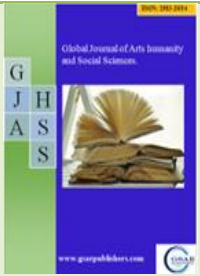
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## The Influence of Knowledge Sharing, Organizational Values Alignment, and Quality of Leadership on Organizational Performance: The Mediating Role of Employee Commitment at PT PLN Batubara Niaga

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### Abstract

The phenomenon at PT PLN Batubara Niaga indicates a gap between the demands for improved organizational performance and the relatively low employee commitment, weak collaborative work culture, and misalignment of organizational values in daily operations, which may hinder the achievement of company targets. This study aims to analyze the effects of knowledge sharing, organizational values alignment, and quality of leadership on employee performance, with employee commitment serving as a mediating variable. This research employed a quantitative approach using a survey method through the distribution of questionnaires to 100 respondents. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results indicate that knowledge sharing, organizational values alignment, and quality of leadership have positive and significant effects on both employee commitment and employee performance. Employee commitment was also found to mediate the influence of the three independent variables on employee performance. Theoretically, this study strengthens the understanding of commitment as a linking mechanism between organizational practices and individual performance. Managerially, the findings highlight the importance of fostering a knowledge-sharing culture, aligning organizational values, and improving leadership quality to enhance employee commitment and performance. Future research is recommended to incorporate contextual variables such as organizational innovation or employee engagement, and to expand the sample size to improve the generalizability of findings in the energy sector and related industries.

**Keywords:** Knowledge Sharing, Organizational Values Alignment, Quality of Leadership, Employee Commitment, Employee Performance.

### Introduction

Organizational culture represents a system of shared values, norms, and beliefs that shape employee work behavior and serve as a foundation for determining organizational effectiveness and the achievement of corporate goals. A strong organizational culture can create a productive work environment and positively influence organizational performance and sustainability (Saridawati et al., 2024). However, in practice particularly in several state-owned enterprises (SOEs) in Indonesia there remains a gap between the ideal organizational culture described in theoretical standards and the reality in the workplace. The culture that is formally established does not always fully reflect the expected values,

resulting in challenges in implementing consistent work practices (Marampa et al., 2021). This phenomenon is particularly relevant in the context of PT PLN Batubara Niaga, a national energy business unit, where suboptimal organizational culture performance may hinder the achievement of overall organizational objectives, especially amid increasingly complex changes in the energy industry.

In Indonesian SOEs, particularly those operating in the energy sector, empirical studies indicate that organizational culture plays a crucial role in shaping employee attitudes, discipline, and work consistency, which ultimately contribute to overall organizational performance (Marampa et al., 2021). Nevertheless, employees in



several SOE units report that organizational cultural values intended as behavioral guidelines have not been fully internalized in daily work activities, creating a gap between expected values and the actual work culture perceived by employees. This gap potentially leads to inconsistencies in organizational culture performance indicators such as adherence to shared values, effective collaboration, and innovation culture within the organization. Such conditions are relevant to PT PLN Batubara Niaga, which requires alignment of organizational values to effectively contribute to national energy resilience.

The gap between expected organizational culture and its implementation not only affects individual behavior but also has long-term implications for organizational performance. Weak or misaligned organizational culture may hinder team effectiveness, reduce employee involvement, and limit organizational adaptability to external changes (Marampa et al., 2021). Therefore, understanding this gap in PT PLN Batubara Niaga is essential to identify areas where organizational culture performance remains suboptimal and to formulate systematic improvement strategies to enhance operational effectiveness and competitiveness within the SOE environment. The gap between ideal and actual organizational culture is reflected in several aspects, including incomplete internalization of shared values, symbolic rather than substantive compliance with norms, suboptimal cross-unit collaboration, and resistance to innovation, all of which weaken organizational culture performance (Saridawati et al., 2024; Marampa et al., 2021).

Based on theoretical and empirical studies, organizational culture performance is influenced by various factors. Shared values and organizational norms shape behavioral consistency in achieving organizational goals (Dorta-Afonso et al., 2021). Organizational communication strengthens culture by enhancing employee understanding, trust, and engagement (García-Gómez et al., 2020). Organizational structure supports culture through clear roles and coordination (Kineber et al., 2020). Individual characteristics and work ethics contribute to collective behavior (Molod et al., 2023). Social interaction fosters collaboration and team cohesion (Molod et al., 2023), while physical and psychological work environments influence employee comfort and productivity (Louzazni et al., 2020). Knowledge sharing accelerates organizational learning, innovation, and performance (Carvalho et al., 2022). Organizational values alignment enhances employee satisfaction and attachment by aligning personal and organizational values (Invernizzi et al., 2020). Quality of leadership plays a strategic role in embedding organizational values and behaviors (García-Muiña et al., 2020). Finally, employee commitment is a key determinant of organizational culture performance, as emotional attachment and loyalty strengthen cultural stability and organizational sustainability (García-Muiña et al., 2020).

To identify dominant factors influencing organizational culture performance at PT PLN Batubara Niaga, a preliminary survey involving 20 respondents was conducted. Respondents were asked to select four factors considered most influential among ten determinants of organizational culture performance. The results

indicated that quality of leadership was the most dominant factor (100%), followed by employee commitment (75%), knowledge sharing (70%), and organizational values alignment (65%). These findings suggest that organizational culture performance is primarily shaped by leadership roles, employee attachment to the organization, effective knowledge-sharing processes, and alignment between individual and organizational values. Other factors such as organizational communication, structure, formal values and norms, work environment, and social interaction were perceived as supporting variables. Therefore, the study focuses on knowledge sharing, organizational values alignment, and quality of leadership as independent variables, with employee commitment as a mediating variable influencing organizational culture performance at PT PLN Batubara Niaga.

Knowledge sharing refers to the process through which individuals deliberately exchange knowledge, experience, and information both formally and informally to benefit others within the organization. This includes work experience, skills, best practices, and process understanding that enrich collective knowledge and support organizational effectiveness (Lestyowati, 2024). Knowledge sharing promotes organizational learning, enhances adaptability, and strengthens employee capabilities in solving problems effectively (Lestyowati, 2024). Empirical studies demonstrate that knowledge sharing significantly influences innovative work behavior and operational performance through the exchange of ideas and experiences across organizational units (Carvalho et al., 2022). Similarly, knowledge-sharing practices improve organizational performance through operational innovation, process efficiency, and managerial decision-making quality (Casingal et al., 2021). However, some findings indicate that knowledge sharing does not always directly influence performance without leadership support or a strong organizational culture (Ariyani & Frianto, 2024). These findings highlight the importance of examining knowledge sharing in relation to organizational culture performance.

Organizational Values Alignment (OVA) refers to the congruence between employees' personal values and organizational values practiced in daily activities (Ghauri et al., 2024). Value alignment serves as a behavioral guide in decision-making and social interaction, thereby increasing employee engagement and commitment when values are aligned (Vveinhardt & Foktas, 2024). Conversely, value misalignment may lead to conflict, resistance to organizational policies, and turnover intention, particularly during organizational change (Vveinhardt & Foktas, 2024). Empirical research indicates that value alignment influences collective performance and organizational reputation through consistent and ethical work behavior (Vveinhardt & Foktas, 2024). Thus, organizational values alignment becomes a strategic factor in strengthening sustainable organizational culture.

Quality of leadership reflects a leader's ability to direct, support, and empower employees effectively to achieve organizational goals (Cremers & Curşeu, 2023). High-quality leadership positively influences job satisfaction, team effectiveness, and organizational performance, particularly during organizational

change (Cremers & Curşeu, 2023). Transformational and empowering leadership styles are consistently associated with proactive employee behavior and improved organizational outcomes (Agazu et al., 2025). Additionally, leaders' psychological well-being influences leadership quality and contributes to a supportive work environment (Agazu et al., 2025).

Employee commitment refers to a psychological attachment in which employees emotionally and cognitively identify with the organization and are willing to contribute to long-term organizational goals. Employees with high commitment tend to demonstrate loyalty, performance consistency, and alignment with organizational objectives (Millenia & Masman, 2024). Empirical studies confirm that organizational commitment positively affects employee performance, loyalty, retention, and engagement (Millenia & Masman, 2024). Therefore, employee commitment functions as a critical psychological mechanism linking organizational practices with performance outcomes.

Previous studies have examined the relationship between organizational culture and performance. Muvida et al. (2023) found that strong organizational culture improves performance through value internalization supported by employee commitment. Lesmana and Alfianita (2024) confirmed that organizational culture contributes to performance through collective practices and shared norms, although culture was not treated as a performance construct. Nugroho and Armanu (2024) demonstrated that aligned organizational culture enhances behavioral consistency but did not examine knowledge sharing or leadership factors. Firmansyah and Purwandari (2022) identified employee commitment as strengthening the influence of leadership and knowledge sharing on performance, yet commitment was treated as a moderating variable. Dana Perkasa and Rahyuda (2024) emphasized commitment as a mechanism linking leadership and knowledge sharing to employee attitudes but did not relate it to organizational culture performance. Raziq et al. (2024) highlighted the importance of knowledge sharing for organizational culture but did not include employee commitment. Ba et al. (2025) and Paredes-Saavedra et al. (2024) examined leadership effects on performance but excluded commitment variables. These findings indicate that prior studies remain fragmented and have not simultaneously integrated knowledge sharing, organizational values alignment, quality of leadership, and employee commitment in explaining organizational culture performance.

Based on the empirical gap and organizational culture phenomena in SOEs, particularly at PT PLN Batubara Niaga, this study aims to provide a comprehensive understanding of the determinants of organizational culture performance. Specifically, this research examines the effects of knowledge sharing, organizational values alignment, and quality of leadership on organizational culture performance, while also investigating employee commitment as a mediating mechanism that strengthens the internalization of cultural values in employee work behavior.

## Research Elaboration

Hypothesis development in this study is formulated to propose tentative relationships among research variables based on the conceptual framework, theoretical foundations, and findings from previous studies. These hypotheses serve as the basis for empirical testing to examine the relationships between knowledge sharing, organizational values alignment, quality of leadership, employee commitment, and organizational culture performance. Knowledge sharing is understood as the process of exchanging knowledge, experience, and information among individuals within an organization, enabling collective learning and strengthening shared work values (Ikujiro Nonaka, 1995 in Cristache et al., 2025). From the perspective of organizational culture theory, knowledge sharing functions as a mechanism for internalizing organizational values and norms that shape employee work behavior in a sustainable manner (Edgar H. Schein, 1997 in Abdelrahman et al., 2025). Organizations supported by strong knowledge-sharing practices tend to demonstrate higher behavioral consistency, employee involvement, and adaptability, which ultimately improves organizational culture performance (José et al., 2025). Knowledge sharing in this study is reflected through knowledge donating and knowledge collecting, which represent employees' willingness to share knowledge and accept knowledge from colleagues (Dana Perkasa & Rahyuda, 2024). Empirical findings indicate that knowledge sharing positively influences organizational culture strengthening and collective performance (Raziq et al., 2024; Wahyudi et al., 2025; Hanna et al., 2024).

Quality of leadership theoretically functions as a key mechanism for shaping and internalizing organizational values through role modeling, communication of vision, and consistent leadership behavior (Edgar H. Schein, 1997). Leaders with high-quality leadership create clarity of work meaning, strengthen shared values, and ensure consistent implementation of cultural values in daily organizational activities (Wahyudi et al., 2025). Social Exchange Theory further explains that fair and supportive leadership encourages employees to reciprocate through positive cultural behavior, thereby enhancing organizational culture performance (Blau, 1964). Leadership quality is reflected through clarity of direction, role modeling, employee support, and consistency in decision-making aligned with organizational values (Prasetyaningtyas et al., 2020). Empirical studies confirm that leadership quality significantly strengthens organizational culture and value-based performance (Prasetyaningtyas et al., 2020; Efendi et al., 2025; Paredes-Saavedra et al., 2024).

Organizational values alignment refers to the congruence between employees' personal values and organizational values practiced in daily activities, which becomes the foundation of a strong organizational culture (Yan & Chai, 2021). Value alignment ensures that organizational values are internalized and reflected in employee behavior, thereby strengthening consistency and engagement within organizational culture performance (José et al., 2025). Organizational values alignment is reflected through value congruence, value internalization, behavioral alignment, and value commitment (Yan & Chai, 2021). Empirical findings demonstrate

that value alignment improves cultural consistency and employee work behavior (Muvida et al., 2023; Nugroho & Armanu, 2024; Saridawati et al., 2024).

Knowledge sharing also plays an important role in strengthening employee commitment. The exchange of knowledge creates collaborative interaction, mutual trust, and social support, which enhance psychological attachment to the organization (Sturiale et al., 2020; Meng et al., 2021). When employees perceive that their knowledge is valued, they tend to develop stronger loyalty and commitment toward the organization (Millenia & Masman, 2024). Empirical studies confirm that knowledge sharing positively affects employee commitment (Dana Perkasa & Rahyuda, 2024; Firmansyah & Purwandari, 2022; La Harjono, 2020). Similarly, organizational values alignment strengthens employee commitment by aligning personal and organizational values, which encourages identification with organizational goals and increases emotional attachment (Yan & Chai, 2021; José et al., 2025). Previous studies indicate that value congruence enhances employee commitment and consistency in work behavior (Muvida et al., 2023; Nugroho & Armanu, 2024; Saridawati et al., 2024).

Quality of leadership also influences employee commitment by shaping employees' work experiences and strengthening emotional attachment to the organization (García-Machado et al., 2021). Leaders who demonstrate supportive, ethical, and communicative behavior create a conducive work environment that enhances employee involvement and commitment (Saridawati et al., 2024). Empirical evidence shows that leadership quality significantly improves employee commitment and work consistency (Paredes-Saavedra et al., 2024; Agazu et al., 2025; Saridawati et al., 2024). Employee commitment itself represents a psychological attachment that encourages employees to internalize organizational values and apply them consistently in their work behavior (Millenia & Masman, 2024). Employees with high commitment tend to demonstrate stronger engagement, behavioral consistency, and adherence to organizational values, which ultimately improves organizational culture performance (José et al., 2025; Saridawati et al., 2024). Previous studies confirm that employee commitment strengthens value-based work behavior and organizational culture performance (La Harjono, 2020; Dana Perkasa & Rahyuda, 2024; Millenia & Masman, 2024).

Furthermore, employee commitment functions as a mediating mechanism linking organizational practices with organizational culture performance. Knowledge sharing enhances commitment through collaborative learning and social interaction, which subsequently strengthens the implementation of organizational values (Sturiale et al., 2020; Meng et al., 2021; José et al., 2025). Organizational values alignment also increases commitment by fostering emotional attachment and organizational identification, which then improves cultural consistency and performance (Yan & Chai, 2021; Saridawati et al., 2024; José et al., 2025). Likewise, quality of leadership strengthens employee commitment through supportive and value-based leadership behavior, which ultimately enhances organizational culture performance (García-Machado et al., 2021; Millenia & Masman, 2024). Empirical studies support

the mediating role of employee commitment in the relationships between knowledge sharing, organizational values alignment, quality of leadership, and organizational culture performance (Paredes-Saavedra et al., 2024; Dana Perkasa & Rahyuda, 2024; Millenia & Masman, 2024).

This study employed a quantitative research design with an explanatory approach to examine the causal relationships among knowledge sharing, organizational values alignment, quality of leadership, employee commitment, and organizational culture performance (Handiman & Siswanti, 2025). A quantitative approach was selected because the study focuses on measuring relationships among variables using numerical data and statistical analysis, enabling objective hypothesis testing (Fangqi et al., 2023). The research adopted a cross-sectional design, where data were collected at a single point in time without experimental intervention, allowing the study to capture respondents' perceptions under actual organizational conditions (Fangqi et al., 2023; Sari, 2024).

The research was conducted at PT PLN Batubara Niaga, involving employees engaged in operational and administrative activities. The population consisted of all employees, and due to the relatively small population size, saturated sampling (census sampling) was applied, resulting in a total sample of 100 respondents (Sugiyono, 2022; Creswell & Creswell, 2018). Data were collected using structured questionnaires distributed during January–February 2026. The questionnaire employed a five-point Likert scale ranging from strongly disagree to strongly agree, which is widely used to measure respondents' perceptions quantitatively (Unang Toto Handiman & Indra Siswanti, 2025; Hair & Alamer, 2022).

The study used primary data obtained directly from respondents' questionnaire responses, while secondary data were collected from academic journals, books, company reports, and related documents to support the theoretical framework (Grassini, 2023; Abayneh et al., 2021). The variables measured in this study included knowledge sharing, organizational values alignment, quality of leadership, employee commitment, and organizational culture performance. Each construct was operationalized using reflective indicators adapted from prior research (Sturiale et al., 2020; Yan & Chai, 2021; García-Machado et al., 2021; Saridawati et al., 2024).

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), which is suitable for analyzing complex relationships among latent variables and testing mediation effects simultaneously (Handiman & Siswanti, 2025). The analysis involved evaluation of the measurement model through reliability and validity testing, including Cronbach's alpha, composite reliability, average variance extracted (AVE), and discriminant validity (Hair & Alamer, 2022). After the measurement model met the required criteria, the structural model was evaluated using path coefficients, coefficient of determination ( $R^2$ ), effect size ( $f^2$ ), predictive relevance ( $Q^2$ ), and bootstrapping procedures to test hypothesis significance (Hair & Alamer, 2022). Through this analytical approach, the study aims to empirically examine the

influence of knowledge sharing, organizational values alignment, and quality of leadership on organizational culture performance through employee commitment at PT PLN Batubara Niaga.

**Results and Discussions**

**Results**

The respondent demographic profile is presented to provide an overview of the characteristics of participants involved in this study.

**Table 1. Respondent Demographic Profile**

Variable	Category	Frequency	Percentage (%)
Gender	Male	58	58.0
	Female	42	42.0
Age	15–24 years	21	21.0
	25–34 years	33	33.0
	35–44 years	29	29.0
	45–54 years	17	17.0
Education Level	High School / Vocational (SMA/SMK)	13	13.0
	Diploma (D1–D3)	26	26.0
	Bachelor’s Degree (S1)	40	40.0
	Master’s Degree (S2)	15	15.0
	Doctoral Degree (S3)	6	6.0
Employment Status	Permanent Employee	61	61.0
	Outsourced Employee	39	39.0
Length of Service	< 1 year	10	10.0
	1–3 years	20	20.0
	4–6 years	27	27.0
	≥ 7 years	43	43.0
Monthly Income	< IDR 5,000,000	19	19.0
	IDR 5,000,001 – IDR 7,000,000	46	46.0
	IDR 7,000,001 – IDR 10,000,000	21	21.0
	> IDR 10,000,000	14	14.0
Domicile	Jakarta	64	64.0
	Outside Jakarta	36	36.0

Source: Author’s own elaboration (2026).

Based on the respondent data, employees of PT PLN Batubara Niaga generally reflect a mature, stable, and experienced workforce, making them suitable for examining knowledge sharing, organizational values alignment, quality of leadership, and their impact on organizational culture performance through employee commitment. Most respondents were male (58%), reflecting the characteristics of the energy and mining industry. The majority were aged 25–44 years (62%), indicating a productive workforce with sufficient experience to support effective knowledge sharing and value internalization. In terms of education, most respondents held Bachelor’s (40%) and Diploma (26%) degrees, suggesting a relatively high educational background that supports understanding of organizational values and collaboration. Furthermore, most respondents were permanent employees (61%) with tenure of four years or more (70%), indicating strong job stability and organizational experience, which can strengthen employee commitment and cultural performance. The majority earned IDR 5,000,001–7,000,000 per month (46%), and most were domiciled in Jakarta (64%), reflecting a dynamic work environment that requires adaptive leadership and strong organizational culture.

Convergent validity was evaluated by analyzing the outer loading values of each indicator, which reflect the extent to which the indicators contribute to representing the research constructs.

**Table 2. Outer Loadings for Convergent Validity**

Indicator	OCP. Organizational Culture Performance	EC. Employee Commitment	KS. Knowledge Sharing	OVA. Organizational Values Alignment	QoL. Quality of Leadership
KBO1	0.859				
KBO10	0.790				
KBO2	0.806				
KBO3	0.761				
KBO4	0.823				
KBO5	0.790				
KBO6	0.781				
KBO7	0.798				
KBO8	0.834				

Indicator	OCP. Organizational Culture Performance	EC. Employee Commitment	KS. Knowledge Sharing	OVA. Organizational Values Alignment	QoL. Quality of Leadership
KBO9	0.839				
KK1		0.829			
KK2		0.803			
KK3		0.754			
KK4		0.817			
KK5		0.874			
KK6		0.828			
KK7		0.798			
KK8		0.802			
KS1			0.838		
KS2			0.859		
KS3			0.810		
KS4			0.895		
KS5			0.828		
KS6			0.836		
OVA1				0.843	
OVA2				0.855	
OVA3				0.864	
OVA4				0.798	
OVA5				0.824	
OVA6				0.841	
OVA7				0.848	

Indicator	OCP. Organizational Culture Performance	EC. Employee Commitment	KS. Knowledge Sharing	OVA. Organizational Values Alignment	QoL. Quality of Leadership
OVA8				0.800	
QoL1					0.866
QoL2					0.838
QoL3					0.784
QoL4					0.819
QoL5					0.843
QoL6					0.834
QoL7					0.818
QoL8					0.781

Source: Author’s own elaboration (2026).

Based on the measurement model results, all indicators for Organizational Culture Performance (OCP), Employee Commitment (EC), Knowledge Sharing (KS), Organizational Values Alignment (OVA), and Quality of Leadership (QoL) demonstrate outer loading values above the recommended threshold ( $\geq 0.70$ ). These findings indicate that all indicators exhibit good convergent validity and consistently represent their respective latent constructs. The Organizational Culture Performance construct shows outer loadings ranging from 0.761 to 0.859, with KBO1 as the strongest indicator, suggesting that organizational culture performance is well reflected through employees’ perceived work behaviors and shared values. Employee Commitment presents loadings between 0.754 and 0.874, with KK5 as the dominant indicator, indicating strong emotional attachment and organizational loyalty. Knowledge Sharing also demonstrates high loadings (0.810–0.895), with KS4 as the highest, confirming that knowledge exchange practices are well internalized within the organization. Similarly, Organizational Values Alignment exhibits strong outer loadings ranging from 0.798 to 0.864, with OVA3 as the most representative indicator, highlighting the importance of value congruence between employees and the organization. Quality of Leadership shows loadings between 0.781 and 0.866, with QoL1 as the strongest indicator, reflecting the perceived effectiveness of leadership behavior and support. Overall, these results confirm that the measurement model meets convergent validity requirements and is appropriate for further structural model analysis.



The reliability and construct validity in this study were assessed by analyzing Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE) values to ensure the consistency and accuracy of the measurement for each research construct.

**Table 3. Reliability and Convergent Validity Results**

Construct	Cronbach’s Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
OCP. Organizational Culture Performance	0.941	0.943	0.950	0.654
EC. Employee Commitment	0.927	0.929	0.940	0.662
KS. Knowledge Sharing	0.920	0.925	0.937	0.714
OVA. Organizational Values Alignment	0.938	0.939	0.948	0.696
QoL. Quality of Leadership	0.932	0.934	0.944	0.678

Source: Author’s own elaboration (2026).

Based on the construct reliability and validity results, all research constructs Organizational Culture Performance (OCP), Employee Commitment (EC), Knowledge Sharing (KS), Organizational Values Alignment (OVA), and Quality of Leadership (QoL) demonstrate Cronbach’s Alpha, Composite Reliability (rho\_a and rho\_c), and Average Variance Extracted (AVE) values that meet and exceed the recommended thresholds in PLS-SEM analysis. These findings indicate that the measurement instruments exhibit strong internal consistency and convergent validity. Organizational Culture Performance shows very high reliability (Cronbach’s Alpha = 0.941; CR = 0.950) with AVE of 0.654, indicating that the construct explains a substantial proportion of indicator variance. Employee Commitment also demonstrates strong reliability and validity (Cronbach’s Alpha = 0.927; CR = 0.940; AVE = 0.662), supporting its role as a mediating variable. Knowledge Sharing presents excellent internal consistency (Cronbach’s Alpha = 0.920; CR = 0.937) and the highest AVE value (0.714), indicating strong construct representation. Similarly, Organizational Values Alignment shows high reliability (Cronbach’s Alpha = 0.938; CR = 0.948; AVE = 0.696), confirming that value congruence is consistently measured. Quality of Leadership also demonstrates robust reliability and validity (Cronbach’s Alpha = 0.932; CR = 0.944; AVE = 0.678). Overall, these results confirm that all constructs are measured reliably and validly, supporting their suitability for further structural model analysis.

The evaluation of the research model’s adequacy was conducted through model fit testing to assess the consistency between the proposed model and the empirical data.

**Table 4. Model Fit Indices**

Model Fit Index	Saturated Model	Estimated Model
SRMR	0.058	0.058
d_ULS	2.725	2.725
d_G	2.053	2.053
Chi-square	956.061	956.061
NFI	0.753	0.753

Source: Author’s own elaboration (2026).

The model fit evaluation results show identical values for both the saturated and estimated models, indicating that the structural model consistently represents the relationships among constructs and demonstrates good stability with the empirical data. The Standardized Root Mean Square Residual (SRMR) value of 0.058 is below the recommended threshold of 0.08, suggesting a good model fit with minimal differences between observed and predicted covariance matrices. Furthermore, the d\_ULS value of 2.725 and the d\_G value of 2.053 indicate acceptable residual differences, implying that the structural relationships in the model do not exhibit substantial discrepancies. The Chi-square value of 956.061 reflects differences between the estimated and observed covariance matrices; however, in PLS-SEM analysis, Chi-square is not the primary criterion for model evaluation due to the predictive orientation of the method. Therefore, this value does not indicate serious model issues. The Normed Fit Index (NFI) value of 0.753 suggests a moderate level of model fit. Although it does not reach the ideal threshold, NFI in PLS-SEM is considered complementary. Considering the satisfactory SRMR value, the overall results indicate that the proposed model demonstrates adequate fit and is suitable for further structural model and hypothesis testing.

To determine the model’s ability to explain the variance of the dependent variable, this study uses the coefficient of determination (R-square) as a measure of model adequacy.

**Table 5. R-square**

Construct	R-square	Adjusted R-square
KBO. Organizational Culture Performance	0.727	0.716
KK. Employee Commitment	0.594	0.581

Source: Author’s own elaboration (2026).

The R-square value for Organizational Culture Performance (KBO) is 0.727, with an adjusted R-square of 0.716. This indicates that 72.7% of the variance in Organizational Culture Performance is explained by the independent variables in the research model,

while the remaining 27.3% is influenced by factors outside the model. This relatively high R-square value suggests that the model has strong explanatory power in predicting Organizational Culture Performance. Meanwhile, the R-square value for Employee Commitment (KK) is 0.594, with an adjusted R-square of 0.581. This means that 59.4% of the variance in Employee Commitment is explained by the independent variables, while 40.6% is affected by other factors not included in the study. This result indicates a moderate to strong explanatory capability of the model for Employee Commitment. The small differences between R-square and adjusted R-square for both dependent variables indicate that the model is stable and not affected by overfitting, suggesting that the estimates reliably represent the population.

The hypothesis testing results are presented by examining both the direct effects and indirect effects to assess the relationships among variables and the mediating role within the proposed research model.

**Table 6. Hypothesis Testing Results of Direct and Indirect Effects**

No	Hypothesis	Type of Effect	Coefficient (O)	T-Statistic	P-Value	Decision
1	Knowledge Sharing on Organizational Culture Performance	Direct Effect	0.206	3.224	0.001	Supported
2	Quality of Leadership on Organizational Culture Performance	Direct Effect	0.254	3.441	0.001	Supported
3	Organizational Values Alignment on Organizational Culture Performance	Direct Effect	0.333	4.742	0.000	Supported
4	Knowledge Sharing on Employee Commitment	Direct Effect	0.302	3.330	0.001	Supported
5	Organizational Values Alignment on Employee Commitment	Direct Effect	0.327	3.680	0.000	Supported
6	Quality of Leadership on Employee Commitment	Direct Effect	0.351	4.500	0.000	Supported
7	Employee Commitment on Organizational Culture Performance	Direct Effect	0.267	3.377	0.001	Supported
8	Employee Commitment mediates the relationship between Knowledge Sharing and Organizational Culture Performance	Indirect Effect	0.081	2.505	0.012	Supported

No	Hypothesis	Type of Effect	Coefficient (O)	T-Statistic	P-Value	Decision
9	Employee Commitment mediates the relationship between Organizational Values Alignment and Organizational Culture Performance	Indirect Effect	0.087	2.301	0.021	Supported
10	Employee Commitment mediates the relationship between Quality of Leadership and Organizational Culture Performance	Indirect Effect	0.094	2.538	0.011	Supported

Source: Author’s own elaboration (2026).

The results indicate that all independent variables have a significant effect on Organizational Culture Performance (KBO) and Employee Commitment (KK). For the direct effects, Organizational Values Alignment (OVA) shows the highest coefficient on KBO (0.333; T = 4.742), indicating a stronger influence compared to Knowledge Sharing (0.206; T = 3.224) and Quality of Leadership (0.254; T = 3.441). In terms of direct effects on Employee Commitment, Quality of Leadership demonstrates the strongest influence (0.351; T = 4.500), followed by OVA (0.327; T = 3.680) and Knowledge Sharing (0.302; T = 3.330). The mediation analysis also reveals that all indirect paths through Employee Commitment are significant. The strongest indirect effect is found in the influence of Quality of Leadership on KBO through Employee Commitment (0.094; T = 2.538), followed by OVA through Employee Commitment (0.087; T = 2.301) and Knowledge Sharing through Employee Commitment (0.081; T = 2.505). Although the direct effect of OVA on KBO (0.333) is higher than its indirect effect through Employee Commitment (0.087), Employee Commitment still acts as a strengthening mechanism in the relationship between the independent variables and KBO. Overall, all research hypotheses are supported for both direct and indirect effects. These findings highlight the importance of strengthening knowledge sharing practices, organizational values alignment, and quality of leadership to enhance employee commitment and improve organizational culture performance.

**Discussions**

The findings indicate that knowledge sharing, quality of leadership, and organizational values alignment significantly improve organizational culture performance both directly and indirectly through employee commitment. Knowledge sharing fosters collaboration, enhances understanding of organizational values, and supports consistent work behavior, thereby strengthening organizational culture. Quality of leadership also plays a crucial role by providing direction, motivation, and role modeling, which promotes communication, collaboration, and alignment with



organizational goals. Similarly, organizational values alignment contributes to stronger cultural performance, as employees whose personal values align with organizational values demonstrate higher participation, compliance, and adaptability.

In addition, knowledge sharing, organizational values alignment, and quality of leadership significantly enhance employee commitment. Effective knowledge sharing builds trust and emotional attachment, while alignment of values strengthens loyalty and identification with organizational goals. Quality leadership further reinforces commitment by motivating employees, supporting their development, and creating a conducive work climate. Higher employee commitment, in turn, positively influences organizational culture performance, as committed employees are more likely to uphold organizational values, collaborate across units, and support continuous improvement.

The mediation analysis confirms that employee commitment strengthens the relationships between knowledge sharing, organizational values alignment, and quality of leadership with organizational culture performance. This indicates that these factors are more effective in improving cultural performance when employees are emotionally attached and loyal to the organization. Overall, the results emphasize that strengthening knowledge sharing practices, aligning organizational values, and improving leadership quality are essential strategies for enhancing employee commitment and achieving sustainable organizational culture performance.

## Conclusions

This study concludes that knowledge sharing, quality of leadership, and organizational values alignment have positive and significant effects on organizational culture performance, both directly and indirectly through employee commitment. Knowledge sharing enhances access to relevant information, strengthens collaboration, and supports the internalization of organizational values, which in turn improves cultural performance. Quality of leadership also plays a critical role by motivating employees, reinforcing organizational norms, and fostering cohesive and adaptive work behavior. Likewise, organizational values alignment strengthens consistency in employee behavior, improves cross-unit collaboration, and facilitates adaptation to organizational changes. In addition, knowledge sharing, quality of leadership, and organizational values alignment significantly increase employee commitment, which further contributes to stronger organizational culture performance. Employee commitment itself positively influences cultural performance and serves as a significant mediator in the relationships between the independent variables and organizational culture performance, indicating that improvements in leadership, knowledge sharing, and value alignment are more effective when employees demonstrate strong loyalty and emotional attachment to the organization.

The findings imply that organizations should strengthen structured knowledge sharing mechanisms, develop leadership capabilities, and ensure alignment between individual and organizational values to enhance employee commitment and cultural performance.

However, this study is limited to a single organization, uses a cross-sectional design, and relies on self-reported questionnaire data, which may restrict generalizability and introduce perception bias. Future research is recommended to expand the sample across different industries, apply longitudinal designs, and combine survey data with interviews or observations to provide a more comprehensive understanding of organizational culture performance and its determinants.

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