

THE EFFECT OF ORGANIZATIONAL CLIMATE ON TEAM PERFORMANCE: THE ROLE OF KNOWLEDGE SHARING AS MEDIATOR

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Abstract: The study aims to analyze the impact knowledge sharing as mediator on the relationship between organizational climate and team performance. The number of samples used was 131 groups of 194 SPAMS Management Groups in the West Sumatra Province. In order to test hypotheses development, this study performed partial least squares (PLS) using SEM-PLS software. The results of analysis revealed that organizational climate positively and significantly affected knowledge sharing and team performance. Next, knowledge sharing also explained team performance positively. Interestingly, the study found that knowledge sharing mediated the relationship between organizational climate and team performance.

Keywords: Team Performance, Organizational Climate, Knowledge Sharing

Introduction

One of programs that plays important role in Indonesia is Community Based Water Supply and Sanitation Program (Pamsimas) that operates especially in the sector of drinking water. After the post-construction for management and sustainability at the community level, the Pamsimas Program is managed by the Drinking Water System Management Group (KPSPAM). The success of the program's sustainability can be seen from a well-functioning tool and strongly supported by Team Members' Performance. The success of the program's sustainability can be seen from a well-functioning tool and strongly supported by Team Members' Performance. KPSPAM district park can help the government's goals in serving the community to get clean water. Under the mandates set out in the 2020-2024 JPMorgan, the Government of Indonesia aims to provide safe drinking water and decent sanitation services for all Indonesians. In addition, the current government is also faced with achieving the Sustainable Development Goals (SDGs) by 2030, particularly Goal number 6 – The provision of safe and affordable drinking water and sanitation for all by 2030 (Pedoman Umum Program Pamsimas, 2022).

A team in an organization represents a group of individual employees who consider themselves an identifiable social group within an organization (Asbari, M., & Novitasari, 2020). Padang Pariaman Regency is one of the administrative regions that has implemented the Pamsimas Program since 2008 until now, which is managed by KPSPAM. 194 KPSPAM groups have been formed, spread across 13 sub-districts from 14 districts. Based on the observations that have been made, it can be concluded that KPSPAM members are less actively participating in carrying out their work, besides that group members lack creative ideas in the management of KPSPAM in the course of the program and only rely on the chairman and a few people so that coordination in this organization does not run optimally. In contrast, team members in an organization are needed for the sustainability of the organization itself.

Previous research revealed that an organization's climate has a positive impact on team performance (Faraj and Sproull, 2000; Lestari et al., 2018; Setiadi et al., 2020), while other studies have shown that an organization's climates have a positive effect on knowledge sharing (Devina et al., 2018; Kim & Park, 2020; Sarah, 2020).

Literature Review

Team Performance

Team performance can be defined as effectiveness, survival, and team ability to innovate within an organization (Johnson et al., 2015). Furthermore, Faraj and Sproull (2000) define team performance as the extent to which a team can achieve a predictable goal or the expected quality of the task. Team performance based on the effect of teamwork strongly supports the idea that effective sharing of information between team members improves performance and productivity through interaction. (Mesmer-Magnus & DeChurch, 2009).

In the process of the team, work collaboration depends heavily on the effective coordination of participants from various fields and dispositions, as well as cooperative strategies (Rapisarda, 2002); In the process of teamwork collaboration depends heavily on the effective coordination of participants from various fields and dispositions, as well as cooperative strategies (Rapisarda, 2002); Inter-dispersion cooperation is primarily an integrated institution with a variety of backgrounds and professional expertise; in this interdimensional team, conflict is inevitable, although the team is established to share knowledge with the primary objective of cooperative problem-solving jointly for better team performance.

Organizational Climate and Team Performance

Organizational climate is a concept that describes the internal environment of an organization that its members perceive while they are active in the organization's goals (Davis, 2000). The organizational climate tends to influence employee behavior and perception of the organization. Meanwhile, Faraj and Sproull (2000) define team performance as the extent to which a team can achieve a predictable goal or the expected quality of the task. Maintaining a positive organizational climate for the workforce is no longer an attractive option; it is necessary (Permarupan et al., 2013).

There is a relationship between the organization's climate and team performance where the better the implementation of the organization's climate within a team, the higher the team's performance. On the contrary, if the implementation of the organization's climate is exemplary, the team's performance will increase. Empirical evidence shows that the organizational climate positively and significantly impacts team performance. (Faraj and Sproull, 2000; Lestari et al., 2018; Setiadi et al., 2020). Thus, the research hypothesis can be developed as follows:

H1: Organizational climate has a positive impact on team performance.

Iklim Organization and Knowledge Sharing

Organizational climate is a concept that describes the internal environment of an organization that its members perceive while they are active in the organization's goals. (Davis, 2000). Knowledge sharing is providing information and knowledge to help and collaborate to solve problems, develop new ideas, or implement policies and procedures. (Wang & Noe, 2010). Knowledge sharing can occur in various ways, such as communicating and networking with people, documenting, organizing and capturing knowledge, solving problems, helping others, learning new skills, and developing competencies from experts and colleagues. (Cummings, 2004).

When a better organizational climate is implemented in an organization, including the Group Management System Drinking Water Program Pamsimas, it will be able to increase the knowledge-sharing team and vice versa. This statement is supported by previous research findings (Devina et al., 2018; Han et al., 2020; Sarah, 2020), which prove that the organizational climate has a positive and significant impact on knowledge sharing. Thus, the research hypothesis can be developed as follows:

H2: Organizational climate has a positive impact on knowledge sharing.

Knowledge Sharing and Team Performance

Knowledge sharing is providing information and knowledge to help and collaborate to solve problems, develop new ideas, or implement policies and procedures. (Wang & Noe, 2010). Meanwhile, Faraj and Sproull (2000) define team performance as the extent to which a team can achieve a predictable goal or the expected quality of the task. Meanwhile, Faraj and Sproull (2000) define team performance as the extent to which a team can achieve

a predictable goal or the expected quality of the task.

There is a linear relationship between knowledge sharing and team performance, where the better knowledge sharing in a team, the higher the team performance of the organization. Similarly, the lower the knowledge sharing in a team, the smaller the team's performance. Previous studies have empirically proven that knowledge sharing positively impacts team performance (Han et al., 2017; Setiawan, 2020; Yuliansyah et al., 2021; Zulfadil et al., 2020). Thus, the research hypothesis can be developed as follows:

H3: Knowledge sharing has a positive impact on team performance.

Knowledge Sharing as Mediator

Faraj and Sproull (2000) define team performance as the extent to which a team can achieve a predictable goal or the expected quality of the task. Faraj and Sproull (2000) define team performance as the extent to which a team can achieve a predictable goal or the expected quality of the task. An organization climate is a concept that describes the internal environment of an organization that its members perceive while they are active in the organization's goals. (Davis, 2000). Knowledge sharing is providing information and knowledge to help and collaborate to solve problems, develop new ideas, or implement policies and procedures. (Wang & Noe, 2010).

In general, there is a linear relationship between these three variables. In other words, if an organization can implement the organizational climate well, then better knowledge sharing within an organization will be and further will improve team performance and vice versa. Thus, knowledge sharing is between the variable of organizational climate and team performance, or, in other words, knowledge sharing acts as a mediation variable. The research hypothesis can be developed as follows:

H4: Knowledge sharing mediates the relationship between organizational climate and team performance.

Methods

The population in this study was a Drinking Water System Management Group of 194 groups. The number of respondents was 131 groups. To obtain a valid and reliable items and variables, a previously validated scale is used to measure all variables. All items were measured on a Likert-5 scale ranging from strongly disagree (1) to (5) to strongly agree. In order to test hypotheses development, this study performed SEM-PLS that supported by previous researchers (Sefnedi, 2017; Sefnedi et al., 2023; Yuliviona et al., 2022).

Results And Discussion

The results of the study begin with presenting the profiles of respondents, which can be seen in the following table:

Table 1 Profile of Respondents

Demographics	Category	Total (People)	Percentage (%)
Gender	Male	89	67.9
	Female	42	32.1
	Total	131	100,0
Age	17 s/d 27 Years	8	6.1
	28 s/d 37 Years	21	16.0
	38 s/d 49 Years	58	44.3
	≥ 50 Years	44	33.6
	Total	131	100,0
Formal Education	Elementary school	4	3.1
	Junior high school	23	17.6
	Senior high school	84	64.1

Current Job	Diploma one, Diploma two, Diploma three	3	2.3
	Bachelor degree	15	11.5
	≥ postgraduate	2	1.5
	Total	131	100,0
	Civil servant/ Police /Army/	8	6.1
	Businessman	65	49.6
	Student	4	3.1
	The Other	54	41.2
	Total	131	100.0

Based on the table 1, it can be seen that the number of respondents is dominated by respondents of the sex of Men at 89 (67.9%) and women at 42 (32.1%). Further, in terms of age, the majority of respondents aged between 38 and 49 years, 58 people (44.3%), followed by respondents over 50 years 44 people (33.6%), and respondents between 28 and 37 years of age 21 people (16.0%), while respondents who are between 17 and 27 years old eight people (6.1%). Respondents the difference based on the education they possessed; the majority of respondents have already completed senior high school of 84 people (64.1%), followed by respondents who completed junior high school of 23 people (17.6%) and who have a bachelor's degree of 15 people (11.5%) and followed with those who have an elementary school of 4 people (3.1%) and have passed diploma one, diploma two, diploma three of 3 people (2.3%) and the least is who has postgraduate of 2 people (1,5%).

The characteristics of the respondents based on employment in this survey can be concluded that the majority of respondents are private entrepreneurs/entrepreneurs with a total of 65 people (49.6%), followed by respondents with other jobs such as jobs as household owners, farmers, and so forth with 54 people (41.2%). In contrast, the respondents' job was Civil servants/police/army eight people (6.1%), and respondents worked as students/students four people (3.1%).

Measurement Model Assessment

The Assessment Model (MMA) is useful to test each statement item with its latent variables consisting of convergent and discriminatory validity. Convergence validity consists of external loads (>0.7), composite reliability (>0.07), and AVE (>0.5). Discriminatory validity consists of the Fornell-Larcker criteria and cross-loading methods. Several previous studies also support the use of MMA analysis (Sefnedi, 2017; Sefnedi et al., 2023; Yuliviona et al., 2022).

Convergence validity analysis found that on the organizational climate variable, 1 statement item (IO7) is invalid because it has an outer load value $< 0,70$, and next, on the knowledge sharing variable, with five items of invalid statements. (KS8, KS10, KS7, KS9 dan KS5). Finally, on the team performance variable, there are two statements. (KT11 dan KT15). Invalid statement items are removed or removed, then a convergence validity analysis is performed again with the following results:

Table 2 Results of Convergent Validity

Item	Organization Climate	Team Performance	Knowledge Sharing	Cronbach's Alpha	Composite Reliability	AVE
IO1	0.767	-	-	0.906	0.926	0.643
IO2	0.911	-	-			
IO3	0.755	-	-			
IO4	0.855	-	-			
IO5	0.854	-	-			
IO6	0.717	-	-			
IO8	0.734	-	-	0.946	0.959	0.826
KS2	-	-	0.979			
KS3	-	-	0.795			
KS4	-	-	0.929			

Item	Organization Climate	Team Performance	Knowledge Sharing	Cronbach's Alpha	Composite Reliability	AVE
KS5	-	-	0.921			
KS6	-	-	0.911			
KT1	-	0.793	-	0.977	0.979	0.770
KT10	-	0.959	-			
KT12	-	0.872	-			
KT13	-	0.865	-			
KT14	-	0.871	-			
KT16	-	0.970	-			
KT2	-	0.863	-			
KT3	-	0.844	-			
KT4	-	0.869	-			
KT5	-	0.928	-			
KT6	-	0.858	-			
KT7	-	0.855	-			
KT8	-	0.860	-			
KT9	-	0.865	-			

Conducting validity and feasibility testing on this study to obtain a valid statement is up to stage 4. The first validity and feasibility test contain 6 (six) items of a red statement because the value is below 0.70, which means the statement is invalid. The statement is preceded by 1 (one) item on the organizational climate variable IO7. (There is thorough operational planning with team involvement). Variable knowledge sharing there are 2 (two) statements items, namely KS8 (When I can't help my colleagues solve their problems, I tell them where to seek help) and KS10 (When I share knowledge with my colleagues, I express my ideas in such a way that they can fully understand.). The emotional intelligence variable contains 1 (one) statement item. (I have reasonable control over my own emotions). Team performance variables have 2 (two) statement items: KT 11 (In my team, each member has an excellent individual appearance) and KT 15. (Team members work together with each other).

In stage 2, there are two items are not valid precisely on the knowledge sharing variable: KS 7 (When my colleagues need, I help with my best to offer them the information and documents they need) and KS9 (I encourage my colleague when they face difficulties in their work/work). Continuing to the third stage, there is one statement item on the knowledge sharing variable, KS1 (Usually, I do my best and offer advice besides discussing work-related matters with my colleagues). Next, a phase 4 analysis is carried out, which can be seen in the table above, where the number of valid declaration items on the organizational climate variable is 7. These items have outer loading > 0.70 or ranging from 0.717 to 0.911. Thus, the seventh item of the statement is valid. Also, the knowledge-sharing variable has five valid items because it has an outer loading value > 0.70, ranging from 0.795 to 0.979. Next, the Team Performance variable has 14 valid items with outer loading ranging from 0.793 to 0.970. Table 2 above shows that the variables organizational climate, knowledge sharing, and team performance have Cronbach's alpha and composite reliability greater than 0.70 and AVE > 0.50. Thus it can be concluded that the convergence validity analysis has met the requirements according to the provisions.

Table 3 The results of discriminant validity with the Fornell-Larcker criterion method

Variable	Knowledge Sharing	Organization Climate	Team Performance
Knowledge Sharing	0.909	-	-
Organization Climate	0.664	0.802	-
Team Performance	0.445	0.472	0.878

Source: data (2023)

Table 3 shows the correlation between knowledge sharing and oneself yields a value of 0.909, where the correlation score is greater than the knowledge sharing and the organizational climate. (0,664) and correlation between knowledge sharing with team performance (0,445). The correlation between the organization's climate

and itself is 0.802. Correlation scores are more significant between organization climate and team performance (0,472) and organization climate with knowledge sharing (0,664). Furthermore, the correlation between the team's performance and itself yields a value of 0.878, where the correlation score is more significant than that between team performance and knowledge sharing (0,445). Thus, it can be concluded that the discriminatory validity analysis with the Fornell-Larcker criteria has met the requirements according to the provisions of the Regulation. In Table 4 below, the correlation score of an item against a latent variable is greater than that of the item of a variable against another variable. Thus, organizational climate, knowledge sharing, and team performance have adequate discrimination.

Table 4 Discriminant Validity with Cross Loadings Method

	Knowledge Sharing	Organization Climate	Team Performance
IO1	0.490	0.767	0.337
IO2	0.595	0.911	0.391
IO3	0.496	0.755	0.417
IO4	0.570	0.855	0.402
IO5	0.519	0.854	0.360
IO6	0.451	0.717	0.384
IO8	0.584	0.734	0.351
KS2	0.979	0.650	0.410
KS3	0.795	0.548	0.448
KS4	0.929	0.612	0.359
KS5	0.921	0.594	0.406
KS6	0.911	0.607	0.395
KT1	0.299	0.398	0.793
KT10	0.467	0.461	0.959
KT12	0.436	0.382	0.872
KT13	0.392	0.426	0.865
KT14	0.409	0.374	0.871
KT16	0.463	0.494	0.970
KT2	0.372	0.366	0.863
KT3	0.355	0.443	0.844
KT4	0.413	0.393	0.869
KT5	0.404	0.452	0.928
KT6	0.337	0.403	0.858
KT7	0.357	0.371	0.855
KT8	0.349	0.389	0.860
KT9	0.376	0.420	0.865

R square and Q square

R square is helpful to measure how large an exogenic variable describes an endogenous variable. On the other hand, the Q square helps to find out how the exogenous variable predicts the endogenous variable. (Hair et al., 2014). The results of the R square and Q square analysis are as follows:

Table 5 Results of R & Q squares

	R Square	Category	Q Square	Category
Team Performance	0.253	Weak	0.186	Medium
Knowledge Sharing	0.441	Weak	0.355	Strong

The team performance variable R square is 0.253, meaning the impact of the organization's climate on team performance is 25.3% (weak). The knowledge-sharing variable is 0.441, meaning the impact of the organization's climate on knowledge-sharing is 44.7% (weak). Next, the Q square variable team performance is 0.186, which means that the organization's climate and knowledge-sharing capabilities to predict team performance are in the middle category. Variable knowledge sharing has a Q square of 0.355, indicating the organization's climate ability to predict knowledge sharing is substantial.

Structural Model Assessment

The results of the structural model assessment (SMA) using the bootstrapping method are as follows:

Table 6 Hypothesis Results

	Original Sample	T Statistics	P Values	Hypothesis
Organization Climate -> Team Performance	0.316	2.810	0.005	H1 Supported
Organization Climate -> Knowledge Sharing	0.664	8.039	0.000	H2 Supported
Knowledge Sharing -> Team Performance	0.235	2.374	0.018	H3 Supported
Organization Climate -> Knowledge Sharing -> Team Performance	0.156	2.264	0.024	H4 Supported

Source: data (2023)

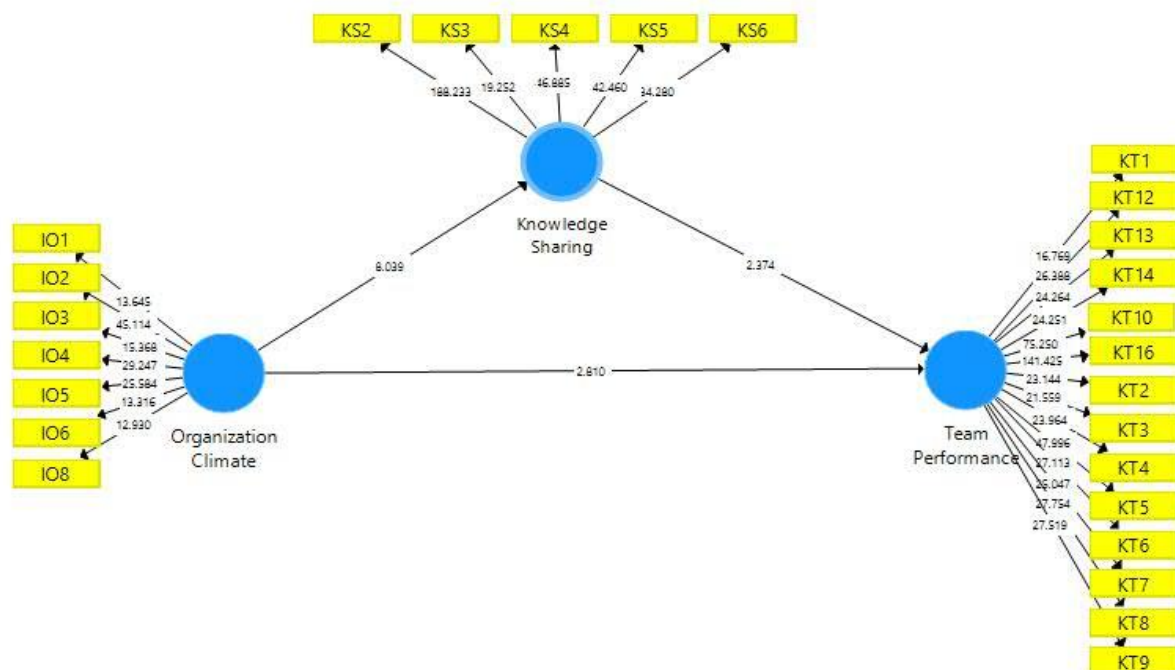


Figure 1. Structural Model Assessment

The first hypothesis in this study was that the impact of the organization's climate on team performance had an original sample of 0.316, t-statistics of 2.810 (>1.96), and a p-value of 0,005 ($<0,05$); thus, H1 was accepted. This finding means that the better the influence of the organization's climate, the higher the team's performance. On the other hand, if the team cannot implement the organizational climate properly, it will affect the team's low performance. These findings are consistent with previous research findings (Al-Madadha et al., 2019; Lestari et al., 2018; Setiadi et al., 2020), stating that the organizational climate positively affects team performance.

The second hypothesis in this study is the organizational climate influencing knowledge sharing. The test results of this hypothesis obtained the original sample of 0.664, t-statistics of 8.039 (>1.96), and p-values of 0,000 ($<0,05$); thus, H2 is accepted. This finding means that if the group can implement the organizational climate well, it can improve its knowledge sharing. On the other hand, if the group can implement the organizational climate properly, it can lead to higher knowledge sharing. These findings are supported by previous research findings (Devina et al., 2018; Kim & Park, 2020; Sarah, 2020) that prove that organizational climate influences knowledge sharing.

The following hypothesis developed in this study is that knowledge sharing positively impacts team performance. The test results of this hypothesis found the original sample 0.235 t-statistics 2.374 (>1.96), and p-values 0.018 ($<0,05$); thus, H3 was received. The result is that the higher the knowledge sharing of the team in the group, the greater the group's performance. On the contrary, low group knowledge sharing will result in low team performance. The results of this study were supported by previous studies (Setiawan, 2020; Yuliansyah et al., 2021; Zulfadil et al., 2020), which also proved empirically that team performance is influenced by knowledge sharing.

The following hypothesis in this study is to develop the hypotheses that knowledge sharing mediates the relationship between organizational climate and team performance. The test results of the fourth hypothesis found that the original sample was 0.156, with t-statistics 2.264 (>1.96) and p-values 0.024 ($<0,05$); thus, H4 was accepted. The result is that a team group that can implement the organizational climate well will generate a highly knowledge-sharing group and thus further improve the performance of the group team. On the other hand, if the group cannot implement the organizational climate properly, it will cause low knowledge sharing and impact the team's low performance.

Conclusion

Based on the results of the research, it can be concluded that: a) the organizational climate has a positive impact on knowledge sharing and team performance, b) knowledge sharing harms team performance, and c) the knowledge sharing mediates the relationship between the organization's climate and team's performance. Some of the limitations of this research are (a) this research was conducted in the Drinking Water Supply System Management Group of Padang Pariaman District, Padang, Indonesia. Therefore, the results of this study could not be generalized to apply the same in other Drinking Water System Management Groups. So it is recommended that future researchers replicate this research model and test it in other Drinking Water System Management Groups or other organizations (b) this research limits the organizational climate variables and knowledge sharing as a determining factor in the performance of the drinking water system management group. It is therefore advised that subsequent researchers add other variables that may theoretically influence a group or organization's performance.

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