

Knowledge Management and Job Performance in Higher Education: The Role of Leadership and Organizational Culture

Sambas Ali Muhidin¹, Achmad Hufad², Nani Sutarni³, Fahmi Jahidah Islamy⁴, Rasto⁵, Tutik Inayati⁶

¹ Universitas Pendidikan Indonesia, Indonesia; sambas@upi.edu

² Universitas Pendidikan Indonesia, Indonesia; acahmadhufad@upi.edu

³ Universitas Pendidikan Indonesia, Indonesia; nanisutarni@upi.edu

⁴ Universitas Pendidikan Indonesia, Indonesia; fahmiislamy10@upi.edu

⁵ Universitas Pendidikan Indonesia, Indonesia; rasto@upi.edu

⁶ Universitas Pendidikan Indonesia, Indonesia; tutik.inayati@upi.edu

ARTICLE INFO

Keywords:

Job Performance;
Knowledge Management;
Leadership;
Organization Culture;

Article history:

Received 2021-09-11

Revised 2022-03-10

Accepted 2022-11-21

ABSTRACT

Implemented knowledge management (KM) in universities is currently a significant and interesting topic to be discussed since universities' human resource possess knowledge. Ultimately, knowledge management is essential in order to increase university lecturers' performance. Knowledge management must be supported by leadership and organization culture that would support each process of KM, which includes knowledge creation, knowledge transfer and utilization of knowledge. This study aims to examine the model that shows the influence between KM, performance, leadership, and organizational culture. This study collected sample from 150 lecturer respondents in seven universities in Bandung using random sampling. We analyze the variables (leadership, organizational culture, KM, and job performance) from questionnaire using Structured Equation Modelling (SEM). Research results have shown that the relationship between leadership and KM has a positive and significant impact, that the relationship between organizational culture and KM has a positive and significant impact, that leadership and job performance have a positive and significant impact, that organizational culture and job performance have a positive and significant impact, and there is a positive and significant influence between KM and job performance. This study concludes leadership, organizational culture, KM, and job performance in universities in Bandung are included in positive category. There are significant and positive influences on variables analyzed. Thus, we conclude that leadership and organizational culture in universities.

This is an open access article under the [CC BY-NC-SA](https://creativecommons.org/licenses/by-nc-sa/4.0/) license.



Corresponding Author:

Sambas Ali Muhidin

Universitas Pendidikan Indonesia, Indonesia; sambas@upi.edu

1. INTRODUCTION

Emerging in the Nineties, KM (knowledge management) was an established discipline in the academic and business fields (Donate & Sánchez de Pablo, 2015). Knowledge Management is an important topic and deserves to be researched, because knowledge management possess a potential role in contributing to the organization's performance in general (Politis & Politis, 2008) and especially in higher education institutions (Masa'deh et al., 2017) In addition, many organizations are currently involved in KM which aims to increase the knowledge of both the organization's internal knowledge and other related parties (Rubenstein-Montano et al., 2001).

Knowledge management has become an important factor that influences job performance. (Chi et al., 2012; Masa'deh et al., 2016, 2017). Job performance is considered as a significant variable in human resources management and organizational behavior literatures (Masa'deh et al., 2016; Roth et al., 2012; Siemsen et al., 2008). Therefore, job performance is very much considered in higher education institutions because lecturers are a key factor in conveying knowledge through teaching, sharing experiences and experiences with students (Islamy, 2013; Masa'deh et al., 2017). The level of relationship between KM and job performance have not been thoroughly investigated (Masa'deh et al., 2016, 2017), several organizations integrate knowledge management into organizations without considering numerous roles and knowledge management function particularly related to employees' job performance level (Masa'deh et al., 2017). Therefore, this study's objective is to analyze the relationship between KM and job performance.

In this study, we do not analyze how knowledge management influences job performance, but we discover and analyze two other factors: leadership and organizational culture. Leaders are information and knowledge managers in organizations (Singh, 2008) thus leadership has become one factor that influences knowledge management implementation (Crawford, 2005; Nguyen & Mohamed, 2011; Singh, 2008).

Generally, implementation of knowledge management practice design is a difficult task faced by managers (Donate & Sánchez de Pablo, 2015), so organizations need leaders who have certain style and way of thinking that could support knowledge management practice in organizations. Organizational leadership is fundamentally a process where leaders are able to influence behavior and values to the objectives (Russell, 2001) and eventually, leadership will influence the result of employee's individual performance in organizations (Biswas, 2013; Mahdinezhad et al., 2013).

Organizational culture is considered as an important factor in developing and strengthening knowledge creation and KM in an organization (Rai, 2011). Organizational culture influences knowledge management implementation (Al-Alawi et al., 2007; Islamy, 2013; Park, Ribière, et al., 2004). Practitioners begin to acknowledge that culture in workplace is a determining factor in the success or failure of KM initiatives (Rubenstein-Montano et al., 2001). Organizational internal characteristics becomes the success force in an organization (Al-Alawi et al., 2007; Barney, 1991) and organizations having their own culture will influence employees' performances (Park, Ribiere, et al., 2004).

This study argues that employee's performance would have competitive advantage if organizations could create knowledge management correctly (Almahamid et al., 2010; Theriou et al., 2011). Good knowledge management practice must be supported by leaders and organizational culture conservation that leads to not only create good knowledge management practice but also create high employee performances (Alavi et al., 2006; Gupta et al., 2000), particularly in Higher education (Brewer & Brewer, 2010; Islamy, 2013; Laal, 2011).

Leaders in organizations better give examples to their subordinates (Donate & Sánchez de Pablo, 2015), thus implied that leaders had direct effects on ways the companies should attitude towards and comply with not only knowledge management processes but also practices (Singh, 2008). Knowledge management is a method of utilizing a set of management tools to include or design knowledge value (Noruzy et al., 2013), while leadership is very important in knowledge management efforts (Birasnav, 2014; Nguyen & Mohamed, 2011; Noruzy et al., 2013). Leaders create conditions where employees could exercise and develop their skills and knowledge, which could be beneficial for them in the future and for

organizations (Crawford, 2005; Politis & Politis, 2008). Leadership focusing on knowledge has primary objective to support employees to keep learning and give challenges and arouse them intellectually, give them motivation through incentives and training, grow tolerance culture on mistakes, and support communication to other department to facilitate knowledge transfer in the organization (Birasnav, 2014; Crawford, 2005; Donate & Sánchez de Pablo, 2015; Islamy, 2013) argued that leadership influences knowledge management implementation.

One of the obstacles to understand how knowledge and culture's relationships is that those two unseen components (Long, 1997). There are several literatures implying that there are positive relationship between organizational culture and knowledge management (Zheng et al., 2010). There is also a positive evidence that organizational culture, including adaptation competency, consistency, involvement, and mission (Zheng et al., 2010) influence knowledge management (Islamy, 2013), which is one of the processes of knowledge management. Knowledge responsiveness is a component where knowledge management reflects the knowledge implementation in organizations (Stock et al., 2017). Therefore, organizational culture is one factor that could influence the success of knowledge management in an organization. Organizational culture is also a contributing factor to knowledge management thus organizational culture must be present maintained in organizations to create successful knowledge management process (Park, Ribière, et al., 2004). Other studies also suggested that organizational culture affects knowledge acquisition (Liao et al., 2013), knowledge acquisition is one component in knowledge management (King, 2009; Tiwana, 2002).

An organization or company certainly has human resources (Yahya & Goh, 2002), as well as educational institutions. Educational institutions have human resources that include lecturers and employees (Tanjung, 2020). In companies, the main human resources are employees, while in universities, lecturers are the main resources who have the main competencies needed by universities. So it can be said that lecturers in universities are the same as employees in a company.

Employees are the most important asset in organization, without which the employee's goals and objectives of the organization may not be achieved (Bello, 2012). Effective leadership implementation can contribute to improved performance (Bello, 2012; Mahdinezhad et al., 2013) because according to (Yeh, 2012) leaders will influence performance and guide their employees towards achieving organizational goals. We recognize the effect of leadership on performance is very important, because some researchers view leadership as a key force in improving employee performance (Mahdinezhad et al., 2013; Yeh, 2012). Drawing on social learning theory, we have identified the four reasons why perceived ethical leadership would lead to followers' task performance (Liu et al., 2013). So from some of the arguments that have been explained, there are indications that leadership has a positive effect on job performance (Chu & Lai, 2011; Li & Hung, 2009; Sheridan & Vredenburg, 1978; Yeh, 2012) and research results from (Mahdinezhad et al., 2013) suggested that there was a positive influence of leadership on job performance in higher education institutions.

A culture within the company can be very helpful to improve the performance of its employees or vice versa, which will ultimately lead to the achievement of the objectives of the organization (Shahzad, 2013, 2014). (Shahzad, 2013) added that organizational norms and cultural values greatly affect those involved, directly or indirectly, with the organization. These norms are not visible; nonetheless, they have a huge impact on employee performance. (Jerome, 2013) describe an organizational culture model that in the end, organizational culture combined with good human resources management practices will produce positive employee's performance. The organization culture aids internalizing collaborated relationship that directs to manage various effective organization processes. The productivity and culture of organization helps in improving performance (Awadh & Saad, 2013). Moreover, researches by (Yiing et al., 2009), (Shahzad, 2013) indicated that organizational culture had a significant positive effect on job performance.

Knowledge resources brought the attentions by organizations by becoming one of the organization's highest significant resources (Masa'deh et al., 2016). Knowledge management is creating and using new knowledge that will ultimately increase productivity and generate wealth for an organization (Kathleen

et al., 2007). (Kwahk & Park, 2016; Masa'deh et al., 2016; Tseng & Huang, 2011) revealed that one component of knowledge management is knowledge sharing has a positive and significant influence on job performance. Some researchers studied the relationship between knowledge management and job performance, and assumed that if the knowledge management environment and knowledge management implementation went well it would improve employees' job performance in the company (Kathleen et al., 2007; Masa'deh et al., 2016, 2017).

2. METHODS

This study collected sample from 150 lecturer respondents in seven universities in Bandung using random sampling. We analyze the variables (leadership, organizational culture, KM, and job performance) from questionnaire using Structured Equation Modelling (SEM). SEM analysis confirmed two components, namely measurement model validation and structural model adjustment. CFA (confirmatory factor analysis) is conducted to test how well the measured variable represents a small number of constructs. The two-step approach ensures that only constructs retained from surveys of good measure (validity and reliability) will be used in the structural mode (Hair et al., 2014). Field studies were conducted to form the basis of collection and analysis in which respondents answered all items on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

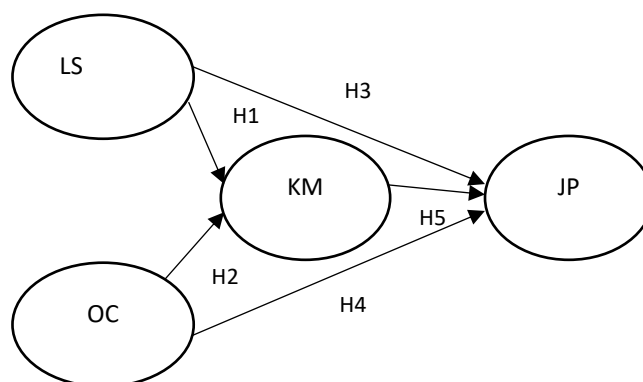


Figure. 1. Research model

This study collects paper-based questionnaires. The target respondents are located in Bandung, Indonesia with the specification of universities in Bandung to test its hypotheses. This study collects paper-based questionnaires. The target respondents are located in Bandung, Indonesia with the specification of universities in Bandung to test its hypotheses. There are 26 universities in Bandung, and due to limitation in this study, we collected data with random sampling process with seven universities. Measured constructs and the items measuring each construct is shown in table 1.

Table 1. Constructs and measurement items

Construct	Measurement items
Leadership (LS) Fiedler in Verkerk (1990)	Leader-member relations Task structure Leader's position power
Organizational Culture (OC) Denison & Mishra (1995)	Adaptability Mission Involvement Consistency
Knowledge management (KM) Tiwana (2002)	Knowledge Acquisition

	<i>Knowledge Sharing</i>
	<i>Knowledge utilization</i>
Job Performance (JP)	<i>Quantity of work</i>
Mathis&Jackson (2008)	<i>Quality of work</i>
	<i>Compatibility with others</i>
	<i>Presence at work</i>
	<i>Length of service</i>
	<i>Flexibility</i>

As shown in Table 2, the demographic profile of the respondents for this study revealed that the sample consisted of more males, with the age of 25 years to less than 35, with Master degree for education background and have six years or less working experiences.

Table 2. Respondents demographic

Category	Frequency	%
<i>Gender</i>		
Male	88	59
Female	62	41
Total	150	100
<i>Age</i>		
20 years- < 25 years	0	0
25 years- < 35 years	75	50
35 years- < 45 years	44	29
45 years- < 50 years	17	11
50 years- < 59 years	12	9
60 years and above	2	1
Total	150	100
<i>Education</i>		
Bachelor	4	3
Master	126	84
Doctorate	20	13
Total	150	100
<i>Years of experience</i>		
6 years and less	82	55
6 years- < 11 years	31	21
11 years- < 18 years	14	9
18 years- < 26 years	16	11
26 years- < 31 years	5	3
31 years and above	2	1
Total	150	100

Source : Primary Data

3. FINDINGS AND DISCUSSION

The results of the answers to questionnaires that have been conducted on 150 respondents, then some descriptive answers of respondents can be seen in the distribution. The results of descriptive statistical analysis of the four research variables were obtained as follows:

Table 3. Variable description

Variable	%
Leadership	75 (High)
Organizational Culture	78 (High)
Knowledge Management	80 (High)
Job Performance	83 (High)

Source: Primary Data

Based on descriptive analysis, all four variables are in a high category. Leadership (LS) has the lowest percentage value and job performance has the highest percentage value.

Table 4. Variable description

Estimate				Estimate			
LS1	<---	LS	,630	KM1	<---	KM	,596
LS2	<---	LS	,610	KM2	<---	KM	,579
LS3	<---	LS	,638	KM3	<---	KM	,541
LS4	<---	LS	,614	KM4	<---	KM	,609
LS5	<---	LS	,652	KM5	<---	KM	,658
LS6	<---	LS	,632	KM6	<---	KM	,582
OC8	<---	OC	,679	KM7	<---	KM	,617
OC7	<---	OC	,716	JP7	<---	JP	,731
OC6	<---	OC	,680	JP6	<---	JP	,687
OC5	<---	OC	,672	JP5	<---	JP	,655
OC4	<---	OC	,735	JP4	<---	JP	,739
OC3	<---	OC	,752	JP3	<---	JP	,653
OC2	<---	OC	,665	JP2	<---	JP	,764
OC1	<---	OC	,715	JP1	<---	JP	,661

Source: Primary Data

The value of the loading factor is important and must have a statistically significant value. The loading factor value is said to be significant if the standard loading must be 0.5 or higher, and ideally 0.7 or higher (Hair et al., 2014). When looking at the calculation results in Table 3 all loading factors are greater than 0.5. Structured model in this research is shown below.

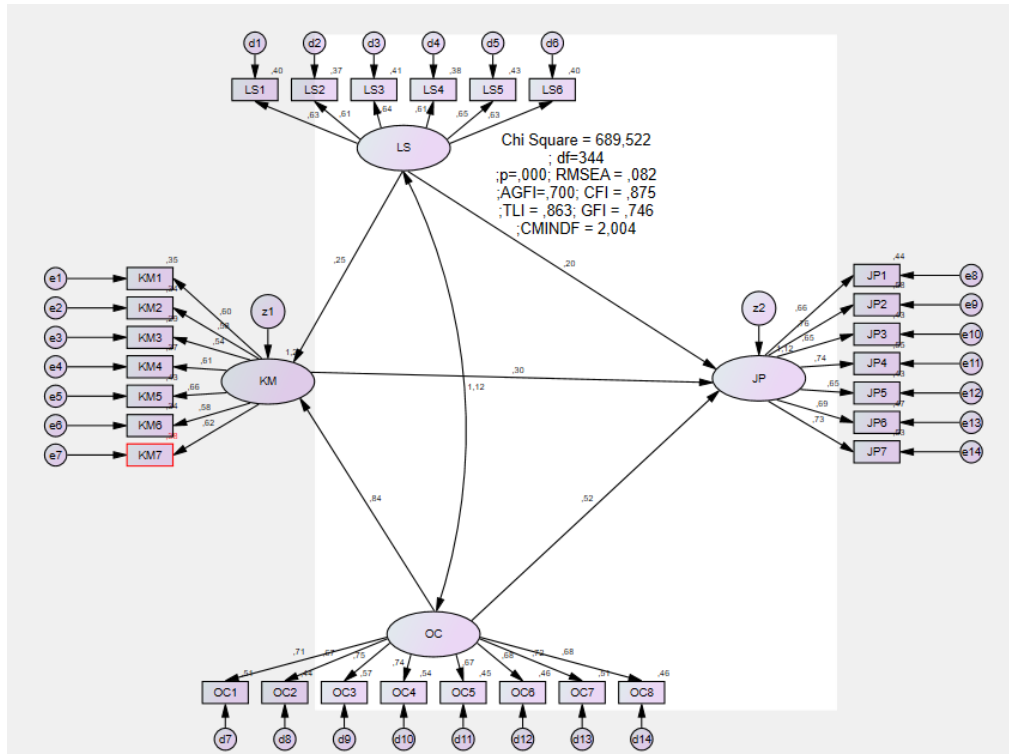


Figure. 2. Analysis Path Diagram SEM

The results of the initial structural model calculation currently do not meet the criteria, or are in the category of “not fit”. So that the modification of the model by removing the coefficient of paths that do not have a significant influence. After modification of the model by removing the path coefficient that has no significant influence, the model still does not meet the recommended criteria. modification process can be done by adding relationships between variables in SEM model based on suggestions on modification indices.

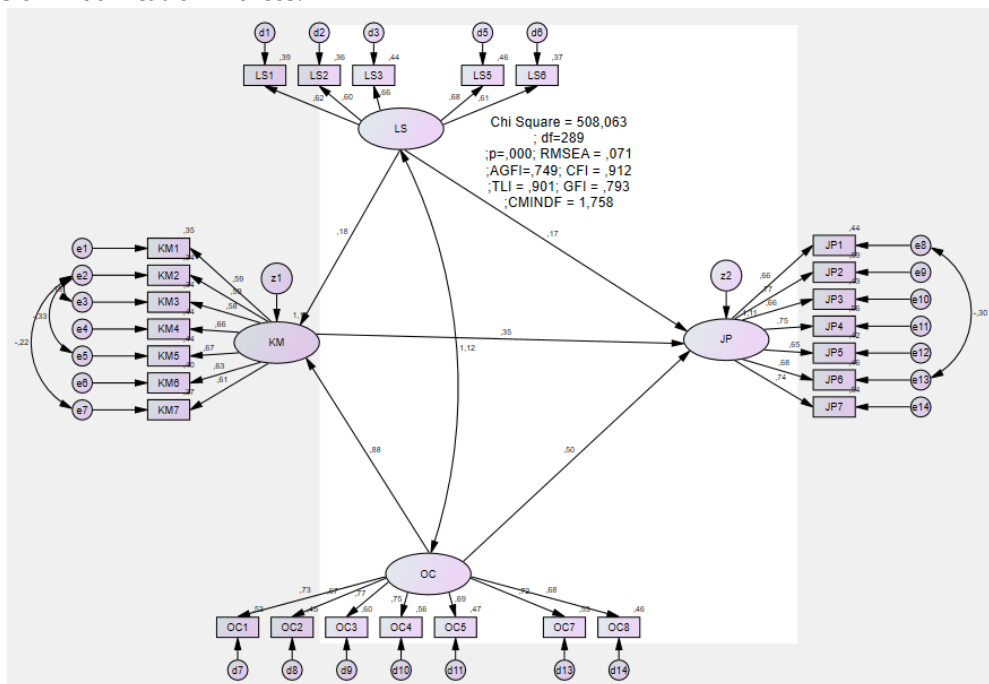


Figure. 3. SEM modification analysis path diagram

Tests on the suitability of the model showed that the model was good, as the RMSEA and CMIN/DF values met the predetermined requirements. Test variables that fall into the marginal fit category of CFI and TLI, the model remains acceptable because the value range is still close to the cut of value. With a fit model, parameter testing as hypothesized can be interpreted. Parameter test results are obtained as follows:

Table 5. Regression Weight Structural Equational

			Estimate	S.E.	Std. Loading	C.R.	P
KM	<---	LS	,155	,065	,181	2,379	,017
KM	<---	OC	,609	,092	,876	6,638	***
JP	<---	KM	,485	,124	,351	3,905	***
JP	<---	LS	,204	,061	,172	3,328	***
JP	<---	OC	,476	,108	,496	4,424	***

Source: Primary Data

Structural equation models based on these results can be written as follows:

$$KM = 0.181 LS + 0.876 OC + z_1$$

$$JP = 0.351 KM + 0.172 LS + 0.496OC + z_2$$

Based on the equation above, all path coefficients have a positively marked coefficient direction. Parameters of estimated leadership relationship (LS) to knowledge management (KM) shows a standardized coefficient value of 0.181. The test value C.R = 2,379 with a probability of 0.017 < 0.05. A significance value smaller than 0.05 indicates that leadership (LS) has a significant influence on knowledge management (KM). The parameters of organizational culture (OC) relationship to knowledge management (KM) show a standardized coefficient value of 0.876. The test value C.R = 6638 with a probability of 0.000 < 0.05. A significance value smaller than 0.05 indicates that organizational culture (OC) has a significant influence on knowledge management (KM).

The parameter of estimated knowledge management (KM) relationship to job performance (JP) indicates a standardized coefficient value of 0.351. The test value C.R = 3905 with a probability of 0.000 < 0.05. A significance value smaller than 0.05 indicates that knowledge management (KM) has a significant influence on job performance (JP). Parameters of estimated leadership relationship (LS) to job performance (JP) indicate a standardized coefficient value of 0.172. The test value C.R = 3328 with a probability of 0.000 < 0.05. A significance value smaller than 0.05 indicates that leadership (LS) has a significant influence on job performance (JP). The parameters of organizational culture (OC) relationship to job performance (JP) show a standardized coefficient value of 0.496. The test value C.R = 4424 with a probability of 0.000 < 0.05. A significance value smaller than 0.05 indicates that organizational culture (OC) has a significant influence on job performance (JP).

This research model has a form of direct or indirect influence of free variables directly and indirectly on dependent variables. Details of the amount of direct, indirect and total influence are obtained as follows:

Table 6. Influence of leadership, organizational culture on knowledge management

Variable	Knowledge Management (KM)		
	Direct	Indirect	Total
Leadership (LS)	0.181	0.000	0.181
Organizational culture (OC)	0.876	0.000	0.876

Source: Primary Data

Table 7. Influence of leadership, organizational culture, knowledge management on job performance

Variable	Job Performance (JP)		
	Direct	Indirect	Total
Leadership (LS)	0.172	0.063	0.236
Organizational culture (OC)	0.496	0.308	0.804
Knowledge Management (KM)	0.351	0.000	0.351

Source: Primary Data

The test results showed that leadership (LS) has a significant positive influence on the implementation of knowledge management (KM), it provides empirical evidence that supports the results of research (Singh, 2008) (Politis & Politis, 2008) (Nguyen & Mohamed, 2011) (Noruzy et al., 2013) (Birasnav, 2014) (Donate & Sánchez de Pablo, 2015). The results of this study explain and indicate that the role of leadership greatly influences the implementation of knowledge management. If the implementation of good leadership in supporting the implementation of knowledge management, then the resulting knowledge management will be good too. Leaders tend to always involve lecturers in decision making, so that in these activities there is a sharing of knowledge between leaders and lecturers. And leaders can always solve problems in a consensus, so it always highlights communication between superiors and subordinates who become a medium in knowledge sharing. Leaders can also coordinate the syllabi of lecturers' courses, so that the process of utilizing knowledge can be applied appropriately.

The test results showed that organizational culture (OC) has a significant positive influence on the implementation of knowledge management (KM), it provides empirical evidence that supports the results of research (Park, Ribièrè, et al., 2004; Stock et al., 2017; Zheng et al., 2010). (Liao et al., 2013) claimed that organizational culture has a positive and significant effect on one of the processes in knowledge management, namely knowledge acquisition. As well as other research conducted by (Islamy, 2013) showed that organizational culture has a positive and significant effect on one of the processes in knowledge management, namely knowledge sharing. The results of this study explain and indicate that the role of organizational culture greatly influences the success of the implementation of knowledge management. If the application of organizational culture is in accordance with the needs and supports every process in the implementation of knowledge management, then the resulting knowledge management will be satisfactory. The vision of the university is adaptive to the demands of graduate users, so it can be said that the culture of the organization in this case is the vision of the university, has been in accordance with the application of graduate knowledge, as well as knowledge derived from the user of the graduate into the advice of the university in changing the strategy, or knowledge sharing has occurred very openly so that it has an influence in the utilization of knowledge for the determination of strategic decisions of the university. The information has been running well, so that the knowledge sharing process can run well, and the utilization of knowledge becomes on target.

The test results showed that leadership (LS) has a significant positive influence on job performance (JP), it provides empirical evidence that supports the research results (Bello, 2012; Chu & Lai, 2011; Tyagi, 1985; Walumbwa, 2008; Wong & Laschinger, 2013; Yeh, 2012). The results of this study explain and indicate that the role of leadership greatly influences the performance results of its employees, in this case lecturers. If the implementation of leadership has been effective, it will result in a dizzying individual performance. The relationship between leaders and lecturers has been established quite well, the involvement of lecturers in providing advice for decision making is good, the assignment burden and task coordination are good so that the performance produced by lecturers can be maximized. Deliberations and communiques are well established, so that cooperation between lecturers is well established and maximizes good performance results as well.

The test results showed that organizational culture (OC) has a significant positive influence on job performance (JP), it provides empirical evidence that supports the results of the study (Shahzad, 2013, 2014). The results of this study explain and indicate that the role of organizational culture greatly influences the performance results of its employees, in this case lecturers. If the application of a good organizational culture has been firmly embedded, it will result in satisfactory individual performance. The goals and objectives of the university have been well communicated, so that lecturers are more directed and focused in pursuing organizational objectives, which in the end the results of lecturer performance become effective. In the event of dissent, lecturers tend to try to find the best solution and it will ultimately affect the resulting performance. Procedures and mechanisms in working have been done well, so that the completion of the task is more directed and focused, attendance rate is low, performance results will be better.

The test results showed that KM has a significant positive influence on job performance (JP), it provides empirical evidence that supports the results of research (Chi, 2002; Islamy et al., 2020; Masa'deh et al., 2016, 2017). (Kwahk & Park, 2016; Tseng & Huang, 2011) displayed that one process of knowledge management is knowledge sharing has a positive and significant effect on job performance. The results of this study explain and indicate that the implementation of good knowledge management will produce good performance as well. Lecturers as educators certainly have deep knowledge in their fields, and lecturers tend to always increase new knowledge, so by doing so will affect performance results. With new knowledge is expected to produce a better way of working, for the sake of good performance results. Lecturers as educators will not be separated from knowledge sharing activities, where lecturers voluntarily and responsibly disseminate science to their educators. Not only do knowledge sharing to students, but lecturers must be able to share knowledge with other colleagues to be able to improve individual performance. Knowledge that has been shared will result in the use of that knowledge for organizational decisions.

4. CONCLUSION

From the results of the above research, it can be concluded that leadership (LS), organizational culture (OC), knowledge management (KM), and job performance (JP) at universities in the city of Bandung fall into the good category. Leadership (LS) has a significant positive effect on the implementation of knowledge management (KM). Organizational culture (OC) has a positive and significant effect on knowledge management (KM). Leadership (LS) has a significant positive effect on job performance (JP). Organizational culture (OC) has a positive and significant effect on job performance (JP). As well as the implementation of knowledge management (KM) has a significant positive effect on job performance (JP).

Based on the conclusions obtained in this study, it was proposed to further improve leadership skills that can support the implementation of knowledge management in universities. Because the application of knowledge management starts from leadership and builds the foundation of organizational culture that supports every knowledge management process. Because if the implementation of knowledge management goes well, it will result in good individual performance, and will ultimately affect the overall performance of the university. The upcoming research will be conducted at all universities in Bandung. Further research should be able to add variable firm performance as variable dependent influenced by variable knowledge management and job performance.

Limitation of the research in this study is only to examine lecturers at higher education, it is better if the recommendation for further research is to examine all human resources owned by higher education.

REFERENCES

Al-Alawi, A. I., Al-Marzooqi, N. Y., & Mohammed, Y. F. (2007). Organizational culture and knowledge

- sharing: Critical success factors. *Journal of Knowledge Management*, 11(2), 22–42. <https://doi.org/10.1108/13673270710738898>
- Alavi, M., Kayworth, T. R., & Leidner, D. E. (2006). An Empirical Examination of the Influence of Organizational Culture on Knowledge Management Practices. In *European Management Journal, Journal of Management Information Systems* (Vol. 22, Issue 3). <https://www.tandfonline.com/doi/abs/10.2753/MIS0742-1222220307>
- Almahamid, S., Awwad, A., & Mcadams, A. C. (2010). Effects of Organizational Agility and Knowledge Sharing on Competitive Advantage: An Empirical Study in Jordan. In *International Journal of Management* (Vol. 27, Issue 3). <https://www.proquest.com/openview/8892dd1e82696bd4309585f740c9f1ee/1?pq-origsite=gscholar&cbl=5703>
- Awadh, A., & Saad, M. (2013). Impact of Organizational Culture on Employee Performance. 168–175.
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantages. *Journal of Management*, vol.17, No, 99–120.
- Bello, S. M. (2012). Impact of Ethical Leadership on Employee Job Performance. In *International Journal of Business and Social Science* (Vol. 3, Issue 11). www.ijbssnet.com
- Birasnav, M. (2014). Knowledge management and organizational performance in the service industry : The role of transformational leadership beyond the effects of transactional leadership. *Journal of Business Research*, 67(8), 1622–1629. <https://doi.org/10.1016/j.jbusres.2013.09.006>
- Biswas, S. (2013). Organizational Culture & Transformational Leadership as Predictors of Employee Performance. 44(4), 611–627.
- Brewer, P. D., & Brewer, K. L. (2010). Knowledge Management, Human Resource Management, and Higher Education: A Theoretical Model. *Journal of Education for Business*, 85(6), 330–335. <https://doi.org/10.1080/08832321003604938>
- Chi, H. K. (2002). The Mediating Effect of Knowledge Management on Customer Orientation and Job Performance of Salespeople. 1992.
- Chi, H. K., Lan, C. H., & Dorjgotov, B. (2012). The moderating effect of transformational leadership on knowledge management and organizational effectiveness. *Social Behavior and Personality*, 40(6), 1015–1024. <https://doi.org/10.2224/sbp.2012.40.6.1015>
- Chu, L.-C., & Lai, C.-C. (2011). A Research on the Influence of Leadership Style and Job Characteristics on Job Performance among Accountants of County and City Government in Taiwan. In *UNIVERSITE LAVAL on* (Vol. 40, Issue 2).
- Crawford, C. B. (2005). Effects of transformational leadership and organizational position on knowledge management. *Journal of Knowledge Management*, 9(6), 6–16. <https://doi.org/10.1108/13673270510629927>
- Donate, M. J., & Sánchez de Pablo, J. D. (2015). The role of knowledge-oriented leadership in knowledge management practices and innovation. *Journal of Business Research*, 68(2), 360–370. <https://doi.org/10.1016/j.jbusres.2014.06.022>
- Gupta, B., Iyer, L. S., & Aronson, J. E. (2000). Knowledge management: practices and challenges. *Industrial Management & Data Systems*, 17–21. <http://www.emerald-library.com>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis Seventh Edition* (Seventh Ed). Pearson New International Edition.
- Islamy, F. J. (2013). The Influence of Organizational Culture on the Implementation of Knowledge Sharing Lecturers at Bandung Indonesia University of Education. 1–13. <https://www.emeraldinsight.com/doi/abs/10.1108/JKM-11-2015-0427>
- Islamy, F. J., Yuniarsih, T., Ahman, E., & Kusnendi, K. (2020). Cross Level Analysis: The Role of Knowledge Management Mediates the Effect of Organizational Culture on Job Performance. *Jurnal Minds: Manajemen Ide Dan Inspirasi*, 7(1), 53. <https://doi.org/10.24252/minds.v7i1.13991>
- Jerome, N. (2013). Application of the Maslow's hierarchy of need theory; impacts and implications on organizational culture, human resource and employee's performance. In *International Journal of*

- Business and Management Invention ISSN (Vol. 2). Online. www.ijbmi.org
- Kathleen, H. C. W., Resource, H., & Relations, P. (2007). A Study on the Relationships among Knowledge Management , Situational Factors , Professionals ' Core Competencies and Job Performance – Taking the Vocational Training Centers and Employment Service Centers as Example Job performance. 3(December), 117–127.
- King, W. R. (2009). Knowledge Management and Organizational Learning (pp. 3–13). https://doi.org/10.1007/978-1-4419-0011-1_1
- Kwahk, K., & Park, D. (2016). Computers in Human Behavior The effects of network sharing on knowledge-sharing activities and job performance in enterprise social media environments. *Computers in Human Behavior*, 55, 826–839. <https://doi.org/10.1016/j.chb.2015.09.044>
- Laal, M. (2011). Knowledge management in higher education. *Procedia Computer Science*, 3, 544–549. <https://doi.org/10.1016/j.procs.2010.12.090>
- Li, C. K., & Hung, C. H. (2009). The influence of transformational leadership on workplace relationships and job performance. *Social Behavior and Personality*, 37(8), 1129–1142. <https://doi.org/10.2224/sbp.2009.37.8.1129>
- Liao, S., Chang, W., Hu, D., & Yueh, Y. (2013). The International Journal of Human Relationships among organizational culture , knowledge acquisition , organizational learning , and organizational innovation in Taiwan ' s banking and insurance industries. September, 37–41. <https://doi.org/10.1080/09585192.2011.599947>
- Liu, J., Kwan, H. K., Fu, P. P., & Mao, Y. (2013). Ethical leadership and job performance in China: The roles of workplace friendships and traditionality. *Journal of Occupational and Organizational Psychology*, 86(4), 564–584. <https://doi.org/10.1111/joop.12027>
- Long, D. (1997). *Building the Knowledge-Based Organization: How Culture Drives Knowledge Behaviors*. May.
- Mahdinezhad, M., Suandi, T. bin, Daud, A., & Omar, Z. B. (2013). Transformational , Transactional Leadership Styles and Job Performance of Academic Leaders. 6(11), 29–34. <https://doi.org/10.5539/ies.v6n11p29>
- Masa'deh, R., Obeidat, B. Y., & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach. *Journal of Management Development*, 35(5), 681–705. <https://doi.org/10.1108/JMD-09-2015-0134>
- Masa'deh, R., Shannak, R., Maqableh, M., & Tarhini, A. (2017). The impact of knowledge management on job performance in higher education: The case of the University of Jordan. *Journal of Enterprise Information Management*, 30(2), 244–262. <https://doi.org/10.1108/JEIM-09-2015-0087>
- Nguyen, H. N., & Mohamed, S. (2011). Leadership behaviors, organizational culture and knowledge management practices: An empirical investigation. *Journal of Management Development*, 30(2), 206–221. <https://doi.org/10.1108/02621711111105786>
- Noruzzy, A., Dalfard, V. M., & Azhdari, B. (2013). Relations between transformational leadership , organizational learning , knowledge management , organizational innovation , and organizational performance : an empirical investigation of manufacturing firms. 1073–1085. <https://doi.org/10.1007/s00170-012-4038-y>
- Park, H., Ribiere, V., & Schulte Jr, W. (2004). Critical attributes of organizational culture that promote knowledge management technology implementation success. 8(3), 106–117. <https://doi.org/10.1108/13673270410541079>
- Park, H., Ribièrè, V., & Schulte, W. D. (2004). Critical attributes of organizational culture that promote knowledge management technology implementation success. *Journal of Knowledge Management*, 8(3), 106–117. <https://doi.org/10.1108/13673270410541079>
- Politis, J. D., & Politis, J. D. (2008). The relationship of various leadership styles to knowledge management.
- Rai, R. K. (2011). Knowledge management and organizational culture: A theoretical integrative

- framework. *Journal of Knowledge Management*, 15(5), 779–801. <https://doi.org/10.1108/13673271111174320>
- Roth, P. L., Purvis, K. L., & Bobko, P. (2012). A Meta-Analysis of Gender Group Differences for Measures of Job Performance in Field Studies. *Journal of Management*, 38(2), 719–739. <https://doi.org/10.1177/0149206310374774>
- Rubenstein-Montano, B., Liebowitz, J., Buchwalter, J., Mccaw, D., Newman, B., & Rebeck, K. (2001). A systems thinking framework for knowledge management. In *Decision Support Systems* (Vol. 31). www.elsevier.com/locate/dsw
- Russell, R. F. (2001). The role of values in servant leadership. *Leadership & Organization Development Journal*, 22(2), 76–84. <https://doi.org/10.1108/01437730110382631>
- Shahzad, F. (2013). Impact of Organizational Culture on Employees Job Performance: An Empirical Study of Software Houses in Pakistan. *Journal of Business Studies Quarterly*, 5(2).
- Shahzad, F. (2014). Impact of organizational culture on employees' job performance: An empirical study of software houses in Pakistan. *International Journal of Commerce and Management*, 24(3), 219–227. <https://doi.org/10.1108/IJCoMA-07-2012-0046>
- Sheridan, J. E., & Vredenburg, D. J. (1978). Usefulness of Leadership Behavior and Social Power Variables in Predicting Job Tension, Performance, and Turnover of Nursing Employees. In *Journal of Applied Psychology* (Vol. 63, Issue 1).
- Siemsen, E., Roth, A. v., & Balasubramanian, S. (2008). How motivation, opportunity, and ability drive knowledge sharing: The constraining-factor model. 26, 426–445. <https://doi.org/10.1016/j.jom.2007.09.001>
- Singh, S. K. (2008). Role of leadership in knowledge management: A study. *Journal of Knowledge Management*, 12(4), 3–15. <https://doi.org/10.1108/13673270810884219>
- Stock, G. N., Mcfadden, K. L., & Iii, C. R. G. (2017). Organizational Culture, Knowledge Management, and Patient Safety in U.S. Hospitals. 6967. <https://doi.org/10.1080/10686967.2010.11918267>
- Tanjung, B. N. (2020). Human Resources (HR) In Education Management. *Budapest International Research and Critics in Linguistics and Education (BirLE) Journal*, 3(2), 1240–1249. <https://doi.org/10.33258/birle.v3i2.1056>
- Theriou, N., Maditinos, D., & Theriou, G. (2011). Knowledge Management Enabler Factors and Firm Performance: An Empirical Research of the Greek Medium and Large Firms. In *European Research Studies: Vol. XIV (Issue 2)*.
- Tiwana, A. (2002). Knowledge Management Toolkit, The Amrit Tiwana Knowledge Management Toolkit, The. In *Knowledge Management Toolkit*. <https://doi.org/10.1227/01.neu.0000403833.47211.af>
- Tseng, S. M., & Huang, J. S. (2011). The correlation between Wikipedia and knowledge sharing on job performance. *Expert Systems with Applications*, 38(5), 6118–6124. <https://doi.org/10.1016/j.eswa.2010.11.009>
- Tyagi, P. K. (1985). Relative Importance of Key Job Dimensions and Leadership Behaviors in Motivating. 49(Summer), 76–86.
- Walumbwa, F. O. (2008). WEAVES ITS INFLUENCE ON INDIVIDUAL JOB PERFORMANCE : THE ROLE OF IDENTIFICATION AND EFFICACY BELIEFS. 793–825.
- Wong, C. A., & Laschinger, H. K. S. (2013). Authentic leadership, performance, and job satisfaction: The mediating role of empowerment. *Journal of Advanced Nursing*, 69(4), 947–959. <https://doi.org/10.1111/j.1365-2648.2012.06089.x>
- Yahya, S., & Goh, W. K. (2002). Managing human resources toward achieving knowledge management. *Journal of Knowledge Management*, 6(5), 457–468. <https://doi.org/10.1108/13673270210450414>
- Yeh, H. (2012). The Mediating Effect of Organizational Commitment on Leadership Type and Job Performance. 8(December), 50–59.
- Yiing, L. H., Zaman, K., Ahmad, B., Yiing, L. H., Zaman, K., & Ahmad, B. (2009). The moderating effects

of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. <https://doi.org/10.1108/01437730910927106>

Zheng, W., Yang, B., & Mclean, G. N. (2010). Linking organizational culture , structure , strategy , and organizational effectiveness : Mediating role of knowledge management. *Journal of Business Research*, 63(7), 763–771. <https://doi.org/10.1016/j.jbusres.2009.06.005>