SIMTITS
Interdisciplinary School of Management and Technology
Institut Teknologi Sepuluh Nopember

JURNAL TEKNOBISNIS
2024 Vol. 10(1), 82-94

Received 18 July, 2023; Revised 29 Sep, 2023; Accepted 20 Oct, 2023 | DOI: 10.12962/j24609463.v10i01.2075

The Effect of Organizational Culture on Employee Performance with Human Malfunction and Knowledge-Based Mistake as Intervening Variables

Achmad Zanwar Alfiyanto[1], Dian Ekowati[2*]

ABSTRACT

PT. SC Johnson Manufacturing Surabaya produces insecticide products that are well-known to consumers in Indonesia and has a fairly strong image. However, since 2017 the company has experienced a decline in productivity from the original target of 87% and only achieved an average of 82%. This decrease in productivity is because there are still many defective products and a lot of waste, such as waiting, over-processing, transportation, unnecessary movements, over-inventory, etc. This was identified due to human errors in the form of human errors and knowledge-based mistakes in implementing organizational culture at work through the SEM method, with as many as 180 respondents from employees of PT. SC Johnson, the result is that the influence of organizational culture on employee performance is directly greater than mediated by human malfunctions and knowledge-based mistakes. Human malfunction variables need to be corrected. Employees are still used to working with the old procedures. These employees need more self-confidence and are the source of problems that must be addressed. Meanwhile, in the knowledge based error aspect, a significant indicator in reducing employee employment is that employees experience difficulties in solving specific problems, have less self-confidence, and carry out work according to wrong rules.

KEYWORDS: Culture, Human, Knowledge, Malfunction, Mistake

[1]Magister of Management Department, Economic and Business of Faculty, Universitas Airlangga, Surabaya, Indonesia
[2]Magister of Management Department, Economic and Business of Faculty, Universitas Airlangga, Surabaya, Indonesia
*Corresponding author: d.ekowati@feb.unair.ac.id

1. INTRODUCTION

Since the founding of the SC Johnson factory in Surabaya in 2001 until now, it has had 8,700 permanent employees and 3,200 non-permanent employees. Even though it has been established for more than two decades, in general, the achievement of work productivity is still below the expected target, and this is because employee performance still needs to improve or is still not as expected. The company expects the productivity level to be above 90%, but it is still below 83%. The thing that concerns the supervisors, especially in the production and maintenance sections, is the need for optimal employee performance. Some of the results of interviews conducted with supervisors and forepersons yielded information that the cause of the decline in performance was due to the inappropriate application of organizational culture, weak leadership style and the existence of human errors committed by workers. This study aims to determine the effect of organizational culture on employee performance by moderating the variables of leadership style and human error.

2. LITERATURE REVIEW

(Newton & Jimmieson, 2004) define a human error as an activity or human action that is not as expected, causing the system's effectiveness, safety and performance to decrease. Meanwhile, the classification of human error according to (Wambugu, 2014) is: (1) errors occur when carrying out activities due to forgetfulness (error of omission) and can only be controlled by expertise obtained through training (Belias & Koustelios, 2014); (2) carry out a job that is done inappropriately (Saragih et al., 2020); (3) a sequence error, an error due to doing the work not according to the sequence (Kianto et al., 2017); and (4) a timing error, which is an error that occurs when the worker fails to do the job within the allotted time, either because the response is too long or the response is too fast (Gustina Amran et al., 2021).

Organizational culture is a form of assumption owned and implicitly accepted by groups and determines how the group feels, thinks, and reacts to various environments (Pan & Wu, 2020). According to (Wiewiora et al., 2014), there are five functions of culture for organizations, including: (1) having boundary-defining roles or boundaries, that is, culture has characteristics that differ from one organization to another (Lutfianto & Prabowo, 2022), (2) providing a sense of identity to members of the organization (Gore & Corker, 2001), (3) facilitating/facilitating the emergence of commitment to something greater than personal interests (Liu et al., 2017); (4) enhancing the stability of the social system, the social glue that helps unite the organization by providing proper standards for what employees say and do ((Nyssen & De Keyser, 2012) and (5) culture as sense-making or making meaning and guiding and shaping employee attitudes and behavior (Uddin et al., 2012).

Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of an organization (Abubakar et al.,

2019). According to (Rantesalu et al., 2016), employee performance indicators include: (1) being able to increase work targets (Jafri, 2017); (2) able to finish work on time (Zhao et al., 2019); (3) being able to create innovations in completing work (Kim et al., 2015); (4) being able to create creativity in completing work (Lutfianto & Prabowo, 2022); and (5) able to minimize work errors (Newton & Jimmieson, 2004).

3. METHODS

Several stages of this research method can be explained as follows:

- Types of research
  The type of research used in this research is explanatory research because this research will test the hypotheses that have been prepared and the truth of these hypotheses (Kianto et al., 2017).
- Research Approach
  The research approach used is a quantitative research method. According to (Liu et al., 2017), quantitative research is an approach whose type of research has a systematic, planned and structured arrangement. Data processing in this research is based on data generally in the form of a number that is collected and interpreted to produce some knowledge.
- Research variable. In this study, there were 4 (four) variables used:
  1) Exogenous Variables (x), namely independent variables that affect or cause change and the emergence of endogenous variables. The exogenous variables in this study are organizational culture. Where organizational culture has dimensions including the existence of new ideas for the achievement of company goals ($x_{1.1}$), taking risks in developing new ideas ($x_{1.2}$), setting targets and goals to be achieved ($x_{1.3}$), assessment of employee work results ($x_{1.4}$), fulfillment of the need to carry out work ($x_{1.5}$), support for employee performance ($x_{1.6}$), and thoroughness and accuracy in work ($x_{1.7}$).
  2) The intervening variable (z) is a variable that can strengthen or weaken the direct relationship between exogenous and endogenous variables. The moderating variables in this study are human errors (z_1) and knowledge-based errors (z_2). The human malfunction has dimensions of wrong in implementing new procedures or regulations ($z_{1.1}$), difficulty in solving specific problems ($z_{1.2}$), not having the confidence to solve problems ($z_{1.3}$), ignoring small aspects that can trigger problems ($z_{1.4}$), and doing work with the wrong rules ($z_{1.5}$). In contrast, the knowledge-based error has dimensions of difficulty selecting information for problem-solving ($z_{2.1}$), not understanding previous mistakes ($z_{2.2}$), forgetting events related to errors ($z_{2.3}$), experiencing task confusion at work ($z_{2.4}$), too much trust in the ability of co-workers ($z_{2.5}$), lack of strong analysis ($z_{2.6}$), overestimate the problem is not too important ($z_{2.7}$), the time given to solve the problem is not enough ($z_{2.8}$).
  3) Endogenous variable (Y), namely the dependent variable that, is influenced by exogenous variables. The endogenous variable in this study is employee

performance (Y). Employee performance has dimensions including being able to increase work targets (Y_1), being able to complete work on time (Y_2), being able to create innovation (Y_3), being able to create creativity (Y_4), and being able to minimize work errors (Y_5).

- Population and Sample
  The population in this study is all employees at PT. SC Johnson Manufacturing Surabaya has as many as 482 people. However, by using a purposive sampling technique, 230 respondents were obtained.
- Data Collection Techniques
  In this study, the data collection technique was a survey method with a questionnaire or written question-and-answer approach. A questionnaire is a tool for collecting data by distributing written questions that a respondent will eventually answer (Pan & Wu, 2020). Questionnaires were distributed offline by distributing them to employees from PT. SC Johnson Manufacturing Surabaya was selected as the respondent. Questionnaires were distributed in the form of statements in measurement instruments, then the results obtained were processed and analyzed to obtain research results and conclusions.
- Data Processing Techniques
  Assumptions in SEM The assumptions that should be fulfilled in the Structural Equation. Models include the following:
  1) Normality Normal assumption is needed in the analysis because all statistical tests are calculated with standard data assumptions.
     (a) The chi-squares value resulting from the Maximum Likelihood (ML) and Generally Least Squares (GLS) estimation methods will be substantial.
     (b) If the sample decreases and non-normal increases, the researcher will face an improper solution (answer that is not appropriate) (c) The suitable index measure will produce an under-estimated value if the data is non-normal.
  2) No Outliers
     Outliers are observational conditions of data with unique characteristics that look very different from other observations and appear in extreme values for a single variable or a combination of variables.
- Sample Adequacy
  With an estimation model using maximum likelihood (ML), at least a sample of 100 to 150 is needed (Saragih et al., 2020).
- Modeling Stages with SEM
  1. Stage 1: Theory-Based Model Development
     Structural equation models are based on causality, where changes in one variable are assumed to result in changes in other variables. The relationship between variables in the model is a deduction from theory.
  2. Stage 2: Develop a Path Diagram
     Two things need to be done: compiling a structural model, namely linking latent constructs, both endogenous and exogenous, and compiling a measurement

model, namely linking endogenous or exogenous latent constructs with indicator variables.

3. Stage 3: Developing Structural Equivalence
   Structural equations are formulated to express causality between various constructs. Endogenous $Variable_1$ = Exogenous Variable1 + Endogenous $Variable_2$ + Error. When the measurement model has been specified, the researcher must determine the reliability and indicators. Indicator reliability can be done in two ways, namely, estimated empirically or specified.
4. Step 4: Determine the Proposed Input Matrix and Model Estimation
   SEM uses input data as a variant/covariance matrix or a correlation matrix. Raw individual observation data can be entered into the AMOS program. Then the AMOS program will first convert the raw data into a covariance matrix or correlation matrix, as described in matrix theory in the previous chapter. The estimation technique for structural equation models was initially performed using Ordinary Least Square (OLS) regression. However, this technique has been replaced by maximum likelihood estimation, which is more efficient and unbiased if the assumption of multivariate normality is met. This ML technique is susceptible to non-normal data.
5. Step 5: Assessing Structural Model Identification
   The identification problem is a problem regarding the inability of the developed model to produce the desired estimate. The way to see whether there is an identification problem is to look at the estimation results, which include (Belias & Koustelios, 2014):
   a) There is a significant standard error value for one or more coefficients
   b) The program's inability to produce an information matrix
   c) The error variance value is negative
   d) There is a high correlation value between the estimated coefficients (> 0.90). These four problems can be anticipated by setting more constraints in the model (removing paths from the path diagram) until the existing problems disappear.
6. Stage 6: Assessing the Goodness of Fit Criteria
   The goodness of fit measures the suitability of the observed or actual input (covariance or correlation matrix) with the predictions of the proposed model. There are three types of goodness of fit measures, namely:
   a) Absolute Fit Measures
      Absolute fit measures (structural and joint measurement models) measure the overall fit.

TABLE 1. Absolute Fit Measures Criteria

The Goodness of Fit Index	Information	Cut Off Value
Chi Squares	Test whether the estimated population covariance is the same as the sample covariance (whether the model fits the data)	Expected small

The Goodness of Fit Index	Information	Cut Off Value
CMIN/DF	Fit between data and models	≤ 5
GFI	Data and model fit	Expected to be close to 1
RMSEA	Combining Chi Square inertia on large samples	≤ 0.08

b) Incremental Fit Measures

Incremental fit measures are used to compare the proposed model with other models specified by the researcher.

TABLE 2. Criteria for Incremental Fit Measures

The Goodness of Fit Index	Information	Cut Off Value
AGFI	Development of the GFI adjusted to the degree of freedom ratio for the proposed model with the degree of freedom for the realistic model	≥ 0.90
TLI	Comparison between the tested model and the baseline model	≥ 0.90
NFI	Comparison between the proposed model and the realistic model	≥ 0.90

c) Parsimonious Fit Measures

Parsimonious fit measures relate the goodness of fit model with several estimated coefficients needed to reach the level of fit. The fundamental goal is to diagnose whether model fit has been achieved by overfitting data with many coefficients.

TABLE 3. Parsimonious Fit Measures Criteria

The Goodness of Fit Index	Information	Cut Off Value
FI	Comparing models with different degrees of freedom	0.60 – 0.90
PGFI	Modification of GFI based on the parsimony estimated model	Diharapkan mendekati 1

After evaluating the model's overall fit, the parameters in AMOS can be tested using the CR (critical ratio) value. This CR value is similar to using the t-test in regression analysis. The CR value is obtained by dividing the estimated value by the standard error. A variable is significant if it has a CR value greater than 2 (Jafri, 2017).

7. Step 7: Model Interpretation and Modification

When the model is accepted, the researcher may consider modifying the model to improve the theoretical explanation or goodness of fit.

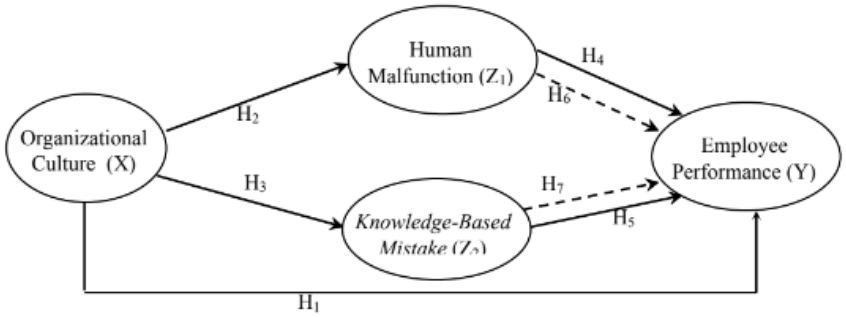

FIGURE 1. Conceptual Framework

4. RESULTS

Overall Structural Equation Modeling (SEM)

Using the Confirmatory Factor Analysis (CFA) method, the next step is a structural model analysis using the Structural Equation Modeling (SEM) method for the entire model.

TABLE 4. Overall Structural Model Goodness Test

The Goodness of Fit Index	Cut Off Value	Model's Result	Information
Chi-Square (χ^2)	Expected small value	43.039	Good
Probability	≥ 0.05	0.074	Fits Model
RMSEA	≤0.08	0.063	Fits Model
GFI	≥0.90	0.911	Fits Model
AGFI	≥0.90	0.946	Fits Model
CMIN/DF	≤2.00	1.938	Fits Model
TLI	≥0.95	0.968	Fits Model
CFI	≥0.95	0.962	Fits Model

Based on Table 4 above, the goodness of fit index produced by the model is appropriate, so no modification is needed.

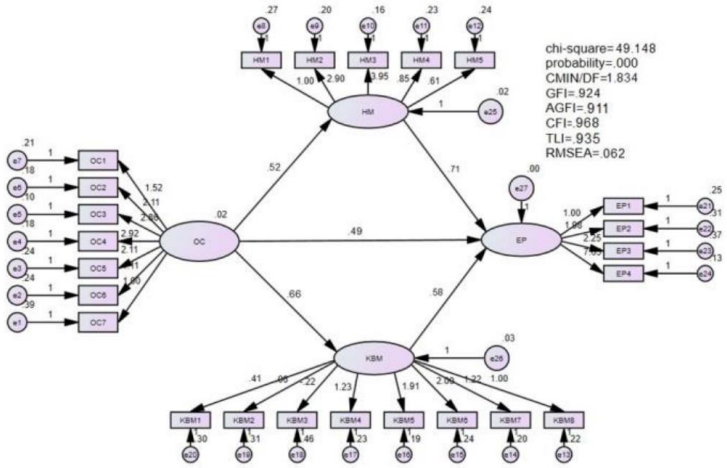

FIGURE 2. Overall Structural Model

The Effect of Organizational Culture on Employee Performance

TABLE 5. Estimated Results Effect of Organizational Culture on Employee Performance

Relational	Loading Factor	P-Value	Information
Employee Performance ← Organizational Culture	0.49	< 0.000	Significant

Table 5 shows the significant relationship between the existing latent variables, with a 5% confidence level. This is indicated by a very small p-value (<0.000), so a decision was made to reject H0. The structural equation model obtained from the significant loading factors is as follows.

$$\text{Employee performance} = 0.49\ \text{Organizational culture} \quad (1)$$

This equation shows that organizational culture significantly and directly affects employee performance by 0.49.

The Effect of Organizational Culture on Human Malfunction

Table 6 shows the significant relationship between the existing latent variables, with a 5% confidence level. This is indicated by a very small p-value (<0.000), so a decision was made to reject H0.

TABLE 6. Estimated Results Effect of Organizational Culture on Human Malfunction

Relational	Loading Factor	P-Value	Information
Human Malfunction ← Organizational Culture	0.52	< 0.000	Significant

The structural equation model obtained from the significant loading factors is as follows.

$$\text{Human malfunction} = 0.52\ \text{Organizational culture} \quad (2)$$

This equation shows that organizational culture significantly and directly affects human malfunction by 0.52. This means that if the level of organizational culture increases by one unit while the other variables (considered constant), the level of employee performance is predicted to increase by 0.52.

The Effect of Organizational Culture on Knowledge-Based Mistakes

The relationship between latent variables and the results of the estimation (loading factor) of the structural model is presented in Table 7.

TABLE 7. Estimated Results Effect of Organizational Culture on Knowledge-Based Mistakes

Relational	Loading Factor	P-Value	Information
Knowledge-Based Mistakes ← Organizational Culture	0.66	< 0.000	Significant

The structural equation model obtained from the significant loading factors is as follows.

$$\text{Knowledge-Based Mistakes} = 0.66\ \text{Organizational culture} \quad (3)$$

This equation shows that organizational culture significantly and directly affects knowledge-based mistakes by 0.66.

The Effect of Human Malfunction on Employee Performance

TABLE 8. Estimated Results Effect of Human Malfunction on Employee Performance

Relational	Loading Factor	P-Value	Information
Employee Performance ← Human Malfunction	0.66	< 0.000	Significant

The structural equation model obtained from the significant loading factors is as follows.

$$\text{Employee Performance} = 0.71\ \text{Human Malfunction} \quad (4)$$

This equation shows that human malfunction significantly and directly affects employee performance by 0.71.

The Effect of Knowledge-Based Mistake on Employee Performance

TABLE 9. Estimated Results Effect of Knowledge-Based Mistake on Employee Performance

Relational	Loading Factor	P-Value	Information
Employee Performance ← Knowledge-Based Mistake	0.58	< 0.000	Significant

The structural equation model obtained from the significant loading factors is as follows.

$$\text{Employee Performance} = 0.58\ \text{Knowledge-Based Mistake} \quad (4)$$

This equation shows that Knowledge-Based Mistakesignificantly and directly affects employee performance by 0.58.

The Effect of Organizational Culture on Employee Performance through Human Malfunction

TABLE 10. Estimated Results Effect of Organizational Culture on Employee Performance through Human Malfunction

Relational	Loading Factor	P-Value	Information
Employee Performance ← Human Malfunction ← Organizational Culture	0.52 ➔ 0.71	< 0.000	Significant

The structural equation model obtained from the significant loading factors is as follows.

$$\text{Human Malfunction} = 0.52\ \text{Organizational Culture} \quad (5)$$

$$\text{Employee performance} = 0.71\ \text{Human Malfunction} \quad (6)$$

Suppose the level of organizational culture increases by one unit while the other variables (considered constant), then the level of human multifunction is predicted to increase by 0.52. The human multifunction variable also significantly affects employee performance by 0.71. That is, if the level of human multifunction increases by one unit while the other variables (considered constant), then the level of employee performance will increase by 0.71. The following calculations are carried out to obtain the estimated value of the indirect effect.

$$\text{Organizational Culture} \rightarrow \text{Human Malfunction} \rightarrow \text{Employee Performance} = 0.52 \times 0.71 = 0.37 \quad (7)$$

The Effect of Organizational Culture on Employee Performance through Knowledge Mistake

TABLE 11. Estimated Results Effect of Organizational Culture on Employee Performance through Knowledge Mistake

Relational	Loading Factor	P-Value	Information
Employee Performance ← Knowledge Mistake ← Organizational Culture	0.66 ➔ 0.58	< 0.000	Significant

The structural equation model obtained from the significant loading factors is as follows.

$$\text{Knowledge Mistake} = 0.66\ \text{Organizational Culture} \quad (8)$$

$$\text{Employee performance} = 0.58\ \text{Knowledge Mistake} \quad (9)$$

If the organizational culture level increases by one unit while the other variables (considered constant), then the knowledge-based mistake level is predicted to increase by 0.66. The knowledge-based mistake variable also significantly affects employee performance by 0.58. That is if the knowledge-based mistake level increases by one unit while the other variables (considered constant), then the level of employee performance will increase by 0.58. The following calculations are carried out to obtain the estimated value of the indirect effect.

$$\text{Organizational Culture} \rightarrow \text{Knowledge Mistake} \rightarrow \text{Employee Performance} = 0.66 \times 0.58 = 0.38 \quad (10)$$

From Figure 1, namely the structural model in this study, it can be seen that the value of the loading factor can be explained as follows:

TABLE 12. Factor Loading Value in Research

No	Loading Factor	Loading Factor Value
1	Organizational culture → Employee Performance	0.49

No	Loading Factor	Loading Factor Value
2	Organizational Culture → Human Malfunction	0.52
3	Organizational culture → Knowledge Based Mistake	0.66
4	Organizational culture → Human Malfunction → Employee Performance	0.37
5	Organizational culture → Knowledge Based Mistakes → Employee Performance	0.38

From the value of the loading factor, it can be concluded that related to the influence of the organization on employee performance with the variables human malfunction and knowledge-based mistake as moderators, the following results are obtained:

1. Organizational culture directly to employee performance is greater than the effect of moderating human malfunctions and knowledge-based mistakes. Because the organizational culture forms employees accustomed to working with the old procedures, and so far, the company has yet to dare to make a breakthrough to solve problems that have risks. Hence, employees have difficulty solving specific problems and do not have less confidence because they are used to the leadership's decisions. Meanwhile, organizational culture results in knowledge-based mistakes with indicators that workers do not take lessons from past problems, and there is limited information that many workers need to understand.
2. Human malfunction will affect employee performance with various important indicators, including lack of employee confidence, the source of the problem being ignored and the implementation of work with the wrong rules.
3. Knowledge-based mistakes will affect employee performance with various important indicators, including workers carrying out tasks ambiguously, workers relying on the abilities of colleagues, workers being weak in analyzing problems, workers ignoring the problems they face, and there are limitations in solving problems.

5. CONCLUSIONS

The conclusions that can be drawn from this study based on the results of data processing and analysis are: The influence of organizational culture on employee performance is directly greater than mediated by human malfunctions and knowledge-based mistakes. This is because the direct influence of organizational culture will provide maximum contribution through the values instilled in the mentality and character of its employees. Meanwhile, human malfunction and knowledge- based mistakes will result in various deviations in the implementation of tasks, understanding of procedures and suitability of behavior following what the company expects.

Human malfunction variables that need to be corrected include employees who are still used to working with the old procedures, employees who have less self-confidence

and the source of problems is ignored. Meanwhile, in the knowledge-based error aspect, a significant indicator in reducing employee employment is that employees experience difficulties in solving specific problems, have less self-confidence, and carry out work according to wrong rules.

REFERENCES

Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A. (2019). Knowledge Management, Decision-Making Style and Organizational Performance. *Journal of Innovation and Knowledge*, *4*(2). https://doi.org/10.1016/j.jik.2017.07.003

Belias, D., & Koustelios, A. (2014). Organizational Culture and Job Burnout: A Review. *International Review of Management and Marketing*, *4*(2).

Gore, B., & Corker, K. (2001). Human Error Modeling Predictions: Increasing Occupational Safety Using Human Performance Modeling Tools. *Aided Ergonomics and Safety*.

Gustina Amran, T., Agung, G., & Setyanegara, S. (2021). Measurements Analysis and Effect of Organizational Culture Assessment Instrument (OCAI) Towards Employee Performance. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, *5*(3).

Jafri, Md. H. (2017). Performance Appraisal Errors and Its Influence on Employee Engagement and Workplace Trust: a Study on University Faculties in Bhutan. *Prestige International Journal of Management and Research*, *53*(9).

Kianto, A., Sáenz, J., & Aramburu, N. (2017). Knowledge-Based Human Resource Management Practices, Intellectual Capital and Innovation. *Journal of Business Research*, *81*. https://doi.org/10.1016/j.jbusres.2017.07.018

Kim, T. Y., Liden, R. C., Kim, S. P., & Lee, D. R. (2015). The Interplay Between Follower Core Self-Evaluation and Transformational Leadership: Effects on Employee Outcomes. *Journal of Business and Psychology*, *30*(2). https://doi.org/10.1007/s10869-014-9364-7

Liu, D., Gong, Y., Zhou, J., & Huang, J. C. (2017). Human Resource Systems, Employee Creativity, and Firm Innovation: The Moderating Role of Firm Ownership. *Academy of Management Journal*, *60*(3). https://doi.org/10.5465/amj.2015.0230

Lutfianto, M. A., & Prabowo, R. (2022). Implementation of Six Sigma Methods with Failure Mode and Effect Analysis (FMEA) as a Tool for Quality Improvement of Newspaper Products (Case Study: PT. ABC Manufacturing – Sidoarjo, East Java – Indonesia). *Journal of Integrated System*, *5*(1). https://doi.org/10.28932/jis.v5i1.4615

Newton, C. J., & Jimmieson, N. L. (2004). A Qualitative Exploration of Organizational Culture and Workplace Stressors: A Competing Values Approach. *QUT Research Literature*, *7*.

Nyssen, A.-S., & De Keyser, V. (2012). Prevention of Human Errors in the Frame of the Activity Theory. In *Handbook of Industrial, Work and Organizational Psychology: Personnel Psychology handbook of industrial, work and organizational psychology: Personnel psychology*. https://doi.org/10.4135/9781848608320.n17

Pan, X., & Wu, Z. (2020). Performance Shaping Factors in the Human Error Probability Modification of Human Reliability Analysis. *International Journal of Occupational Safety and Ergonomics*, *26*(3). https://doi.org/10.1080/10803548.2018.1498655

Rantesalu, A., Rahman Mus, A., & Arifin, Z. (2016). The Effect of Competence, Motivation and Organizational Culture on Employee Performance: The Mediating Role of Organizational Commitment. In *Quest Journals Journal of Research in Business and Management* (Vol. 4, Issue 9).

Saragih, J., Pratama, I., Wardati, J., Silalahi, E. F., & Tarigan, A. (2020). Can Organizational Justice Dimensions Mediate Between Leader Mindfulness and Leader-Member Exchange Quality: An Empirical Study in Indonesia Pharmaceutical Firms. *Systematic Reviews in Pharmacy*, *11*(2). https://doi.org/10.5530/srp.2020.2.82

Uddin, M. J., Luva, R. H., & Hossain, S. M. M. (2012). Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh. *International Journal of Business and Management*, *8*(2). https://doi.org/10.5539/ijbm.v8n2p63

Wambugu, L. W. (2014). Effects of Organizational Culture on Employee Performance (Case Study of Wartsila -Kipevu Ii Power Plant). *European Journal of Business and ManagementOnline)*.

Wiewiora, A., Murphy, G., Trigunarsyah, B., & Brown, K. (2014). Interactions Between Organizational Culture, Trustworthiness, and Mechanisms for Inter-project Knowledge Sharing. *Project Management Journal*, *45*(2). https://doi.org/10.1002/pmj.21407

Zhao, H., Liu, W., Li, J., & Yu, X. (2019). Leader–Member Exchange, Organizational Identification, and Knowledge Hiding: The Moderating Role of Relative Leader–Member Exchange. *Journal of Organizational Behavior*, *40*(7). https://doi.org/10.1002/job.2359

How to cite this article:

Alfiyanto, A.Z., Ekowati, D. (2024). The Effect of Organizational Culture on Employee Performance with Human Malfunction and Knowledge-Based Mistake as Intervening Variables. *Jurnal Teknobisnis*, 10(1): 82-94. DOI: 10.12962/j24609463.v10i01.2075