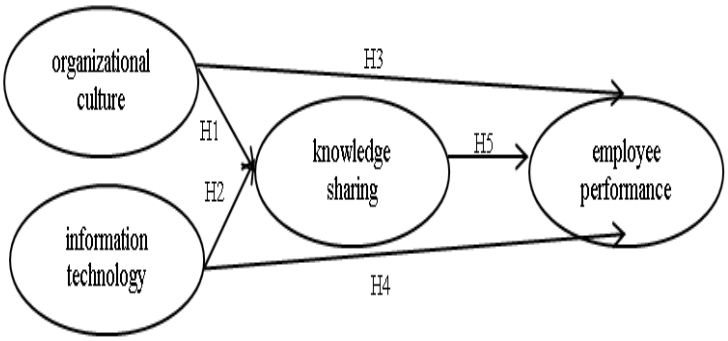

Figure 1. Conceptual Frame Work

This study is an explanatory research using a quantitative approach. It involves cross-sectional data collection to explore the relationships between independent variables (organizational culture, information technology) and dependent variables (knowledge sharing and employee performance). Conceptual Frame Work show by figure 1 The study's population includes 116 Customs and Excise Employee in three officce's in IndonesiaLikert scales are used for measurement in this study. 22 questionnaires was design and distribution by online using Google Form. The valid data processed are 71 questionnaires. The data analysis is conducted using PLS (Partial Least Squares) with the Smart PLS software, which is particularly advantageous for analyzing complex variable relationships, even with smaller sample sizes. Structural equation modeling and data analysis are performed using Smart PLS software, as outlined by Ghozali and Latan (2015). The software utilized for data processing in the research is SmartPLS

FINDINGS AND DISCUSSION

The data validity test in this study was conducted using convergent validity testing. A loading factor value above 0.7 and an Average Variance Extracted (AVE) value greater than 0.5 are considered valid as indicators in measuring the construct. If the loading score is <0.5, the indicator can be removed from the construct. However, if the loading score is between 0.5 and 0.7, researchers should not remove the indicator as long as the AVE and communality scores are >0.5 (Chin, 1995). Indicators were reprocessed after removing loading factor values below 0.6 to obtain more valid variables. Based on Table 1, it can be seen that all variables in this study have loading factor values greater than 0.7 and AVE values greater than 0.5. This means that all variables used in this study are feasible or valid for use (Chin, 1995).

No	Variabel	Nilai *AVE*	Ket
1	Organizational Culture	0,519	Valid
2	*Information Technology*	0,712	Valid
3	*Knowledge Sharing*	0,684	Valid
4	Employee Performance	0,596	Valid

Table 1. *Average Variance Extraxted* (AVE)

Rule of Thumb The reliability test must be greater than 0.7, although 0.6 is still acceptable (Hair et al., 2006). Based on Table 2, the reliability test shows that the Cronbach's alpha and composite reliability values for each variable are above 0.7, so it can be concluded that the indicators used in the study are reliable.

Variabel	*Cronbach's Alpha*	*Composite Reliability*	Keterangan
Organizational Culture *(X1)*	0,766	0,843	Reliabel
Information Technology (X2)	0,815	0,881	Reliabel
Knowledge Sharing (Z)	0,884	0,915	Reliabel
Employee Performance (Y)	0,862	0,897	Reliabel

Table 2. *Composite Reliability* and *Cronbach's Alpha*

The endogenous variable of knowledge sharing is obtained at 0.429 from the exogenous variables of Organizational Culture and Information Technology. This means that the variables of Organizational Culture and Information Technology are able to explain Knowledge Sharing by 42.9% or are categorized as moderate, while the remaining 57.1% is influenced by other variables outside this research model. While the endogenous variable of employee performance is obtained at 0.663 from the variables of Knowledge Sharing, Organizational Culture and Information Technology. This means that the variables of Organizational Culture, Information Technology and Knowledge Sharing are able to explain the variable of employee performance by 66.3% or are categorized as good, while the remaining 33.7% is influenced by other variables outside this research model. So the accuracy of the structural model is also measured by the value of Predictive Relevance (Q2) and measured Goodness Of Fit (GoF). So that the value of Q2 is obtained 80.75%, where the value of Q2> 0 indicates that the validated model has predictive relevance or can be said to be a fairly fit model because the exogenous variable is good as a variable that is able to predict endogenous variables.

	Hipotesis	Nilai Koefisien	T-Statistik	T-tabel	P Values	Kesimpulan
	Direct Effect					
H1	Organizational Culture -> *Knowledge Sharing*	0,614	7,800	1,96	0,000	H1 accepted H0 rejected
H2	*Information Technology* -> *Knowledge Sharing*	0,116	1,000	1,96	0,318	H2 rejected H0 d accepted
H3	Organizational Culture -> Employee Performance	0,311	3,346	1,96	0,001	H3 accepted H0 rejected
H4	*Teknologi Informasi* -> Employee Performance	0,178	2,139	1,96	0,033	H4 accepted H0 rejected
H5	*Knowledge Sharing* -> Employee Performance	0,503	4,757	1,96	0,000	H5 accepted H0 rejected
	Inirect Effect					
H6	Organizational Culture -> *Knowledge Sharing* -> Employee Performance	0,309	4,406	1,96	0,000	H6 accepted H0 d rejected
H7	*Teknologi Informasi* -> *Knowledge Sharing* -> Employee Performance	0,058	0,913	1,96	0,362	H7 rejected H0 accepted

Table 3. Results Boothstrap PLS

The Hypotesis results Boothstrap PLS show by table 3 and duscuss as follows :

The Influence of Organizational Culture on Employee Knowledge Sharing

Testing hypothesis H1, organizational culture (X1) has a significant influence on knowledge sharing (Z) because it yields a coefficient value of 0.614 and a t-statistic value of 8.203, which is greater than the t-table value of 1.96 at α = 5% and a p-value of 0.000. Based on the test results, hypothesis H1

is accepted, and H0 is rejected, indicating that higher organizational culture can increase knowledge sharing.

The Influence of Information Technology on Employee Knowledge Sharing

Testing hypothesis H2, information technology (X2) does not have a significant influence on knowledge sharing (Z) because it yields a coefficient value of 0.116 and a t-statistic value of 1.057, which is smaller than the t-table value of 1.96 at α = 5% and a p-value of 0.291. Based on the test results, hypothesis H2 is rejected, and H0 is accepted, indicating that higher information technology cannot increase knowledge sharing.

The Influence of Organizational Culture on Employee Performance

Testing hypothesis H3, organizational culture (X1) has a significant influence on employee performance (Y) because it yields a coefficient value of 0.311 and a t-statistic value of 3.332, which is greater than the t-table value of 1.96 at α = 5% and a p-value of 0.001. Based on the test results, hypothesis H3 is accepted, and H0 is rejected, indicating that higher organizational culture can increase employee performance.

The Influence of Information Technology on Employee Performance

influence on employee performance (Y) because it yields a coefficient value of 0.178 and a t-statistic value of 2.134, which is greater than the t-table value of 1.96 at α = 5% and a p-value of 0.033. Based on the test results, hypothesis H4 is accepted, and H0 is rejected, indicating that higher information technology can increase employee performance.

The Influence of Knowledge Sharing on Employee Performance

Testing hypothesis H5, knowledge sharing (Z) has a significant influence on employee performance (Y) because it yields a coefficient value of 0.503 and a t-statistic value of 4.825, which is greater than the t-table value of 1.96 at α = 5% and a p-value of 0.000. Based on the test results, hypothesis H5 is accepted, and H0 is rejected, indicating that higher knowledge sharing can increase employee performance.

The Influence of Organizational Culture on Employee Performance through Employee Knowledge Sharing

Testing hypothesis H6, organizational culture (X1) has a significant influence on employee performance (Y) through knowledge sharing (Z) because it yields a coefficient value of 0.309 and a t-statistic value of 4.243, which is greater than the t-table value of 1.96 at α = 5% and a p-value of 0.000.

Based on the test results, hypothesis H6 is accepted, and H0 is rejected, indicating that knowledge sharing mediates the influence of organizational culture on employee performance

The Influence of Information Technology on Employee Performance through Employee Knowledge Sharing

Testing hypothesis H7, information technology (X2) does not have a significant influence on employee performance (Y) through knowledge sharing (Z) because it yields a coefficient value of 0.058 and a t-statistic value of 1.005, which is smaller than the t-table value of 1.96 at $\alpha = 5\%$ and a p-value of 0.316. Based on the test results, hypothesis H7 is rejected, and H0 is accepted, indicating that information technology does not mediate the influence of organizational culture on employee performance

The hypothesis testing results reveal that organizational culture has a significant impact on knowledge sharing at the Customs and Excise Employee. This finding aligns with earlier studies by Prasetyaningtyas et al. (2020) and Hermanto et al. (2020), which also demonstrated a positive and significant relationship between organizational culture and knowledge sharing. The distribution of questionnaire responses indicates that most respondents believe the organizational culture at the Customs and Excise Employee promotes self-improvement and collaboration in task execution. This culture is grounded in the values of the Ministry of Finance and the Fundamental Attitudes of DJBC, including Integrity, Professionalism, Synergy, and a Corrective Attitude. These values foster employee competency development, knowledge sharing, and teamwork. In summary, a stronger organizational culture correlates with increased knowledge sharing at the Customs and Excise Employee.

The hypothesis testing results for the second hypothesis indicate that information technology does not significantly influence knowledge sharing at the Customs and Excise Employee in the Besuki Residency Region. This finding contrasts with previous research by Supardi (2021) and Pebrina et al. (2022), which identified a significant connection between information technology and knowledge sharing. Respondents report extensive use of information technology for their tasks, including tools like CEISA and self-service applications across Customs and Excise Employee. The Covid-19 pandemic has further accelerated the adoption of remote work and digital services. Despite this, many millennial employees are already highly proficient with technology and do not require additional knowledge sharing to adapt. In addition, most employees have a diploma of 60.6% with the majority under the age of 40 years at 76.1%. Additionally, most employees have diplomas and have undergone specialized training, allowing them to effectively use

technology without relying on knowledge sharing. Thus, while the use of information technology is on the rise at the Customs and Excise Employee, it does not lead to an increase in knowledge sharing. The ability to share does not mean that they do not want to share, but the character of employees quickly adapts independently to the technology independently. This is also driven by the basic attitude of DJBC employees, namely the initiative where every DJBC employee must be able to solve problems or provide solutions without waiting for orders for the realization of better supervision and service.

The hypothesis testing results for the third hypothesis indicate that organizational culture significantly influences employee performance at the Customs and Excise Employee in the Besuki Residency Region. This result aligns with findings from Liana (2020) and Firmansyah and Zanora (2021), which also identified a positive link between organizational culture and employee performance. Within the Ministry of Finance and DJBC, the organizational culture emphasizes values like professionalism and loyalty, motivating employees to work diligently towards the organization's advancement. Employees are expected to support one another in accomplishing tasks and meeting objectives. Performance contracts play a crucial role by setting goals and activities for the fiscal year and guiding performance evaluation. Most respondents report that they meet their work targets within the designated time frame, suggesting that the organizational culture's focus on loyalty and professionalism positively influences employee performance at the Customs and Excise Employee.

The hypothesis testing results for the fourth hypothesis indicate that information technology significantly influences employee performance at the Customs and Excise Employee in the Besuki Residency Region. This result aligns with earlier studies by Nurgawati (2020), Maulana (2020), and Manalu and Yadnyana (2021), which also identified a positive connection between information technology and employee performance. The Covid-19 pandemic has accelerated the adoption of technology in organizational services, both internally and externally. Most respondents report extensive use of information technology, with the organization continually innovating through new online service applications. Educated and trained employees are able to adapt to these technological advancements, which helps maintain the effectiveness and efficiency of online services, thereby boosting work productivity. Consequently, information technology facilitates employees' work processes and enhances their performance.

The hypothesis testing results for the fifth hypothesis indicate that knowledge sharing significantly influences employee performance at the Customs and Excise Employee. This finding aligns with earlier research by

Rumijati (2020), Wilianto and Indriyani (2021), and Audia and Silvianita (2022), which also highlighted a positive relationship between knowledge sharing and employee performance. Most respondents strongly support the importance of leadership and collaboration skills in the knowledge-sharing process, indicating that effective leadership is vital for fostering employee collaboration and knowledge exchange to meet organizational objectives. Knowledge sharing is facilitated through various initiatives, such as the Employee Skills Development and Training Program/Program Pembinaan Keterampilan Pegawai (P2KP), where employees with extensive knowledge are encouraged to lead regular sharing sessions. This practice is deemed crucial for keeping all employees informed with the latest updates and knowledge, which contributes to improved task performance and overall employee effectiveness.

The hypothesis testing results for the sixth hypothesis indicate that organizational culture has a significant impact on employee performance through knowledge sharing, validating the crucial role of knowledge sharing as an intermediary between organizational culture and employee performance at the Customs and Excise Employee. Knowledge sharing involves exchanging knowledge, experiences, and ideas among individuals within an organization. Previous research suggests that a culture fostering trust and openness is essential for effective knowledge sharing. Therefore, enhancing organizational culture can improve knowledge sharing practices, which in turn boosts employee performance. This finding aligns with Aulia's (2016) study, which also highlighted that organizational culture affects employee performance through knowledge sharing. Programs such as the P2KP, supported by leadership and the values of the Ministry of Finance, are beneficial for enhancing employee performance. Thus, a deeper understanding of organizational culture and knowledge sharing practices can significantly enhance employee performance at the Customs and Excise Employee.

The hypothesis testing results for the seventh hypothesis indicate that knowledge sharing does not play a significant role as a mediator between information technology and employee performance at the Customs Office. This finding contrasts with previous studies that identified knowledge sharing as a significant mediating factor between information technology and employee performance. In this study, while leadership and collaboration are important for knowledge sharing, they do not significantly enhance the link between information technology and employee performance. Contributing factors The gen Z and millennial or individualistic and internet technology adapted (Ditto,2021; Anderson and Jiang, 2018;schlee et al, 2020) include the employee demographics, with most employees being millennials who are

highly proficient with technology. These employees have received prior education and training, allowing them to adapt to technology on their own. This is evidenced by the high level of technology use in work tasks, reaching 74.6%. The role of leadership in promoting knowledge sharing activities appears minimal, possibly because employees are already competent in using technology independently. Additionally, knowledge sharing activities are more commonly initiated by female employees in the Customs and Excise Employee despite females constituting only 18.3% of the workforce. This is due to the nature of their office-based tasks, which leads to more frequent knowledge sharing among them. As a result, this study suggests that knowledge sharing does not significantly mediate the relationship between information technology and employee performance in the Customs and Excise Employee. Technological improvement or innovation, not being able to encourage the ability to share does not mean that they do not want to share, but the character of employees quickly adapts to the technology independently. This is also driven by one of the basic attitudes of DJBC employees, namely initiative.

CONCLUSIONS

1. Organizational culture significantly influences knowledge sharing among customs officers in the Besuki Residency Region. This indicates that the higher the organizational culture, the more it can enhance knowledge sharing among customs officers
2. Information Technology does not significantly influence knowledge sharing among customs officers in the Besuki Residency Region. This indicates that the higher the information technology, the less it can enhance knowledge sharing among Customs and Excise officers.
3. Organizational culture significantly influences the performance of customs officers in the Besuki Residency Region. This indicates that the higher the organizational culture, the more it can enhance the performance of Customs and Excise officers.
4. Information technology significantly influences the performance of customs officers in the Besuki Residency Region. This indicates that the higher the information technology, the more it can enhance the performance of Customs and Excise officers.
5. Knowledge sharing significantly influences the performance of customs officers in the Besuki Residency Region. This indicates that the higher the knowledge sharing, the more it can enhance the performance of Customs and Excise officers.
6. Organizational culture significantly influences the performance of customs officers in the Besuki Residency Region through knowledge sharing. This

indicates that knowledge sharing acts as a mediator in the influence of organizational culture on the performance of Customs and Excise officers.

7. Information technology does not significantly influence the performance of customs officers in the Besuki Residency Region through knowledge sharing. This indicates that knowledge sharing does not act as a mediator in the influence of information technology on the performance of Customs and Excise officers.

LIMITATION & FURTHER RESEARCH

This research only focuses on public services and on a small sample so that it can be developed further on a larger sample by discussing in more depth regarding digital adaptation in an organization that is still rarely researched, especially in public services.

AUTHOR CONTRIBUTION

Declaration of interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper. This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

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Appendix 1.

Construct and reliability Validity

Construct Reliability and Validity

Matrix | Cronbach's Alpha | rho_A | Composite Reli... | » 1 | Copy to Clipboard: | Excel Format

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1 (Budaya Organisasi)	0.766	0.767	0.843	0.519
X2 (Teknologi Informasi)	0.815	0.920	0.881	0.712
Y (Kinerja Pegawai)	0.862	0.878	0.897	0.596
Z (Knowledge Sharing)	0.884	0.886	0.915	0.684

Appendix 2.

Cross Loading Value

Indikator	Organizational Culture	*Information Technology*	*Knowledge Sharing*	Employee Performance
X1.1	0,8048	0,604	0,6098	0,6887
X1.2	0,7971	0,7143	0,7107	0,8189
X1.3	0,7716	0,719	0,6946	0,6615
X1.4	0,8221	0,7029	0,606	0,8049
X1.5	0,7918	0,5703	0,7244	0,6721
X1.6	0,8918	0,5959	0,7031	0,7141
X1.7	0,8488	0,6687	0,6663	0,824
X1.8	0,7573	0,6462	0,8154	0,6649
X2.1	0,7483	0,6053	0,5928	0,6321
X2.2	0,7871	0,5906	0,6204	0,7417
X2.3	0,8987	0,5964	0,7419	0,7484
Z1.1	0,5981	0,7669	0,585	0,7377
Z1.2	0,7103	0,95	0,7302	0,7849
Z1.3	0,7357	0,8168	0,7419	0,748
Z1.4	0,662	0,8788	0,6864	0,7593
Z1.5	0,6771	0,9377	0,6922	0,7639
Y1.1	0,6902	0,8987	0,7456	0,7627
Y1.2	0,6955	0,8459	0,6596	0,7499
Y1.3	0,7154	0,9469	0,7177	0,7812
Y1.4	0,7332	0,8343	0,6554	0,6983
Y1.5	0,7251	0,8934	0,6547	0,7455
Y1.6	0,7129	0,7525	0,8512	0,7755

Appendix 3.

Path Coefficients and Spesific Indirect Effect

Path Coefficients

Mean, STDEV, T-... | Confidence Inte... | Confidence Inte... | Samples | Copy to Clipboard: | Excel Format | R Format

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/ST	P Values
X1 (Budaya Organisasi) -> Y (Kinerja Pegawai)	0.311	0.319	0.093	3.346	0.001
X1 (Budaya Organisasi) -> Z (Knowledge Sharing)	0.614	0.623	0.079	7.800	0.000
X2 (Teknologi Informasi) -> Y (Kinerja Pegawai)	0.178	0.182	0.083	2.139	0.033
X2 (Teknologi Informasi) -> Z (Knowledge Sharing)	0.116	0.126	0.116	1.000	0.318
Z (Knowledge Sharing) -> Y (Kinerja Pegawai)	0.503	0.500	0.106	4.757	0.000

Specific Indirect Effects

Mean, STDEV, T-... | Confidence Inte... | Confidence Inte... | Samples | Copy to Clipboard: | Excel Format | R Format

	Original Sampl	Sample Mean (	Standard Deviatior	T Statistics (|O/	P Values
X1 (Budaya Organisasi) -> Z (Knowledge Sharing) -> Y (Kinerja Pegawai)	0.309	0.311	0.075	4.106	0.000
X2 (Teknologi Informasi) -> Z (Knowledge Sharing) -> Y (Kinerja Pegawai)	0.058	0.065	0.064	0.913	0.362

Appendix 4.

R Square value

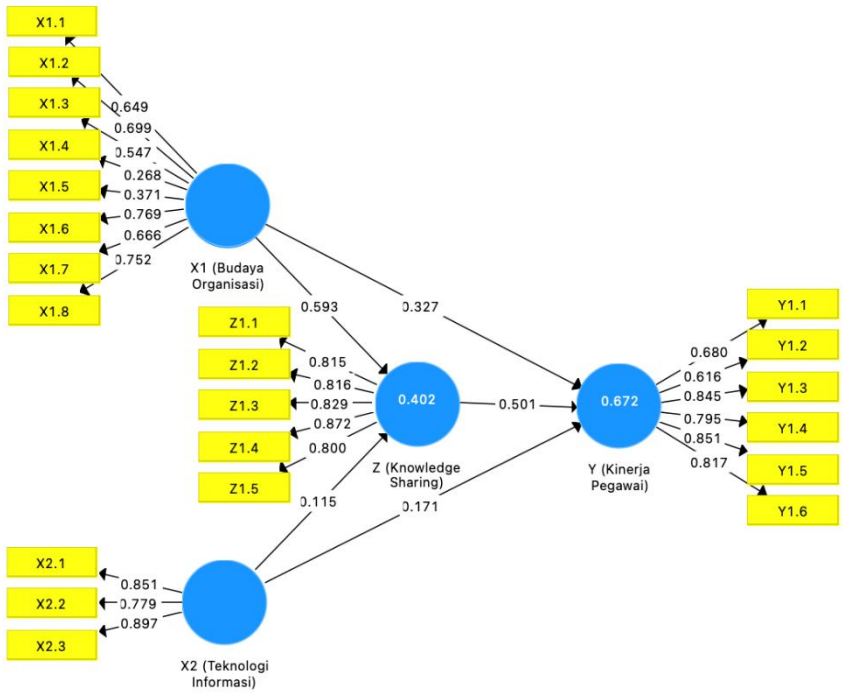
R Square

Matrix | R Square | R Square Adjusted

	R Square	R Square Adjusted
Y (Kinerja Pegawai)	0.663	0.648
Z (Knowledge Sharing)	0.429	0.412

Appendix 5.

First Bootstrapping Data



Second Bootstrapping Data