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**KNOWLEDGE MANAGEMENT AND JOB PERFORMANCE IN
HIGHER EDUCATION: THE ROLE OF LEADERSHIP AND
ORGANIZATIONAL CULTURE**

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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 tested a model that shows the influence between KM, job 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.

Keywords: job_performance; knowledge_management; leadership;
organization_culture

INTRODUCTION

Emerging in the Nineties, KM (knowledge management) was an established discipline in the academic and business fields (Donate & Pablo, 201; Rubenstein-montano, Liebowitz, Buchwalter, & Mccaw, 2001). 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 (Political & Political, 2008) and especially in higher education institutions (Masa'deh, Shannak, Maqableh, & Tarhini, 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).

Besides, knowledge management has become an important factor that influences job performance. (Masa'deh et al., 2017; Masa'deh, Obeidat, & Tarhini, 2016; Chi, 2002). Job performance is considered as a significant variable in human resources management and organizational behavior literatures (Masa'deh et al., 2016; Roth, Purvis, & Bobko, 2012). 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 (Masa'deh et al., 2017; Islamy, 2013). The level of relationship between KM and job performance have not been thoroughly investigated (Masa'deh et al., 2017; Masa'deh et al., 2016), 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; Singh, 2008; Nguyen & Sherif, 2011). Generally, implementation of knowledge management practice design is a difficult task faced by managers (Donate & 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 (Hi, 2012) and eventually, leadership will influence the result of employee's individual performance in organizations (Mahdinezhad, Suandi, Daud, & Omar, 2013; Biswas, 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 (Islamy, 2013; Al-Alawi, Al-Marzooqi, & Mohammed, 2007; Park, Ribiere, & Schulte Jr, 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 (Barney, 1991) and organizations having their own culture will influence employees' performances (Park et al., 2004).

This study argues that employee's performance would have competitive advantage if organizations could create knowledge management correctly. 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, particularly in Higher education.

THEORETICAL REVIEW

Relationship between leadership and knowledge management

Leaders in organizations better give examples to their subordinates (Donate & 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, Dalfard, & Azhdari, 2013), while leadership is very important in knowledge management efforts (Noruzy et al., 2013; Nguyen & Sherif, 2011; Birasnav, Rangnekar, & Dalpati 2011; Hi 2012). 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 (Politis & Politis, 2008; Crawford, 2005). 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 (Donate & Pablo, 2015; Islamy, 2013; Birasnav, 2014). Meanwhile, Islamy (2013), Birasnav et al. (2011), Birasnav (2014), Donate & Pablo (2015), Crawford (2005), and Singh (2008) argued that leadership influence ¹⁰ knowledge management implementation. Based on these considerations, the following hypothesis is suggested,

H1: Leadership positively and significantly influences knowledge management implementation

¹⁰ *Relationship between organizational culture and knowledge management*

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, Yang, & Mclean, 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 et al., 2004). Other studies also suggested that organizational culture affects knowledge acquisition (Liao, Chang, Hu, & Yueh, 2013), knowledge acquisition is one component in knowledge management (Tiwana, 2002; King, 2009). Based on these considerations, the following hypothesis is suggested,
H2: Organizational culture positively and significantly influences knowledge management implementation.

Relationship between leadership and job performance

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 (Mahdinezhad et al., 2013; Bello, 2012), 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, Kwan, Fu, & Mao, 2013). So from some of the arguments that have been explained, there are indications that leadership has a positive effect on job performance (Yeh, 2012; Chu & Lai, 2011; Li, Hung, & Management, 2009; Sheridan & Vredenburg, 1978) and research results from Mahdinezhad et al. (2013) suggested that there was a positive influence of leadership on job performance in higher education institutions. Based on these considerations, the following hypothesis is suggested,

H3: Leadership positively and significantly influence job performance.

Relationship between organizational culture and job performance

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, Superior, & Lahore, 2013; Shahzad 2014). Shahzad et al. (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, (2009) 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 (2014), and Shahzad et al. (2013) indicated that organizational culture had a significant positive effect on job performance.

Based on these considerations, the following hypothesis is suggested, H4: Organizational culture positively and significantly influences job performance.

Relationship between knowledge management and 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, Resource, & Relations, 2007). Tseng & Huang (2011), Masa'deh et al. (2016), and Kwahk & Park (2016) 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 were well it would improve employees' job performance in the company (Masa'deh et al., 2017; Masa'deh et al., 2016; Kathleen et al., 2007).

Based on these considerations, the following hypothesis is suggested, H5: Knowledge management positively and significantly influences job performance

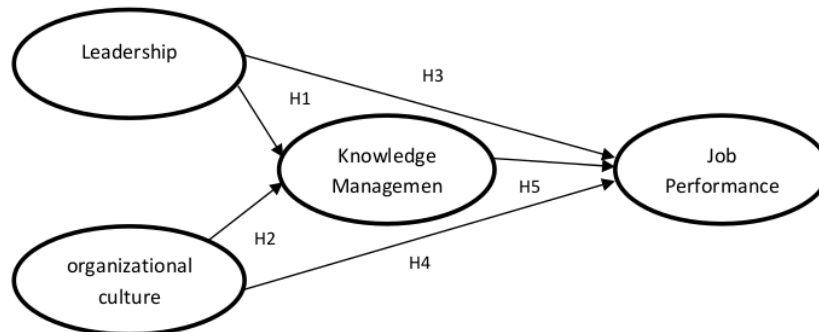


Figure 1. Research model

METHODOLOGY

Research Goal

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, Black, Babin, & Anderson n.d.). 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).

Sample and Data Collection

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)	<i>Leader-member relations</i>
Fiedler in Verkerk (1990)	LS1. I am willing to carry out the duties given by the head of the study/faculty program even if it is not in accordance with the competency LS2. I am always involved in decision making at the study/faculty level
	<i>Task structure</i>
	IS3. The head of the study program /faculty provides the burden of duty fairly and proportionately IS4. The head of the study program/faculty coordinates the course syllabi that is in one competency or sustainability
	<i>Leader's position power</i>
	LS5. Head of study program / faculty always solve problems through consensus deliberation LS6. The head of the study program /faculty has the courage to bear the risk of his decision
Organizational Culture (OC)	<i>Adaptability</i>
Denison & Mishra (1995)	OC1. University vision is very adaptive to the demands of graduate users OC2. Graduate user's comments and suggestions led to changes at the University
	<i>Mission</i>
	OC3. The university's established mission can meet the expectations of graduate users OC4. The goals set by the University can achieve the objectives very precisely
	<i>Involvement</i>

	OC5. Information is disseminated very well so that it can be utilized when it is needed
	OC6. In the event of dissent, I always strive to achieve the best solution agreed upon
	<i>Consistency</i>
	OC7. The leadership conducts an escort on the implementation of rules and values agreed universities
	OC8. Processing and mechanism of work that has been established I always obey well
	<i>Knowledge Acquisition</i>
Knowledge management (KNOWLEDGE MANAGEMENT)	KM1. I have a very deep knowledge of the field at work
	KM2. I am always trying to increase my knowledge with new knowledge to advance the university
Tiwana (2002)	<i>Knowledge Sharing</i>
	KM3. When trusted to share my knowledge, I do so with full responsibility
	KM4. If I gain new knowledge, I always learn more and develop it
	<i>Knowledge utilization</i>
	KM5. The university has an excellent research information system and is easy to use
	KM6. The university has an excellent and easy-to-use PPM (community service) information system
	KM7. The flow of information about the new standards/rules is going very well and clearly
Job Performance (JP)	<i>Quantity of work</i>
	JP1. I always set targets at work
Mathis&Jackson (2008)	JP2. I was able to complete a given task quickly (less than the set time)
	<i>Quality of work</i>
	JP3. I always maintain neatness, cleanliness and regularity while working
	<i>Compatibility with others</i>
	JP4. I am very able to coordinate with other lecturers
	<i>Presence at work</i>
	JP5. I am always present to work as scheduled
	<i>Length of service</i>

JP6. I am always willing to provide services outside of the basic duties set out

Flexibility

JP7. I can easily customize myself with the new assignments given

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>		
0 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

RESULTS

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)

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. Standardized factor loadings

			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
					-		

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., n.d.). 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.

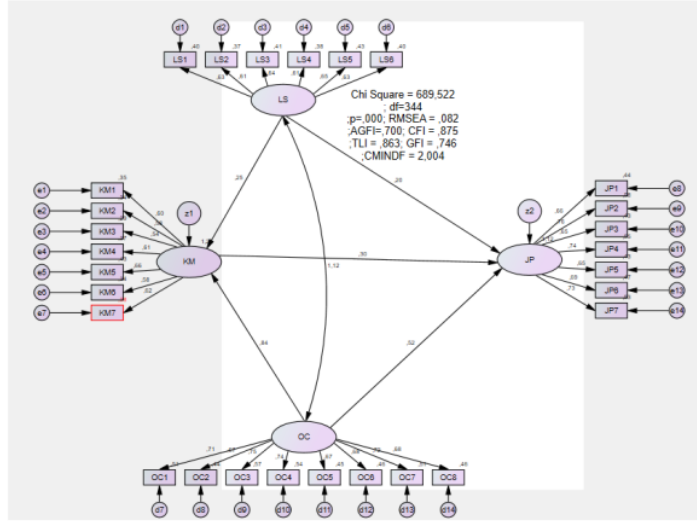


Figure 2. Analysis Path Diagram SEM

Based on the results of the feasibility test, it can be known that the criteria in the goodness of fit test in Table 5 are as follows:

Table 5. Model Due Diligence Results

Goodness of fit Index	Cut of value	Result	Description
Chi-Square	Kecil; χ^2 , df: 344		
	α : 0.05		
	394.626	689,522	Not fit
RMSEA	≤ 0.08	0.082	Marginal fit
AGFI	≥ 0.90	0.700	Not fit
CFI	≥ 0.95	0.875	Marginal fit
TLI	≥ 0.95	0.863	Marginal fit
GFI	≥ 0.90	0.746	Not fit
CMIN/DF	≤ 2.00	2.004	Marginal fit

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.

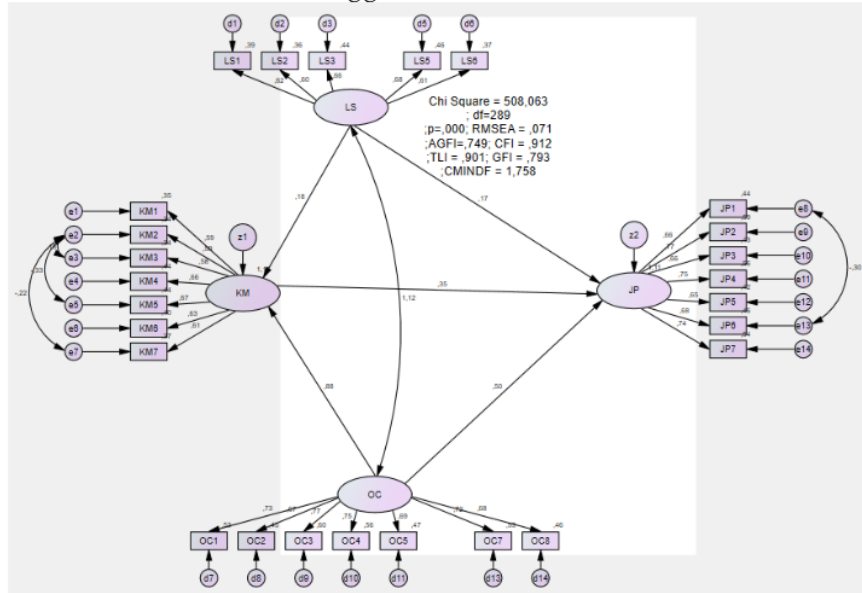


Figure 3. SEM modification analysis path diagram

Table 6. Model due diligence results

Goodness of fit Index	Cut of value	Results	Description
Chi-Square	Kecil; χ^2 , df: 289		
	α : 0.05		
	341.395	508,063	Not fit
RMSEA	≤ 0.08	0.071	Good fit
AGFI	≥ 0.90	0.749	Not fit
CFI	≥ 0.95	0.912	Marginal fit
TLI	≥ 0.95	0.901	Marginal fit
GFI	≥ 0.90	0.793	Not fit
CMIN/DF	≤ 2.00	1.758	Good fit

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 7. ²⁴Regression 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	***

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 8. 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

Table 9. 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

DISCUSSION

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 & Sherif, 2011; Noruzy et al., 2013; Donate & Pablo, 2015; Birasnav 2014). 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 (Zheng et al., 2010; Stock et al., 2007; Park et al., 2004). 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 (Walumbwa, 2007; Wong & Laschinger, 2012; Tyagi, 1985; Chu & Lai, 2011; Bello, 2012; 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, 2014; Shahzad et al., 2013). 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 (Masa'deh et al., 2017; Masa'deh et al., 2016; Chi, 2002). Kwahk & Park (2016) and 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.

From the results of the above research, it can be concluded that leadership (LS), organizational culture (OC), knowledge management (KM), and job performance (JP) 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.

The results of this study have many implications for college lecturers. It is proven by the results of research which show that leadership and organizational culture have a significant positive effect on job performance through knowledge management. Organizational culture is the variable that has the highest influence in improving knowledge management and job performance. So that universities must be able to socialize and introduce the mission of higher education properly, the vision of higher education must be adaptive and consistent, this is done in order to foster a sense of belonging to the organization. If the teacher has grown a sense of belonging to the organization, it will increase job performance and can improve overall organizational performance.

FURTHER STUDY

The next researcher must be able to conduct research by looking at the limitations of this study. The following are suggestions given, can add more detailed qualitative research methods; can use longitudinal studies. Using a more representative sample, by adding a sample that is not only from one city to illustrate the influence of organizational culture. With the aim of seeing the differences in organizational culture with different cities

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