

Exploration of Knowledge Management in Mediating Organizational Culture and Authentic Leadership on Employee Performance at PT Bareksa Investment Portal

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ABSTRACT

PT Bareksa is a pioneer of integrated financial and investment marketplace services in Indonesia. Since obtaining an official license from the Financial Services Authority (OJK) in 2016, Bareksa has become a Mutual Fund Selling Agent offering mutual fund products from various trusted investment managers. With a significant market share, Bareksa is trusted by many investors in Indonesia. The purpose of this research is to identify and analyze the influence of organizational culture and authentic leadership on employee performance through knowledge management. This research uses a quantitative approach with a descriptive causality type of research. The number of respondents is 200 people. The data analysis technique used is descriptive analysis and path analysis. The results of the research show that both partially and simultaneously, organizational culture and authentic leadership through knowledge management have a significant impact on improving employee performance. Organizational culture, authentic leadership, and knowledge management are able to explain the level of influence by 67.4%, while the remaining 32.6% is influenced by other factors. Descriptively, all variables are in a very good position. The implication of this research is the need to strengthen organizational culture supported by authentic leadership and applied through knowledge management to encourage performance improvement.

INTRODUCTION

The era of globalization and digitalization has changed the business landscape drastically. Companies are faced with increasingly tight and dynamic competition. Globalization allows the entry of new players from various parts of the world into the domestic market, while digitalization accelerates technological change and gives rise to new business models that are more efficient and innovative. In this context, company competitiveness is a crucial factor that determines long-term sustainability and success. To remain competitive in the era of globalization and digitalization, companies need to continue to improve the performance of their employees. One of the most effective ways to achieve this is through good human resource (HR) management. Effective HR management does not only focus on operational aspects, but also on developing leadership and organizational culture. According to Ulrich et al. (1999), strategic HR management can be a source of sustainable competitive advantage. Moreover, it can also be said that employees play a role as planners, strategists, mobilizers and managers of organizational activities, making them valuable assets (Rahmadani & Winarno, 2023).

There are several ways that an organization or company can do to manage its human resources better in order to improve its performance which can also have an impact on increasing the overall value of the company itself, one of which is Organizational Culture and Authentic Leadership which is implemented through Knowledge Management.

The integration of Authentic Leadership and organizational culture through Knowledge Management allows companies to manage and utilize knowledge effectively, increase adaptability to change, and become more innovative (Nonaka and Takeuchi, 1995). In the fintech industry, such as PT Bareksa Portal Investasi, which operates in a dynamic and complex macro environment, this approach is very relevant. PT Bareksa has adopted an organizational culture that focuses on collaboration, kinship and innovation. The company also implements Authentic Leadership by emphasizing integrity, self-development and active employee participation in decision making. Knowledge Management is used to collect, store and share valuable information, helping companies face the challenges of regulation, cybersecurity and technological change. By building a culture driven by Authentic Leadership values and supported by effective Knowledge Management practices, PT Bareksa can increase adaptability to changes in the complex macroeconomic and regulatory environment. This approach not only improves employee performance but also allows the company to remain competitive and sustainable amidst the ever-changing challenges in the fintech industry. Based on the phenomena above, seeing the huge influence of Authentic Leadership and Organizational Culture applied through Knowledge Management on employee performance in the company, the researcher is interested in conducting research which aims to determine and analyze: a) Organizational Culture at PT Bareksa Investment Portal, b) Authentic Leadership at PT Bareksa Portal Investment, c) Knowledge Management at PT Bareksa Portal Investment,

d) Employee performance at PT Bareksa Portal Investment, e) The role of Knowledge Management mediates the influence of Organizational Culture and Authentic Leadership on the performance of PT Bareksa Portal Investment employees.

LITERATURE REVIEW

Human Resource Management

Human resource management (HRM) is an important strategy implemented by companies to manage their human resources. Human resources are the main key to a company's success in achieving its goals and maintaining its survival. According to Hasibuan (2018), HRM is a science and art that regulates the integration and role of the workforce to achieve efficiency that helps realize the goals of the company, employees and society. Flippo (2019) describes HRM as a plan that covers various aspects, from procurement to employee dismissal, with the aim of achieving organizational effectiveness as well as individual employee and community satisfaction. In his view, HRM includes planning, management, direction and control of a company's human resources, highlighting the importance of integrated and holistic management in managing the workforce.

The functions of human resource management, according to Edwin B. Filippo and Hasibuan (2016:21), can be explained as follows:

- a. Planning, is the process of determining goals and implementation guidelines by selecting the best from each alternative.
- b. Organizing, is the process of determining, classifying and arranging the various activities needed to achieve goals.
- c. Implementation, the main function in management which emphasizes activities that are directly related to members of the organization.
- d. Supervision is the process of managing various factors within the company to ensure compliance with predetermined plans.
- e. Motivation, Refers to human psychological characteristics that contribute to an individual's level of commitment.
- f. Evaluation, Involves reporting activities related to overall activities, developing standards of behavior, measuring results based on quality, correcting, and providing consequences.

Meanwhile, the objectives of human resource management, according to Rivai, R., & Veitzal (2008:8), are as follows:

- a. Become a determinant of the quality and quantity of organizational members: Human resource management is responsible for selecting suitable individuals to fill positions in the company.
- b. Guaranteeing the availability of labor: This goal ensures that the company does not run out of labor at any time, including in the future.
- c. Preventing mismanagement: The importance of human resource management also lies in preventing errors in the execution of tasks.
- d. Facilitates coordination, integration and synergy: Human resource management helps create ease in coordination and integration between parts of the organization, so that work productivity increases.
- e. Serves as a guideline in various aspects: Including the preparation of

competency criteria, development, compensation, integration, maintenance, discipline and dismissal of employees.

- f. Serves as a basis for employee assessment: Human resource management also acts as a basis for assessing employee performance and providing appropriate feedback.

Organizational Culture

According to Fahmi (2017:117), *Organizational Culture* formed from the process of unifying previously existing cultural styles and individual behavior into new norms and philosophies, which raise enthusiasm and a sense of group pride in achieving common goals. According to Torang (2014: 106), Organizational Culture can also be interpreted as habits that are continuously carried out and become part of the values and lifestyle of a group of individuals in an organization, which are then followed by other individuals.

According to Robert Kreitner and Angelo Kinicki, quoted in Wibowo (2016:45), the function of Organizational Culture can be divided into four parts, namely:

- a. Providing identity to organizational members, making the company famous as a pioneer of innovation by developing new products.
- b. Helping to facilitate shared commitment, the Company is able to inspire pride in its employees as part of the entity.
- c. Increasing stability in the organization's social system, showing that the work atmosphere is perceived as positive and strengthened, so that conflict and change can be dealt with effectively.
- d. Shaping the expected behavior of organizational members. Shaping behavior by helping members become aware of their environment.

According to Sunyoto (2016:227), Organizational Culture has two main functions, namely:

- a. Acts as an internal integration process. In the internal integration process, organizational members can unite and understand how to interact with each other.
- b. Acting as an external integration process, Organizational Culture will determine how the organization achieves various goals and interacts with external parties.

Based on Umi et al (2015) there are 3 dimensions of Organizational Culture, namely as follows:

- a. Norms, norms refer to rules, habits, or standards of behavior that are recognized and followed by members of an organization.
- b. Dominant Values, dominant values refer to a group of values or principles that are most upheld and dominant in an organization.
- c. Organizational Climate, organizational climate refers to the atmosphere or psychological environment felt by organizational members in the workplace. Top of Form

Authentic Leadership

According to George (2003:11), Authentic Leadership is a form of leadership that is rooted in strong personal values, where leaders act in accordance with their principles and beliefs, and remain consistent in various situations. George emphasized that authentic leaders do not pretend or try to be someone they are not, but they do express themselves honestly and transparently.

The following are some of the functions of Authentic Leadership according to experts:

- a. Increasing employee trust and commitment, Authentic Leadership functions to increase employee trust and commitment to the organization.
- b. Encouraging learning and self-development, Authentic Leadership also functions to encourage learning and self-development for both leaders and followers.
- c. Improving organizational performance, Authentic Leadership has the function of improving organizational performance through developing better relationships between leaders and employees.
- d. Facilitate organizational change Authentic Leadership facilitates organizational change by inspiring and motivating employees to adapt and accept change.
- e. Developing a positive organizational culture Authentic Leadership functions in developing a positive and ethical organizational culture.

The following are several dimensions of Authentic Leadership according to experts:

- a. *Self-awareness*, Gardner et al. (2005:344) states that self-awareness is a deep understanding of one's strengths, weaknesses, values and impact on others.
- b. *Relational transparency*, Avolio (2005) emphasizes the importance of transparency in relationships, where leaders demonstrate their authenticity to followers and encourage openness and honesty.
- c. *Balanced Processing*, Walumbwa et al. (2008:91) explains that balanced processing involves leaders processing information objectively and considering various points of view before making decisions.
- d. *Internalized moral perspective*, Luthans (2003:243) states that an internalized moral perspective is a leader who acts in accordance with their internal moral values and maintains integrity in all situations.
- e. *Positive relationships*, Gardner et al. (2005:346) emphasizes the importance of leaders in building positive relationships with their followers.

Knowledge Management

Knowledge Management can be explained as an effort to create value from intellectual property in an organization through the process of creating, storing, disseminating and applying knowledge with the aim of achieving

organizational goals. Based on Nonaka and Takeuchi (1995) in Kusumadmo (2013), Knowledge Management is a series of systematic processes for capturing, organizing, managing and distributing knowledge throughout company entities so that it is useful in improving performance, adopting best practices, and reducing project costs.

Based on Frappaolo and Toms (2000), there are five functions of Knowledge Management:

- a. *Intermediation, Knowledge Management* functions as a knowledge intermediary between knowledge givers and knowledge seekers.
- b. *Externalization, Knowledge Management* functions as a transfer of knowledge originating from thought to an external storage which is carried out efficiently, or it can also be called a process of formalization or conversion of tacit knowledge into explicit knowledge.
- c. *Internalization, Knowledge Management* functions as a "retrieval" of knowledge from an external knowledge storage place or system and then filters it with the aim of making it available to appropriate knowledge seekers. The knowledge presented must be easily understood by knowledge seekers and available in the form of certain interpretations or reformatting of knowledge provision.
- d. *Cognition, Knowledge Management* functions as a decision-making system that relies on available knowledge which is the application of knowledge.
- e. *Measurement, Knowledge Management* functions as a measuring tool to map and quantify knowledge to determine the range of solutions that can be implemented in an organization.

The dimensions of Knowledge Management according to Nonaka and Takeuchi (1995) in Rafal (2023) are as follows:

- a. Socialization, the process of sharing tacit knowledge (knowledge that is not written down and is difficult to communicate, such as skills and personal experiences) between individuals.
- b. Externalization, a dimension that refers to the process of changing tacit knowledge (which is unstructured and difficult to articulate) into explicit knowledge (which can be easily articulated and shared).
- c. Combination, a dimension that refers to the process of integrating and combining various types of knowledge that have been collected and produced by individuals or groups within the organization.
- d. Internalization, a dimension that refers to the process of internalizing explicit knowledge into tacit knowledge that is owned personally by individuals or groups in the organization.

Performance

According to Maltis in (Rafiq, 2019), performance reflects how much an individual or group contributes to the organization. Improving individual or group performance can be the main focus in efforts to improve the overall performance of the organization. Meanwhile, according to Suwatno and Priansa in (Kurniawati, 2017) states that performance or work performance can be interpreted as achievement or work achievement or work implementation or work results.

According to Henry Simamora in (Mangkunegara, 2017), performance can be influenced by three main factors, namely:

- a. Individual Factors, which include an individual's abilities, background, and demographic characteristics.
- b. Psychological factors, which include perceptions, attitudes, personality, learning processes, and individual motivation.
- c. Organizational Factors, which consist of available resources, leadership style, reward systems, organizational structure, and job design.

Meanwhile, according to Mangkunegara (2017) the factors that influence performance are as follows:

- a. Ability Factors: Psychologically, an employee's abilities are divided into two, namely potential abilities or IQ intelligence, and practical abilities or knowledge and skills.
- b. Motivational Factors: Motivation is the result of an individual's attitude in facing work situations. This is a condition where an employee feels motivated and has a directed drive to achieve company goals or performance targets that have been set.

Research Hypothesis

In this research the following hypothesis can be formulated:

- H1: Organizational Culture influences Knowledge Management at PT Bareka Portal Investasi.
- H2: Authentic Leadership influences the Knowledge Management of PT Bareksa Investment Portal.
- H3: Knowledge Management influences the performance of PT Bareksa Portal Investasi employees
- H4: Organizational Culture influences the performance of PT Bareksa Portal Investasi employees
- H5: Authentic Leadership influences the performance of PT Bareksa Investment portal employees
- H6: Knowledge Management mediating influence Organizational Culture towards PT Bareksa Portal Investment employee performance
- H7: Knowledge Management mediating influence to PT Bareksa Portal Investment employee performance

METHODOLOGY

This research is planned to be carried out in May 2024 - August 2024. Meanwhile, the research location will be carried out at PT Bareksa Portal Investasi Jl. Kemang Raya No.14 ABC, Bangka, Kec. Mampang Prpt., Jakarta, Special Capital Region of Jakarta 12730. In this research, which is quantitative research, there are two types of research variables, namely: Independent Variables, Intervening Variables, and dependent variables. The population and sample taken from this research were all employees at PT Bareksa Portal Investasi. That is as many as 200 people. Meanwhile, the techniques used to collect and obtain data in this research are through

observation, questionnaires and documentation. With the aim of ensuring a valid and reliable instrument, researchers used validity and reliability tests. The data analysis and hypothesis testing techniques in this research are descriptive analysis, determination coefficient analysis, and path analysis.

RESEARCH RESULTS

Descriptive Analysis

Respondents' Responses to Organizational Culture

Table 1 Respondents' Responses to Organizational Culture Variables

No	Questions and Dimensions	Value Scale					Number of Respondents	Total Score	Ideal Score
		STS 1	TS 2	CS 3	S 4	SS 5			
Norm									
1	The company emphasizes norms of Equality, inclusive communication without being condescending	0	0	15	80	104	200	885	1000
								88%	100%
2	I am committed to the ethics that apply to the company	0	0	22	87	91	200	875	1000
								87%	100%
Dominant Value									
3	The company emphasizes the values of integrity, consistency and honesty in actions and decisions taken	0	0	24	86	89	200	861	1000
								86%	100%
4	The company upholds the value of innovation, the application of new ideas or change	0	1	22	80	97	200	873	1000
								87%	100%
Organizational Climate									
5	I feel comfortable with culture influencing the workplace experience	0	0	21	97	82	200	861	1000
								86%	100%
6	I feel that there is good communication in work activities between employees	0	0	18	91	91	200	873	1000
								87%	100%
Total score								5228	6000
Average percentage (%)								87%	100%

Source: Researcher Processed Data, 2024

The results of respondents' responses to the organizational culture variable, which includes the dimensions of norms, dominant values, and organizational climate, show positive responses from respondents with an average score of 87% from the ideal score of 100%. There were 200 respondents who gave their answers to six indicators that describe the condition of the organization.

To see comprehensive responses regarding variables organizational culture which category it falls into, can be seen on the following continuum line:

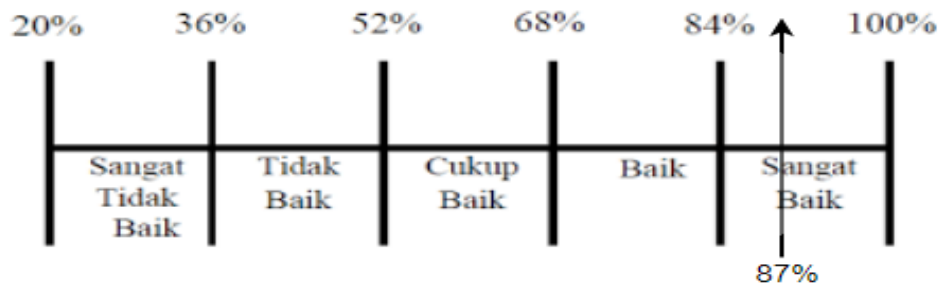


Figure 1 Continuum Line of Organizational Culture Variables
 Source: Researcher Processed Data, 2024

Based on Figure 2, it can be seen that the results of respondents' responses to the organizational culture variable with the dimensions of norms, dominant values and organizational climate obtained a percentage of 87% which was in the very good category.

Table 2 Respondents of Respondents Regarding Authentic Leadership Variables

No	Questions and Dimensions	Value Scale					Number of Respondents	Total Score	Ideal Score
		STS 1	TS 2	CS 3	S 4	SS 5			
Self-awareness									
1	I feel comfortable giving feedback to my leaders because they receive it and use it constructively	0	0	17	90	93	200	876	1000
								87%	100%
2	My leader understands the impact of his actions	0	1	23	78	98	200	873	1000
								87%	100%
Relational Transparency									
3	I receive relevant and timely information from leadership	0	0	15	83	102	200	887	1000
								88%	100%
4	I communicate openly and honestly with leadership	0	0	22	87	91	200	869	1000
								86%	100%
Balanced Processing									
5	My leadership analyzes relevant data and information before making decisions	0	0	24	84	92	200	868	1000
								86%	100%
6	My performance, information, data processing results, etc., are assessed objectively by the leadership	0	1	21	82	96	200	873	1000
								87%	100%
Internalized Moral Perspective									
7	Leaders make decisions that reflect ethical and moral principles	0	0	21	98	81	200	860	1000
								86%	100%
8	My leader always adheres to the	0	0	18	90	92	200	874	1000

	principles of honesty and fairness in every interaction							87%	100%
Positive Relationships								874	1000
9	I have confidence in my leaders and vice versa	0	0	18	90	92	200	87%	100%
10	My leader has empathy and feelings for the situation I face	0	1	23	75	101	200	876	1000
								87%	100%
Total score								8730	10000
Average percentage (%)								87%	100%

Source: Researcher Processed Data, 2024

The results of respondents' responses to the authentic leadership variable which includes the dimensions of self-awareness, relational transparency, balanced processing, internalized moral perspective and positive relationship show very positive response from employees. With an average score of 87% from the ideal score of 100%, this shows that authentic leadership is implemented well in the organization.

To see comprehensive responses regarding variables *authentic leadership* which category it falls into, can be seen on the following continuum line:

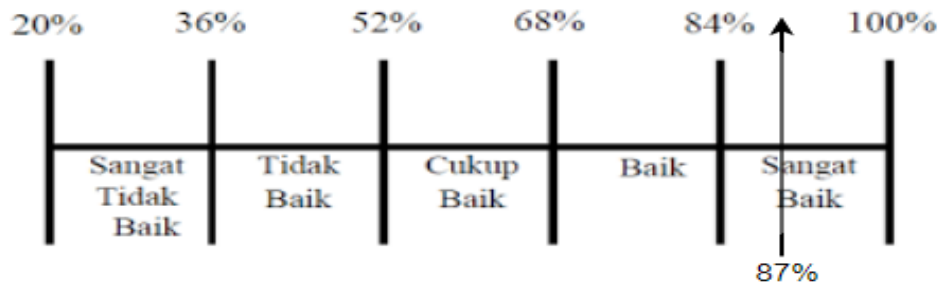


Figure 2 Variable Continuum Line Authentic Leadership

Source: Researcher Processed Data, 2024

Based on Figure 3, it can be seen that the results of respondents' responses to the authentic leadership variable obtained a percentage of 87% which was in the very good category.

Table 3 Respondents of Respondents Regarding Knowledge Management Variables

No	Questions and Dimensions	Value Scale					Number of Respondents	Total Score	Ideal Score
		STS 1	TS 2	CS 3	S 4	SS 5			
Socialization									
1	The company provides on-the-job training where I can learn directly	0	0	16	80	104	200	888	1000
								88%	100%
2	The company encourages a culture of sharing experiences and knowledge with	0	1	23	86	90	200	865	1000

	fellow employees								
								86%	100%
Externalization								866	1000
3	Companies produce case study reports that illustrate internal knowledge, experience, or best practices	0	0	24	86	90	200	86%	100%
4	Companies can hold open seminars, workshops or training events	0	1	21	81	97	200	874	1000
								87%	100%
Combination								859	1000
5	Companies employ methods that enable the effective combination of knowledge, such as brainstorming, cross-analysis, or other creativity techniques.	0	0	21	99	80	200	85%	100%
6	The company provides an integrated information system.	0	0	18	89	93	200	875	1000
								87%	100%
Internalisation								873	1000
7	I try to apply the explicit knowledge I have learned in the context of the task or project being worked on.	0	0	19	89	92	200	87%	100%
8	I collaborate with colleagues or mentors who have deeper knowledge or experience in a particular area.	0	1	23	77	99	200	874	1000
								87%	100%
Total score								6974	10000
Average percentage (%)								87%	100%

Source: Researcher Processed Data, 2024

The results of respondents' responses to the knowledge management variable, which includes the dimensions of socialization, externalization, combination and internalization, show positive responses from respondents with an average score of 87% from the ideal score of 100%.

To see the overall response regarding which category the ability dimension falls into, you can look at the following continuum line:

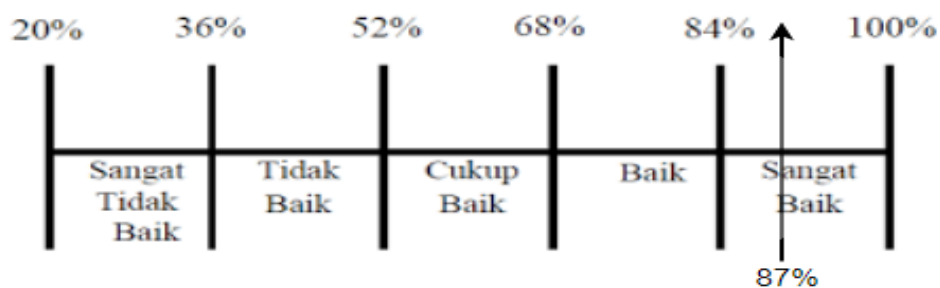


Figure 3 Continuum Line of Knowledge Management Variables

Source: Researcher Processed Data, 2024

Based on figure 4 It can be seen that the results of respondents' responses to the Knowledge Management variable obtained a percentage of 87% which was in the very good category.

Table 4 Respondent Responses Regarding Employee Performance Variables

No	Questions and Dimensions	Value Scale					Number of Respondents	Total Score	Ideal Score
		STS 1	TS 2	CS 3	S 4	SS 5			
Productivity							888	1000	
1	I can complete the work according to the provisions	0	0	15	82	103	200	88%	100%
2	I can achieve the specified targets	0	1	23	87	89	200	86%	100%
Work quality							866	1000	
3	I am able to consistently provide performance that meets specified quality standards	0	0	25	84	91	200	86%	100%
4	I am able to analyze situations and identify the causes of problems accurately.	0	1	22	80	97	200	87%	100%
5	I am able to adapt to changes in the work environment or assigned tasks.	0	0	23	98	79	200	85%	100%
6	I am able to face and overcome challenges that arise at work effectively	0	0	19	90	91	200	87%	100%
7	I use the percentage of time that is calculated to be productive compared to the time available.	0	0	19	89	92	200	87%	100%
Initiative and creativity							874	1000	
8	I am able to actively observe and identify opportunities that can benefit the organization, whether in terms of improving processes, products or services.	0	1	22	79	98	200	87%	100%
9	I am able to solve problems without needing direct instructions from my superiors.	0	0	15	83	102	200	88%	100%
10	I am able to collaborate with colleagues in generating and developing new ideas.	0	1	23	86	90	200	86%	100%
11	I am willing to share knowledge and ideas with the team, fostering a collaborative and innovative work environment.	0	0	25	83	92	200	86%	100%
Attendance and Discipline		0	1	22	79	98	200	874	1000

12	I am able to arrive on time according to the specified working hours									
									87%	100%
13	I comply with company rules, regulations and policies. This includes everything from codes of conduct to safety procedures.	0	0	22	98	80	200		858	1000
									85%	100%
Total score									11317	13000
Average percentage (%)									87%	100%

Source: Researcher Processed Data, 2024

The survey results on employee performance variables which include dimensions of productivity, work quality, initiative and creativity, as well as attendance and discipline show very positive responses from respondents, with an average score of 87% from the ideal score of 100%.

Classic Assumption Test

The tests that will be used in this research are normality, multicollinearity and heterodasticity tests using IBM SPSS.

a. Normality test

The normality test is used to test whether the residual values resulting from the regression are normally distributed or not. A good regression model is a regression that has residual values that are normally distributed. The normality test can be carried out using Kolmogorov-Smirnov. The basis for decision making using the Kolmogorov-Smirnov model with decision making can be seen through the Asymp. Sig. (2-tailed). If the value of Asymp. Sig. (2-tailed) for each variable is more than 0.05 (> 0.05) then the normality test can be fulfilled. The results of the normality test can be seen in the following image:

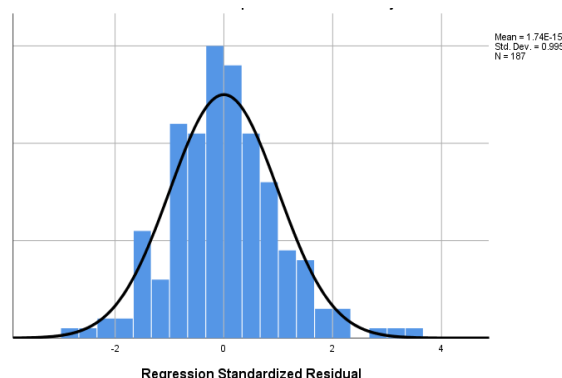


Figure 4 Normality Test Results on Histogram

Source: Researcher Processed Data, 2024

Based on the histogram in the image above, you can see that the lines in the image are symmetrical, meaning that the data is normally distributed. Apart

from that, the normality test can also be carried out by looking at the distribution of data on the diagonal line of the P-Plot as in the image below:

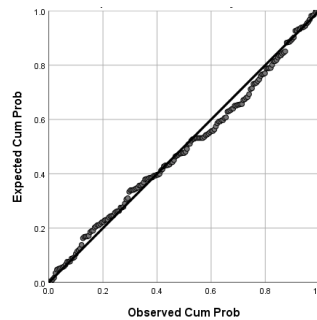


Figure 5 Diagonal P-Plot Line
 Source: Researcher Processed Data, 2024

Based on the image above, it can be concluded that the dots are visible spreading around the diagonal line and following the direction of the diagonal line. Therefore, based on the image and the first decision making criteria are met, namely normally distributed data.

Table 5 Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals	
N		200	
Normal Parameters, b	Mean	.0000000	
	Std. Deviation	5.58556294	
Most Extreme Differences	Absolute	.118	
	Positive	.067	
	Negative	-.118	
Statistical Tests		.118	
Asymp. Sig. (2-tailed)c			
Monte Carlo Sig. (2-tailed) d	Sig.		
	99% Confidence Interval	Lower Bound	
		Upper Bound	

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

From the table above, it can be seen that the significance value (Asymp Sig. (2-tailed)) of the Kolmogorov-Smirnov test for the variables organizational culture (X1), authentic leadership (X2) on employee performance (Y), through

knowledge management (Z) is 0.118 and greater than 0.05, it can be concluded that the regression model meets the normality assumption.

b. Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables. A good path model should have no correlation between independent variables. Testing for multicollinearity can be detected using tolerance value and variance inflation factor (VIF). It is said that multicollinearity does not occur if the VIF value is less than 10 and the tolerance value is more than 0.10. The multicollinearity test can be seen in the following table:

Table 6 Multicollinearity Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	,256	7,752
	X2	,220	9,134
	Z	,210	8,552

a. Dependent Variable: Y

Source: Researcher Processed Data, 2024

Based on the table above, it can be seen that the tolerance value for all independent variables is > 0.1 and the VIF (Variance Inflation Factor) value for all independent variables is < 10. Thus it can be concluded that there is no multicollinearity in the data.

c. Heteroscedicity Test

Heteroscedasticity testing aims to determine whether in the regression model there is an inequality of variance from the residuals of one observation to another. In this research, it was carried out using the Glejser test. Following are the results of the heteroscedasticity test:

Table 7 Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,296	2,770		1,190	,236
	X1	-.060	,426	-.042	-.140	,889
	X2	-.407	,437	-.465	-.932	,352
	Z	,580	,787	,523	,737	,462

a. Dependent Variable: ABS_RES

Source: Researcher Processed Data, 2024

Based on the table above, it shows that the variables Organizational Culture (X1) with a significance value of 0.889 and Authentic Leadership (X2) with a significance value of 0.352 and Knowledge Management (Z) which means that the value is more than 0.05 is in accordance with the basis for decision making in the Glejser test. it can be concluded that there is no heteroscedasticity in the path model.

Hypothesis Testing

a. Partial test (t test)

The t test was carried out to determine the partial influence of the independent variable on the dependent variable, whether it had a significant effect or not. To determine the t value, it is necessary to have degrees of freedom in the numerator and degrees of freedom in the denominator using the following formula:

1) Error rate (α) = 5% and degrees of freedom (df) = $nk-1$

2) n = number of samples, $n = 200$

3) k = number of variables used, $k = 2$

then degrees of freedom (df) = $nk-1 = 200-2-1 = 197$

The t test carried out is a two-way test, so the t table used is 1.972

Based on the results of the t test with SPSS software, it can be seen that

- 1) Variable *organizational culture* (X1) shows the significance value is $0.001 < 0.05$ and the statistical results of the t test show the calculated t value = 2.115 greater than in the t table 1.972, so it can be concluded that the hypothesis H_0 is rejected and H_a is accepted which is meaningful for the variable *organizational culture* (X1) partially there is an influence on *knowledge management* (Z).
- 2) Variable *authentic leadership* (X2) shows the significance value is $0.001 < 0.05$ and the statistical results of the t test show the calculated t value = 3.268 greater than in the t table 1.973, so it can be concluded that the hypothesis H_0 is rejected and H_a is accepted which is meaningful for the variable *authentic leadership* (X2) partially there is an influence on *knowledge management* (Z).
- 3) The knowledge management variable (Z) shows a significance value of $0.003 < 0.05$ and the statistical results of the t test show that the calculated t value = 3.192 is greater than the t table of 1.973, so it can be concluded that H_0 is rejected and H_a is accepted which is meaningful for the knowledge management variable. (Z) partially there is an influence on employee performance (Y).
- 4) The organizational culture variable (X1) shows a significance value of $0.001 < 0.05$ and the statistical results of the t test show that the calculated t value = 2.623 is greater than the t table of 1.973, so it can be concluded that H_0 is rejected and H_a is accepted which is meaningful for the organizational culture variable. (X1) partially has an influence on employee performance (Y).
- 5) The authentic leadership variable (X2) shows a significance value of $0.001 < 0.05$ and the statistical results of the t test show that the calculated t value = 3.623 is greater than the t table of 1.973, so it can be concluded that

H0 is rejected and Ha is accepted, which is meaningful for the authentic leadership variable. (X2) partially there is an influence on employee performance (Y).

b. Simultaneous Test (F Test)

The F test or simultaneous coefficient test is carried out to test whether the variables organizational culture (X1) and authentic leadership (X2) simultaneously or simultaneously have a significant influence on employee performance (Y) or not through knowledge management (Z).

Table 8 F Test Results

		ANOVAa				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26,338	3	732.113	643,931	<.001b
	Residual	22,282	196	.114		
	Total	28,620	199			

- a. Dependent Variable: Y
- b. Predictors: (Constant), Z, X1, X2

Based on the F test results in the table above, it can be seen that the Fcount value is 643.931 and the significance value is $0.001 < (\alpha) 0.05$, and the Ftable value in the F distribution table is 3.04. From the values above, it can be seen that the value of Fcount = 643.931 is greater than the value of Ftable = 3.04. So it can be concluded according to the hypothesis testing criteria that H0 is rejected and Ha is accepted. This means that simultaneously all independent variables consisting of organizational culture (X1) and authentic leadership (X2) have a significant effect on employee performance (Y) through knowledge management (Z).

Analysis of the Coefficient of Determination

Table 9 Results of Determination Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.831a	.681	.674	.35628

- a. Predictors: (Constant), knowledge management, organizational culture, authentic leadership

Source: Researcher Processed Data, 2024

Based on the results of the coefficient of determination in the table above, the R square value is 0.674, which means that the variables organizational culture (X1), authentic leadership (X2), and knowledge management (Z) contribute to

employee performance (Y), namely 67.4%. Meanwhile, the remaining 32.6% was influenced by other variables not included in this research.

Path Analysis

The following are the results of a path description based on regression

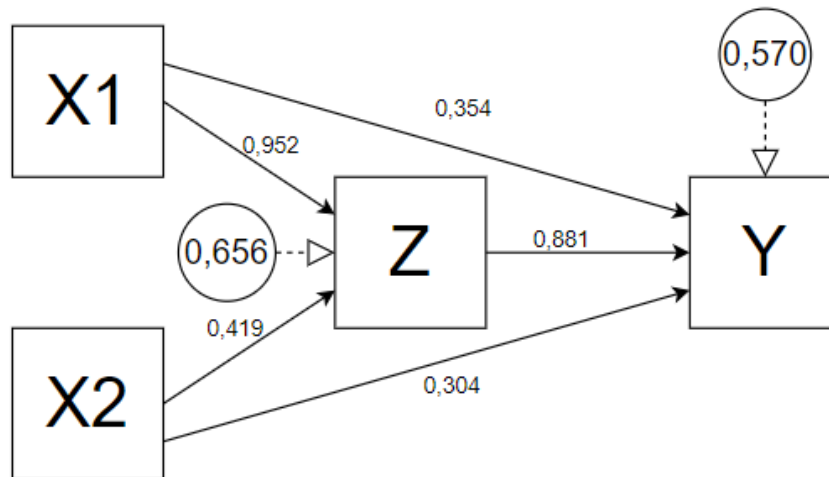


Figure 6 Path Analysis Results

Source: Researcher Processed Data, 2024

Note:

Path coefficient:

- X1 to Z: 0.952
- X2 to Z: 0.419
- Z to Y: 0.881
- Error variance Y: 0.570

Correlation:

- X1 and X2: 0.656

Based on the path analysis above, it can be seen that:

- 1) X1 has a strong and positive direct influence on Z. This indicates that an increase in X1 will lead to a significant increase in Z.
- 2) X2 has a moderate direct impact on Z. An increase in X2 will have a moderate impact on Z.
- 3) Z has a strong and positive direct influence on Y. This indicates that an increase in Z will lead to a significant increase in Y.
- 4) X1 on Y through Z is a positive and significant indirect influence because the result of multiplying the indirect relationships produces a greater number than the direct influence of X1 on Y
- 5) X2 on Y through Z is a positive and significant indirect influence because the result of multiplying the indirect relationships produces a greater number than the direct influence of X2 on Y
- 6) X1 has a strong and positive direct influence on Y. This indicates that an increase in X1 will cause a significant increase in Y.
- 7) X2 has a direct influence on Z. An increase in X2 will result in an increase in Y.

DISCUSSION

Descriptive Analysis of Organizational Culture (X1)

Based on the results of respondents' responses to organizational culture variables which include the dimensions of norms, dominant values and organizational climate, we can see that the company has succeeded in creating a positive and ethical work environment. The average total score for this variable is 87% of the ideal score of 100%, which indicates a high level of satisfaction and commitment from employees.

Norms in organizations are assessed through two main indicators. The first indicator emphasizes norms of equality and inclusive communication without condescension, which received a score of 885 out of 1000, or 88%. This shows that the company places great emphasis on the importance of equality and communication that respects each individual. According to research by Smith et al. (2018), norms of equality and inclusive communication can increase employees' sense of ownership and involvement, which in turn can improve the overall performance of the organization.

The second indicator evaluates employee commitment to the ethics that apply in the company, with a score of 875 out of 1000, or 87%. This high score shows that employees have a strong commitment to the ethical standards implemented by the company. Commitment to ethics is the key to building a healthy organizational culture with integrity. Research by Treviño et al. (2006) show that an organizational culture that emphasizes ethics can reduce unethical behavior and increase job satisfaction and employee loyalty.

Descriptive Analysis of Authentic Leadership (X2)

Based on the results of respondents' responses to authentic leadership variables which include the dimensions of self-awareness, relational transparency, balanced processing, internalized moral perspective, and positive relationships, we can conclude that the company has succeeded in implementing effective and ethical leadership principles. The average total score for this variable is 87% of the ideal score of 100%, which shows a high level of satisfaction and trust from employees in existing leadership.

Descriptive Analysis of Knowledge Management (Z)

Based on the results of respondents' responses to knowledge management variables which include the dimensions of socialization, externalization, combination and internalization, we can conclude that the company has succeeded in implementing an effective knowledge management strategy. The average total score for this variable is 87% of the ideal score of 100%, which indicates a high level of satisfaction and effectiveness in implementing knowledge management in the company.

The results of this survey indicate that the company has succeeded in implementing an effective knowledge management strategy. With an average score of 87%, the company demonstrated strong performance in every dimension of knowledge management, including socialization, externalization, combination, and internalization. These practices not only increase employee knowledge and skills but also create a collaborative and innovative work

environment. Supporting research, such as that conducted by Nonaka and Takeuchi (1995), Nonaka et al. (2000), Alavi and Leidner (2001), and Choo (1998), support these findings, showing that effective knowledge management strategies can improve organizational performance and innovation.

Descriptive Analysis of Employee Performance (Y)

Based on the results of respondents' responses to employee performance variables which include dimensions of productivity, work quality, initiative and creativity, as well as presence and discipline, it can be concluded that the company has a very good level of employee performance. The overall average score reached 87% of the ideal score of 100%, indicating that employees generally feel capable of meeting the expectations and standards set by the company. The results of this survey show that the company has a very good level of employee performance, with an average score of 87%. Employees feel able to meet expectations in terms of productivity, work quality, initiative and creativity, as well as attendance and discipline. These results are supported by various studies that show the importance of these factors in employee performance and organizational success. By maintaining and improving these aspects, companies can continue to achieve positive results and maintain high levels of employee satisfaction.

Analysis of Organizational Culture (X1) and Authentic Leadership (X2) on Employee Performance (Y) Through Knowledge Management

This research examines the influence of organizational culture and authentic leadership on employee performance through knowledge management. Based on the results of partial and simultaneous hypothesis testing, it was found that both organizational culture and authentic leadership have a significant influence on knowledge management and employee performance.

The t test results show that the organizational culture variable (X1) has a significance value of 0.001 which is smaller than 0.05, with a calculated t value of 2.115 which is greater than the t table of 1.972. This means that organizational culture partially has a significant effect on knowledge management (Z). Apart from that, organizational culture also has a direct influence on employee performance (Y), with a calculated t value of 2.623 which is greater than the t table of 1.973 and a significance value of 0.001. This shows that a good organizational culture can encourage effective knowledge management and directly improve employee performance.

The authentic leadership variable (X2) also shows a significant influence on knowledge management and employee performance. The t test results show a significance value of 0.001 with a calculated t value of 3.268, which is greater than the t table of 1.973, indicating that authentic leadership partially has a significant effect on knowledge management. Apart from that, authentic leadership also has a direct effect on employee performance with a calculated t value of 3.623 and a significance value of 0.001.

According to Avolio and Gardner (2005), authentic leadership is a leadership style characterized by transparency, honesty and high integrity. Authentic leaders encourage an open and supportive work environment, where

employees feel comfortable sharing knowledge and new ideas. Authentic leadership also increases trust and empathy between leaders and employees, which can improve collaboration and performance. In this context, authentic leadership not only promotes better knowledge management, but also directly improves employee performance.

The results of this research also show that knowledge management (Z) has a significant influence on employee performance (Y). The calculated t value is 3.192 which is greater than the t table of 1.973 and a significance value of 0.003, indicating that knowledge management plays an important role in improving employee performance. Effective knowledge management allows employees to access relevant information, share experiences, and apply new knowledge to their work, ultimately increasing productivity and work quality.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of research and discussions related to "Exploration of Knowledge Management in Mediating Organizational Culture and Authentic Leadership on Employee Performance at PT Bareksa Portal Investasi" it can be concluded as follows:

1. Based on employee perceptions, the employee performance variable at PT Bareksa Portal Investasi is in the high category. Overall, the majority of the samples that have been studied have the perception that employees are able to complete their workload well.
2. Based on employee perceptions, the Knowledge Management variable is included in the high category. Overall, the majority of the samples that have been researched have the perception that employees are able to properly participate in all knowledge management activities and processes in the company.
3. Based on employee perceptions, the Authentic Leadership variable is included in the high category. Overall, the majority of the samples that have been studied have the perception that leaders in companies have high integrity and honesty.
4. Organizational culture and authentic leadership through knowledge management have a positive effect on improving employee performance individually and simultaneously on the performance of PT Bareksa Portal Investasi employees.

Recommendations

Based on the results of descriptive analysis of organisational culture, authentic leadership, knowledge management, and employee performance variables, there are several suggestions for PT Bareksa Portal Investasi to improve company performance and success, namely PT Bareksa Portal Investasi is expected to continue to strengthen organisational culture, improve leadership quality, optimise knowledge management, and improve overall employee performance. This will not only improve the company's productivity and efficiency, but will also help in retaining and attracting the best talent in the industry.

ADVANCED RESEARCH

- a. Looking at this research, organizational culture and authentic leadership through knowledge management contributed to increasing employee performance by 67.4%. while the remaining 32.6% is influenced by other variables that are not included in this research which are influenced by other research that is not examined by this research, so it is recommended that further research consider examining other independent variables that can influence employee performance such as leadership style, motivation, and so on.
- b. The researcher provides suggestions to future researchers so that future research uses analytical techniques that have not been used in this research, such as the SEM method

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