



# The Influence of Leadership Style and Organizational Culture on Knowledge Management and Employee Performance in the Field Of Human Resources, Alumni, and Information Systems of Hasanuddin University

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## I. Introduction

The role of human resource management in an organization is very large, it can be said that this position is the central HR manager for other units or departments in an organization. It is not an easy thing to carry out good management, structured, and produce the expected output, but it is urgently needed aspects of developing the quality of human resources. The same is certainly true in the scope of work in the Field of Human Resources, Alumni and Information Systems of Hasanuddin University.

Human resource management is an activity that cannot be ignored from the management of an organization, both large organizations and small organizations, of course, good management is needed in terms of planning, procurement, resource development which is basically an increase in employee performance in reflecting the ability to provide services to achieve individual or organizational goals.

In the process of developing human resources, good leadership is needed in implementing Knowledge Management, shaping organizational culture and improving employee performance. Leadership is an additional influence that exceeds and is above the mechanical need in directing the organization on a regular basis. Each leader basically has a different behavior in leading his followers, the behavior of those leaders is called the leadership style. Leadership has a very close relationship with motivation, because the success of a leader in moving others in achieving predetermined goals depends on authority, and also the leader in creating motivation in every subordinate, colleague or superior of the leader himself, D.Katz& Kahn (Gary Yulk, 2009: 4)

Apart from good leadership for the running of knowledge management, organizational culture greatly influences how employees complete work and behave, employees in an organization can have a way of thinking with the same point of view in terms of job completion. Employee behavior that is in line and in line with organizational culture can certainly create satisfaction at work, so that job satisfaction can make employee performance more qualified as expected by the organization. Human Resources who have understood the norms and values of the organization will make these norms and values as organizational personalities which will later be used as values and beliefs for daily behavior at work, so that organizational culture will have an impact on the efficiency and effectiveness of the organization. (Drucker, 2014).

Nonaka and Takeuchi (1995) in Antoro's research, D. (2014) divide knowledge into two, namely tacit knowledge and explicit knowledge. Tacit knowledge is knowledge that dwells in the human mind in the form of intuition, judgment, skill, values, and beliefs that are very difficult to formulate and share with others. While explicit knowledge is knowledge that can or has been codified in the form of documents or other tangible forms so that it can be easily transferred and distributed using various media. The two types of knowledge can be converted through four types of conversion, namely socialization, externalization, combination, and internalization.

In Nonaka and Takeuchi (1995:61) it is explained that tacit knowledge includes one's experience, while explicit knowledge contains rational things. Tacit knowledge is difficult to develop and disseminate, therefore there is a need for efforts to transfer tacit knowledge to explicit knowledge.

The distribution of human resources in the Directorate of Human Resources, Directorate of Alumni, and Directorate of Information Systems can be seen in the following table:

Table 1.1 HR Distribution Table of the Directorate of Human Resources, Alumni, and Information Systems

NO	DIRECTORATE	SUM			TOTAL
		Civil servants	FIXED NONPNS	NONPNS NOT FIXED	
1	Directorate of Human Resources	14	4	3	21
2	Directorate of Alumni	2	0	1	3
3	Directorate of Information Systems	3	6	25	34
SUM					58

Based on pre-observation observations, it can be seen that the conditions at the Directorate of Human Resources, the Directorate of Alumni, and the Directorate of Information Systems, create an organizational culture such as briefings that are routinely held every Monday or at certain times that have been agreed between employees and leaders. Briefings will usually discuss the work that has been carried out and the achievement of targets and unresolved matters that will later be discussed together related to the completion of the work.

Another organizational culture seen in the Directorate of Human Resources, Directorate of Alumni, and Directorate of Information Systems is a culture of helping each other in completing work and a culture of knowledge sharing from old employees to new employees. In addition, sometimes tours are also carried out at certain periods of time to reduce employee fatigue, especially at the time towards the end of the year with the aim of strengthening the relationship between variables while reducing employee work stress before continuing work, and the work culture that is also very prominent is the office hours at the Directorate of Human Resources, the Directorate of Alumni, and the Directorate of Information Systems, which are above the provisions of working hours. The office hours are 07.30 and the office hours are 17.00 or even up to 17.30 WITA to complete the work, which has become a work culture at the Directorate of Human Resources, Hasanuddin University.

Some phenomena related to performance are from direct observations about the performance of employees, there are several indications that show performance problems, including the time of completion of work which is sometimes not in accordance with the SOP and There are still some employees who enter the office after the set hours. From these performance problems, it is theoretically influenced by internal organizational factors. In addition, other studies have concluded that employee performance is influenced by organizational/corporate culture (Chen, 2004; Heather et.al, 2001 in Syaharuddin (2019). Employee performance is influenced by leadership style (Yammarino et.al, 1993; Humphreys, 2002; Bass et.al, 2003 in Syaharuddin (2019).

## II. Theoretical Foundations and Research Methods

### 2.1.1 Definition of Human Resource Management

Before discussing the Influence of Organizational Culture and Leadership Style on Knowledge Management and Employee Performance, it will first be explained about the meaning of human resource management and the function of human resource management because it is very related to each other.

Hasibuan (2016:10) states that human resource management is the science and art of organizing and the role of labor to be effective and efficient in helping the realization of the goals of the company, employees, and society.

Meanwhile, according to Syamsurizal (2016: 1) human resource management is a process of dealing with various problems in the scope of employees, employees, workers, managers and other workers to be able to support the activities of the organization or company in order to achieve predetermined goals.

Nurjaya, Affandi, A., and Ilham, D. (2021) stated that quality human resources can be seen from the educational background, training that has been followed, skills stated in the implementation of duties and job descriptions.

Edison, et al (2016: 10) argue that human resource management is management focusing on maximizing the abilities of employees or their members through various strategic steps in order to improve employee performance towards optimizing organizational goals.

Subekhi and Mohammad (2012:21) stated that human resource management is as a management and utilization of resources that exist in individuals (employees). The management and utilization are developed optimally in the world of work to achieve organizational goals and individual development of employees.

From some of the definitions above, a new definition and understanding of human resource management can be developed, namely a science and art in planning, managing, and developing all existing human resource potentials, as well as relationships between people in an organization into a certain systematic design, so as to be able to achieve work effectiveness and efficiency in achieving goals, whether individuals, societies, or organizations.

### **2.1.2 Human Resource Management Functions**

The function of human resources is the tasks performed by human resource management in order to support the task of management (organization) running the wheels of organization to achieve predetermined organizational goals. According to Subekhi and Mohammad (2012:39) that the function of human resource management consists of:

1. Planning
2. Organizing
3. Briefing
4. Control
5. Procurement
6. Development
7. Compensation
8. Integration
9. Maintenance
10. Discipline
11. Stops

The purpose of Human Resource Management is to optimize the usefulness of all workers in an organization or organization. In this context, productivity is defined as the ratio of the output (output) of an organization to its inputs (inputs) both human units, raw material capital, energy and others. And in the meantime, the specific purpose of human resource management is to help functional managers or line managers manage all workers in a more effective way.

In this context, a human resources manager is a person who usually acts in the capacity of an employee, who cooperates with other managers in helping them to deal with all human resource issues. So, Basically, all managers are responsible for the management of employee labor in their respective work units. In its implementation, a kind of division of roles and responsibilities is needed in the operational activities of Human Resources management between other managers who daily manage subordinates or members in the work unit.

According to Sunyoto (2015:8) that there are four objectives of human resource management, namely:

1. Social goals
2. Purpose of the organization
3. Functional purpose and
4. Personal goals.

According to simamora (in Hartatik, (2014:20) can be divided into four objectives, namely:

1. Social goals
2. Organizational goals
3. Functional purpose
4. Personal goals

### **2.1.3 Leadership Styles**

Mulyadi (2015:31) states that leadership style is the ability of each leader in influencing and moving his subordinates in such a way that his subordinates work with passion, are willing to cooperate and have high discipline, where subordinates are tied up in groups together and push them to a certain goal.

Trang (2013) in his research suggests that leaders are one of the determining indicators of success in achieving organizational goals. A Reformist leader must be sensitive to change, able to analyze what are the weaknesses and strengths of both internal and external organizations, so as to be able to solve the problems faced, and further improve employee performance and organizational performance. In all situations the leader has a very important role. The leader is a symbol, a role model, a driver as well as a source of influence, who can direct various activities and resources to achieve their goals. The ability to bring together human aspects is a difficulty in itself, and it is one of the duties of a leader.

According to Sutrisno (2016:215), leadership style is a way that the leader uses in interacting with his subordinates while according to Yani (2012:179), leadership style is a way of improving the group to achieve something through motivation, the leader must be more related to job satisfaction and the creation of a clear picture of how subordinates can obtain an award based on the achievement of their performance.

Some leadership styles according to the researchers are as follows:

1. Transformational Leadership Style

Rotwell, Stavros, and Sullivan (2016:95) say that transformational leadership is a style of leadership that transforms followers to rise above their self-interest and challenges them to collective goals. A leadership style that can change his followers or subordinates to be more active and think more for the betterment of the organization than personal interests so that the goals of the organization can be achieved perfectly. The transformational leader focuses on the need for change, creates a new vision, mobilizes commitment to carry out the vision and transforms his followers both individually and in teams. Transformational Leadership Indicators According to Ancok (2015:36) are described as follows:

- a. The charisma of idealism (Idealized Influence) that the leader has
- b. Inspirational Motivation of leaders and followers.
- c. Intellectual stimulation (Intellectual Motivational) by the leader to the followers.
- d. Attention to the individual (Individualized Consideration) of the leader in order for his followers to grow.

## 2. Transactional Leadership Style

Bass in Robbins & Judge (2015:90) states that a transactional leadership style is a leadership model in which leaders integrate or motivate their followers in an enforced goal direction by clarifying the roles and demands of the task. Meanwhile, according to Odumeru & Ifeanyi (2013: 358) that transactional leadership style is a leadership style in which a leader focuses his attention on interpersonal transactions between leaders and employees involving exchange relationships. The exchange is based on an agreement on the classification of goals, work standards, and rewards. So that it can be interpreted, Transactional leadership as a way that a leader uses in mobilizing his members by offering rewards or as a result of contributions made by members to the organization.

## 3. Situational Leadership Style

Paul Hersey and Kenneth Blanchard in Thoha (2015:193) state that situational leadership is the ability and willingness of people to be responsible in directing their own behavior, in relation to the specific tasks to be performed. Situational leadership styles are based on interconnectedness including the following:

- a. Number of prompts and briefings provided by the leadership
- b. The amount of socio-emotional support provided by the leader
- c. The level of readiness or maturity of the followers shown in carrying out a specific task, function or specific goal.

The concept of leadership style is taken from several understandings some of the opinions above is that leadership style is a way for a leader to carry out a series of management processes such as influencing subordinates with a certain style so that they can achieve the desired goals. One of the success factors of a leader depends on the technique or leadership style carried out in creating situations that cause the person he leads to develop awareness to carry out what is desired.

### **2.1.4 Organizational Culture**

A leader should be able to create an organizational culture that is used as a philosophy and then developed which will later become a handle in behaving and taking actions for all employees in an organization. Organizational culture is the values that are also believed by every member of the organization to be used in solving external and internal problems that occur in the organization. Managing an effective culture must give birth to and maintain behaviors that serve in a pleasant work climate.

According to Wibowo (2013: 17) that "organizational culture is a shared value and norm that exists in an organization and teaches workers who come". This definition advocates that organizational culture concerns shared beliefs and feelings, regularity in behavior and historical processes for passing on values and norms.

Rafiq (2019:106) argues that organizational culture is a system of spreading beliefs and values that develop in an organization and direct the behavior of its members. Organizational culture can be a key instrument of competitive advantage, namely when organizational culture supports organizational strategy, and when organizational culture can answer or address environmental challenges quickly and appropriately.

Fahmi (2013:50) argues that organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and managers of the organization.

Sutrisno (2013:2) argues that organizational culture is an invisible social force, which can move people in an organization to carry out work activities.

A strong organizational culture can support the achievement of organizational goals, on the other hand, if the organizational culture is weak or negative in nature, it will hinder the achievement of organizational goals. In an organization with a strong organizational culture, shared values are deeply understood, embraced, and championed by most employees. A strong and positive culture greatly influences the behavior and effectiveness of organizational performance.

The functions or benefits of a strong organizational culture, according to Edison et al (2016:129) are as follows :

1. Providing nuances that distinguish from other organizations and a distinctive impression so as to provide a positive image for the organization / organization in the eyes of the public / customers.
2. It has symbols and values that are the pride of the members in it.
3. Guiding the behaviors of its members towards constructive thinking, contributing positively, and working effectively in achieving the goals of the organization / organization.
4. Build solid teamwork and a high sense of community among members.

To support performance, a constructive/strong organizational culture is needed and, to achieve that, it is necessary to fulfill the following (Edison, et al, 2016: 131):

1. Self-awareness. Members of the organization with their awareness work to get satisfaction from their work, develop themselves, obey the rules, as well as offer quality products and high services.
2. Aggressiveness. Members of the organization set challenging but realistic goals. They set work plans and strategies to achieve those goals and pursue them with enthusiasm.
3. Personality. Members are respectful, friendly, open, and sensitive to group satisfaction and pay close attention to aspects of customer satisfaction, both internal and external customers (in the perspective of Ishikawa, a quality expert from Japan, every internal part should serve not be served).
4. Performance. Members of the organization have the value of creativity, meet quantity, quality, and efficiency.
5. Team orientation. Members of the organization perform good cooperation and carry out effective communication and coordination with the active involvement of members, which in turn achieves high satisfaction results and mutual commitment.

Tika (2010:10) there are important characteristics that can be used as an essential reference in understanding and measuring the existence of organizational culture, namely:

1. Individual Initiatives.
2. Tolerance for Risky Actions
3. Management Support
4. Briefings
5. Integration

### **2.1.5 Knowledge Management**

From several theories that discuss knowledge management, it can be said that knowledge management is an effort to generate value from organizational intellectual property through the creation, storage, dissemination, and application of knowledge to achieve organizational goals. According to Scarborough et.al (1999) in Armstrong (2014) defines knowledge management as any process or practice of creating, acquiring, capturing, sharing, and using knowledge to improve organizational learning and performance. Knowledge management identifies relevant information and then disseminates it so that learning can occur. It promotes knowledge sharing by connecting people with people and by connecting them with 37 pieces of information so that they can learn from recorded experiences (Armstrong, 2014).

Knowledge management is defined as doing what is needed to get the most out of a knowledge source. The focus of knowledge management is organizing and providing important knowledge, wherever and whenever needed (Becerra-Fernandez and Sabherwal, 2010). Drucker (1999) states that knowledge management is the coordination and exploitation of organizational knowledge sources, to create competitive advantages and advantages (Khoualdi & Saleh, 2015).

Chen (2006) in (Khoualdi & Saleh, 2015) defines knowledge management as a strategy to help turn knowledge into action and share it in such a way as to improve organizational performance by consciously providing accurate knowledge to a person at the right time.

In contrast to Nonaka and Takeuchi (1995), which divide knowledge into two parts, namely tacit knowledge and explicit knowledge Nonaka and Takeuchi stated that explicit knowledge and understanding is knowledge and understanding that is easily articulated or expressed in writing that is impersonal, formal, "know-what". This type of knowledge and understanding can be immediately passed on from another individual formally and systematically. Nonaka and Takeuchi (1995) say that although it is not easy, tacit knowledge can be articulated and converted into explicit knowledge in a process called spiral SECI (Socialization, Externalization, Combination, and Internalization) The more often the process of knowledge conversion, the deeper the understanding of each individual.

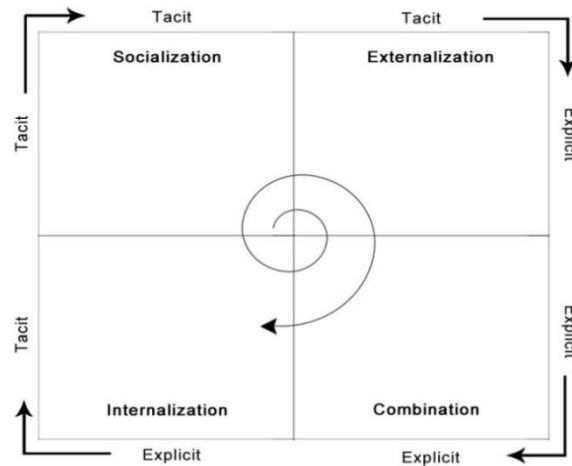


Figure 1. Knowledge Spiral SECI

1. Socialization

Conversion of tacit knowledge to tacit knowledge through sharing and interaction and hands-on experience. This process is used to emphasize the importance of joint activities between sources of knowledge and recipients of knowledge in the process of knowledge conversion. One of the socialization processes between human resources in the organization is carried out through face-to-face meetings (meetings, discussions and monthly meetings). Through face-to-face meetings, human resources can share their knowledge and experiences with each other so as to create new knowledge for them. Meetings and discussions that take place periodically should have meeting minutes. The minutes of this meeting then become an explicit form (documentation) of knowledge. In the knowledge management system to be developed, collaboration features, such as e-mail, electronic discussions, practical communities allow the exchange of tacit knowledge (information, experience and expertise) that a person has so that

2. Externalization

The articulation of tacit knowledge into explicit knowledge through a process of dialogue and reflection. Tacit knowledge is expressed and translated into metaphors, concepts, hypotheses, diagrams, models or prototypes so that they can be understood by all parties. The Knowledge Management system will greatly help this externalization process, namely the process of articulating tacit knowledge into a clear concept. Support for this process of externalization can be provided by documenting meeting minutes (an explicit form of knowledge created during a meeting) into electronic form for later publication to those concerned. The organization has brought in several experts to carry out a series of activities according to their area of expertise, which the organization does not have. By bringing in experts, there will be new knowledge in the organization that can be learned, developed and utilized to improve the knowledge / competence of human resources. For this reason, all tacit knowledge obtained from experts and the results of expert work which include concepts, systems and procedures, manuals, reports on the implementation of job descriptions must be documented to be then utilized by the organization in carrying out its main duties and functions.

3. Combination

A process that combines a variety of different explicit knowledge to be compiled into a knowledge management system. Knowledge is exchanged and combined through media such as documents, meetings, telephone conversations, and combinations over the internet network. The medium for this process can be through intranets (discussion forums), organizational databases and the Internet to obtain external sources. Enterprise Portal features such as a knowledge organization system that has functions for categorizing information (taxonomy), searching and so on are very helpful in this process. Business Intelligence as a function of analyzing data mathematically can be used for decision making. Data that has been stored in the system (data warehouse) is analyzed mainly for data analysis of regional, financial, operational and strategic conditions, such as making performance indicators. Similarly, Content Management which has a function to manage organizational information both structured (database) and unstructured (documents, reports, minutes) can support this combination process.

4. Internalization

is all documented documents of data, information and knowledge that can be read by others. This process leads to an increase in human resource knowledge supported by document search and retrieval tools. All documented

data, information and knowledge documents can be read by others. In this process there is an increase in the knowledge of human resources. Sources of explicit knowledge can be obtained through intranet 73 media (organizational databases), circulars/decrees, notice boards and the internet as well as mass media as external sources. To be able to support this process, the system needs to have document search and retrieval tools. Content Management, in addition to supporting the combination process, can also facilitate the internalization process.

### **2.1.6 Employee Performance**

Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities assigned in a certain period, where to complete tasks or work an employee should have a certain degree of willingness and level of ability. Performance comes from performance. The term performance from the word job performance or actual performance (work performance or actual achievement achieved by a person) is the results of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given in order to provide direction and influence how the work behavior that the organization expects from each employee. Apart from the objectives, it is also necessary to measure whether an employee has achieved the expected performance. For this reason, quantitative and qualitative assessment of performance standards for each employee's duties and positions plays an important role in achieving goals.

Edison, et al (2016:190) state that performance is the result of a process that refers to and is measured over a period of time based on predetermined terms or agreements.

Other opinions such as Darodjat (2015:105) argue that performance is as a record generated in a particular job function or activity over a certain period of time. Performance is the level of success in carrying out tasks as well as the ability to achieve predetermined goals. Performance is said to be good and successful if the desired goal can be achieved well. Davis in Darodjat (2015:113) explains the factors that influence performance achievement are:

1. Human performance = Ability + Motivation
2. Motivation = Attitude + Situation
3. Ability = Knowledge and Skill

Ability factor, psychologically, employee ability consists of potential ability (IQ) and reality ability (knowledge + skill). This means that employees who have an above-average IQ (IQ between 110 to 120) with adequate education for their position and are skilled in doing daily work, then they will find it easier to get the expected performance. Therefore, employees need to be placed in jobs that are in accordance with their expertise (the right man in the right place, the right man on the right job). The motivation factor is formed from the attitude of an employee in dealing with a work situation. Motivation is a condition that moves employees who are directed to achieve organizational goals (work goals).

Mental attitude is a mental state that encourages employees to try to achieve maximum work achievements. The mental attitude of an employee must be psychophysically mental (attitude mentally, physically, goals, and situations). This means that an employee must be mentally prepared, physically capable, understand the main goals and work targets to be achieved, be able to take advantage of, and create work situations. Psychophysical mental attitudes are formed because employees have "Capital and Creative". Capital stands for M = Cultivate, O = Brain, D = With, A = Active, L = Agile, while creative stands for K = Desire to advance, this sense of knowing high, E = Energy, A = Systematic analysis, T = Open from lack, I = High initiative, F = Broad mind. The motive for achievement is an encouragement in employees to do something or task as well as possible in order to be able to improve work performance (performance) with a commendable predicate.

The quality of work of employees directly affects the performance of the organization. In order to get optimal employee contributions, management must deeply understand strategies for managing, measuring and improving performance, which begins first by determining performance benchmarks.

## **2.2 Conceptual Framework**

With good leadership, it will have an impact on knowledge management, organizational culture and employee performance. Knowledge management makes the work environment more efficient, decision making will be faster and better and improve collaboration between employees and leaders.

A strong organizational culture supports the goals of a government agency, on the contrary weak or negative hinders the goals of the organization. In a government agency with a strong organizational culture, shared values are deeply understood, embraced, and championed by most of the members of the organization (employees). A strong and positive culture greatly influences the behavior and effectiveness of government agency's performance.

Based on the conceptual framework above, the frame of thought of this research can be described as follows:

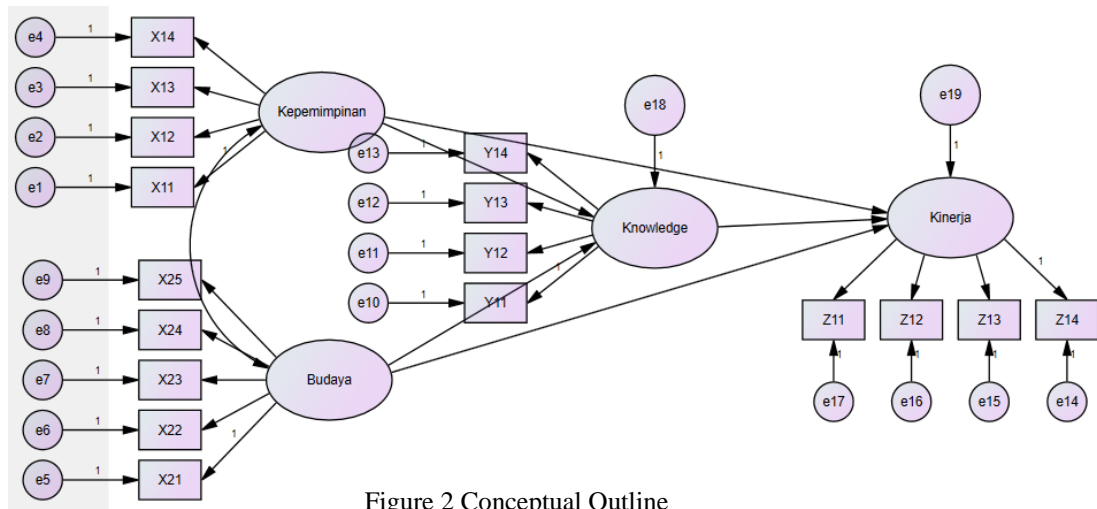


Figure 2 Conceptual Outline

### 2.3 Hypothesis

Based on the above framework, a general hypothesis can be formulated that will be proposed in an analysis, namely as follows.

1. *H0* : There is no influence between leadership style on employee performance in the Directorate of Human Resources, Alumni and Information Systems of Hasanuddin University

*H1* : There is an influence between leadership styles on the performance of employees in the Directorate of Human Resources, Alumni and Information Systems of Hasanuddin University

2. *H0* : There is no influence between organizational culture on employee performance in the Directorate of Human Resources, Alumni and Information Systems of Hasanuddin University

*H1* : There is an influence between organizational culture on employee performance in the Directorate of Human Resources, Alumni and Information Systems of Hasanuddin University

3. *H0* : There is no influence between knowledge management on the performance of employees at the Bureau of Human Resources and Institutional Administration of Hasanuddin University

*H1* : There is an influence between knowledge management on the performance of employees in the Directorate of Human Resources, Alumni and Information Systems of Hasanuddin University

4. *H0* : There is no leadership style affecting knowledge management in the Directorate of Human Resources, Alumni and Information Systems of Hasanuddin University

*H1* : There is a leadership style that affects knowledge management in the Directorate of Human Resources, Alumni and Information Systems of Hasanuddin University

5. *H0* : There is no influence between organizational culture affecting knowledge management in the Directorate of Human Resources, Alumni and Information Systems of Hasanuddin University

*H1* : There is an influence between organizational culture affecting knowledge management in the Directorate of Human Resources, Alumni and Information Systems of Hasanuddin University

### 2.4 Research Design

This study uses a quantitative approach to explain the position of the variables studied and the relationship between one variable and another. This study is intended to test previously formulated hypotheses using the path analysis method (PATH).

### 2.5 Research Time and Location

This research will be conducted at the Directorate of Human Resources, Directorate of Alumni and Directorate of Information Systems of Hasanuddin University one month after the proposal exam, namely from April 2022 to September 2022.

### 2.6 Population and Sample

The population in this study was all employees at the Directorate of Human Resources, Directorate of Alumni and Directorate of Information Systems as many as 57 people. The sample used in this study was the entire population or saturated sample so that the sample in this study was determined as many as 57 respondents.

### 2.7 Data Collection Techniques

#### 2.7.1 Questionnaire

Collection technique is one of the data collection techniques through a form that contains questions submitted in writing to respondents to get answers or responses. The variables to be measured are described into indicators,



and then described into measurable components in order to compile instrument items in the form of questions that will be answered by respondents in the form of multiple choices, so that the data obtained from these measurements is in the form of ordinal data.

### **2.7.2 Observations**

Observation is carried out by relating two things, namely information (what happened) with context (things that happen around it) as a process of finding meaning. This observation also concerns the observation of activity or behavioral conditions (behavioral observation) and nonbehavioral observation (nonbehavioral observation).

### **2.7.3 Interviews**

Data collection techniques by conducting interviews to obtain information from respondents relevant to the research.

## **2.8 Measurement Scale**

Data collection in this study used a questionnaire. The goal is that the collected answers can be processed quantitatively. This questionnaire is based on the variables that have been stated in the previous section. The questionnaire is prepared with simple sentences so that it is expected to be easy for respondents to understand, and can also answer quickly and well.

The scale used in this questionnaire is the Likert scale. With the consideration of this analytical tool, which can be better to carry out data processing, the data of which is in the form of calculating the correlation coefficient or total score. The scale size level used is the ordinal scale size. In the Likert Scale the question is made into four weights, namely:

- a) Answer Strongly Agrees, weighted= 5
- b) Answer Agreed, weighted= 4
- c) Undecided Answer, weighted= 3
- d) Answer Disagrees, weighted= 2
- e) Strongly Disagreeing Answer, weighted= 1

## **2.9 Data Analysis Techniques**

In analyzing data, researchers collect, classify, analyze, and interpret data in order to provide a clear picture of the problem under study. The analytical methods used in this research are:

### **a. Descriptive analysis**

Descriptive analysis is used to analyze data by describing or describing the collected data as it is without intending to make general-applicable conclusions or generalizations.

### **b. Test data quality (validity and reliability)**

To improve data quality, validity tests and reliability tests are carried out using the help of Amos software. The data validity test is used to measure whether or not an item in the questionnaire is valid or valid. A questionnaire is said to be valid if the question on the questionnaire is able to reveal something that will be measured by using a convergent validity test.

Reliability test is a tool to measure the consistency of a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be realible or reliable if one's answers to questions are consistent or stable over time. A variable is said to be reliable if it gives a cronbach alpha value of  $\geq 0.60$ . Kamaruddin (2015). The Reliability Test can also be measured by the Cronbach Alpha statistical test. A construct or variable is said to be reliable if it gives a Cronbach Alpha value of  $> 0.6$  (Nunnally, 1994 in Ghozali, 2016).

### **c. Data Analysis**

For hypothesis testing can be done with the following steps.

- 1) Developing a theory based on models
- 2) Forming a flowchart of a causal relationship (causal relationship)
- 3) Transforming diagram flows into structural equations and measurement models
- 4) Selecting Input matrix and model estimation
- 5) Conducting Goodness Of Fit criteria, assuming:
  - a) Sample size
  - b) Normality Test
  - c) Outlier Test
  - d) Data Multicholinearity Test
- 6) Conformity Test n and Statistical Test
  - a) Chi Square Statistical Test
  - b) Goodness Of Fit Test
  - c) Adjusted Goodness Of Fit Index Test
  - d) Comparative Fit Index Test
  - e) Tucker Lewis Index Test
  - f) Ujia The Minimum Sample Discrepancy Function

- g) The Root Mena Sruare Error OfApproximattion
- 7) Inter-achievement

### III. Results and Discussion

#### A. Respondent Overview

##### 1. Respondents By Gender

In this study, the characteristics of the sexes were female and male. The frequency distribution is as follows:

Table 3.1 Characteristics of Respondents By Gender

No.	Gender	Frequency	Percentage
1.	Woman	19	27,1
2.	Man	51	72,9
<b>TOTAL</b>		<b>70</b>	<b>100</b>

Source: IBM SPSS Statistics Version 24 output

Based on Table 3.1, it shows that the number of female sex respondents is 19 people with a percentage of 27.1% and for the number of male sex respondents is 51 people with a percentage of 72.9%. So it can be concluded that the highest number of employees of the female and male genders in the Human Resources, Alumni and Information Systems section of Hasanuddin University, namely male sex, is 51 people.

##### 2. Respondents By Age

In this study, the characteristics at the age were divided into 4, namely the age of 21-30 years, 31-40 years, 41-50 years and  $\geq 51$  years. The frequency distribution is as follows.

Table 3.2 Characteristics of Respondents By Age

No.	Age	Frequency	Percentage
1.	21-30 years	21	30,0
2.	31-40 years	21	30,0
3.	41-50 years	18	25,7
4.	$\geq 50$ years	10	14,3
<b>Total</b>		<b>70</b>	<b>100</b>

Source: IBM SPSS Statistics Version 24 output

Based on Table 3.2 shows that the number of respondents based on age, namely for the age of 21-30 years, amounted to 21 people with a percentage of 30.0%, for the age of 31-40 years amounted to 21 people with a percentage of 30.0%, for the age of 41-50 years amounted to 18 people with a percentage of 25.7% and namely for the age of  $\geq 50$  years amounted to 10 people with a percentage of 14.3%. So it can be concluded that the highest number of employees who work in the Human Resources, Alumni and Information Systems department of Hasanuddin University, namely at the age of 21-30 years and 31-40 years with 21 people each .

##### 3. Respondents By Education

In this study, the characteristics of education were divided into 5, namely high school / U, D3, S1, S2 and S3 education. The frequency distribution is as follows.

Table 3.3 Characteristics of Respondents By Education

No.	Education	Frequency	Percentage
1.	High School/Vocational School	19	27,1
2.	D3	2	2,9
3.	S1	31	44,3
4.	S2	18	25,7
5.	S3	0	0

Total	70	100
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Source: IBM SPSS Statistics Version 24 output

Based on Table 4.3, it shows that the number of respondents based on education, namely high school / vocational education, amounted to 19 people with a percentage of 27.1%, for D3 education it was 2 people with a percentage of 2.9%, for S1 education it was 31 people with a percentage of 44.3%, for S2 education it was 18 people with a percentage of 25.7%, and for S3 education it was 0 people with a percentage of 0%. So it can be concluded that the highest number of employees working in the Human Resources, Alumni and Information Systems department of Hasanuddin University, namely in S1 education, is 31 people.

#### 4. Respondents By Length of Service

In this study, the characteristics of respondents based on service period were divided into 5, namely 1-5 years of service, 6-10 years of service, 11-15 years of service, 16-20 years of service and  $\leq$  21 years. The frequency distribution is as follows.

Table 3.4 Characteristics of Respondents By Service Period

No.	Education	Frequency	Percentage
1.	1-5 years	29	41,4
2.	6-10 years	12	17,1
3.	11-15 years	9	12,9
4.	16-20 years	3	4,3
5.	$\geq$ 21 years	17	24,3
<b>Total</b>		<b>70</b>	<b>100</b>

Source: IBM SPSS Statistics Version 24 output

Based on Table 3.4 shows that the number of respondents based on the period of service, namely the period of service of 1-5 years amounted to 29 people with a percentage of 41.4%, for a period of work 6-10 amounted to 12 people with a percentage of 17.1%, for a period of work of 11-15 years amounted to 9 people with a percentage of 12.9%, for a period of work of 16-20 years amounted to 3 people with a percentage of 4.3%, and for a period of work  $\geq$  21 years amounted to 17 people with a percentage of 24.3%. So it can be concluded that the number of employees with the highest working period, namely in the 1-5 year service period, is 29 people.

## B. Result

### 1. Validity and Reliability Test

#### a. Validity Test

In this study, to test the validity of the data, namely by using a comparison between  $r_{hitng}$  and  $r_{table}$ . If the calculated  $r$  value is greater than the table  $r$  then it can be declared valid. And if the calculated  $r$  value is smaller than the table  $r$  then it can be declared invalid.

For this study, the significance level was 5% or 0.05. The number of respondents was 48 people so that the table  $r$  value was 0.2352. The results of the validity test on the variables of this study are as follows.

Table 3.5 Leadership Style Variable Validity Test Results

Item Statement No.	r count	r table	Information
1	0,862	0.2352	Valid
2	0,373	0.2352	Valid
3	0,891	0.2352	Valid
4	0,966	0.2352	Valid

Source: IBM SPSS Statistics Version 24 output

Table 3.6 Organizational Culture Variable Validity Test Results

Item Statement No.	r count	r table	Information
1	0,684	0.2352	Valid
2	0,666	0.2352	Valid
3	0,789	0.2352	Valid
4	0,886	0.2352	Valid
5	0,345	0.2352	Valid

Source: IBM SPSS Statistics Version 24 output

Table 3.7 Knowledge Management Variable Validity Test Results

Item Statement No.	r count	r table	Information
1	0,733	0.2352	Valid
2	0,847	0.2352	Valid
3	0,890	0.2352	Valid
4	0,778	0.2352	Valid

Source: IBM SPSS Statistics Version 24 output

Table 3.8 Employee Performance Variable Validity Test Results

Item Statement No.	r count	r table	Information
1	0,744	0.2352	Valid
2	0,709	0.2352	Valid
3	0,793	0.2352	Valid
4	0,914	0.2352	Valid

Source: IBM SPSS Statistics Version 24 output

Based on Tables 3.5, 3.6, 3.7 and 3.8 shows that each r value counts > r table. This shows that all statements on the variables of leadership style, organizational culture, knowledge management and employee performance are valid.

b. Reliability Test

Table 3.9 Reliability Test of Leadership Style Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
0,785	4

Source: IBM SPSS Statistics Version 24 output

Table 3.10 Reliability Test of Organizational Culture Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
0,713	5

Source: IBM SPSS Statistics Version 24 output

Table 3.11 Reliability Test of Knowledge Management Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
0,824	4

Source: IBM SPSS Statistics Version 24 output

Table 3.12 Reliability Test of Employee Performance Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
0,788	4

Source: IBM SPSS Statistics Version 24 output

Based on Tables 3.9, 3.10, 3.11 and 3.12 shows that Cronbach's Alpha value > 0.6, respectively. This shows that all statements on the variables of leadership style, organizational culture, knowledge management and employee performance are declared reliable.

**2. Hypothesis Test**

The hypothesis test used in this study is the parsiaap test (t test) by comparing the sig value against 0.05. This hypothesis test is carried out to determine the influence of dependent variables on dependent variables.

a. The Influence of Leadership Style on Employee Performance in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

Hypothesis:

H<sub>0</sub> : There is no influence between leadership styles on Employee Performance in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

H<sub>1</sub> : There is an influence between leadership styles on Employee Performance in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

The test criteria are as follows.

- H<sub>0</sub> is rejected if the table t < -value or the sig value > (0.05)α
- H<sub>1</sub> is accepted if the calculated t value > t table or the sig value < (0.05)α

To find out the value of t<sub>table</sub> can be seen from the value of the degree of freedom (df) = n – k, where n is the number of samples, namely 70 people and the value of k is the number of variables used, namely 4, so that the value df = 70 – 4 = 66 is obtained. Then the table t value is 1.668.

Table 3.13 Coefficients of Leadership Style Variables to Employee Performance

Coefficients <sup>a</sup>						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.551	1.835		9.017	.000
	Leadership	-.030	.116	-.031	-.255	0.799

a. Dependent Variable: Performance

Source: Output IBM SPSS Statistics Version 24

Based on Table 3.13 shows that the value of t in the leadership style variable indicates the calculated t value is 0.0255 < t<sub>table</sub> = 1.668 with its signification value of 0.799 > 0.05. This means that the leadership style does not significantly affect the performance of employees in the Human Resources, Alumni, and Information Systems department of Hasanuddin University. So it can be concluded that the H<sub>0</sub> hypothesis is accepted.

b. The Influence of Organizational Culture on Employee Performance in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

Hypothesis:

H<sub>0</sub> : There is no influence between organizational culture on Employee Performance in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

H<sub>1</sub> : There is an influence between organizational culture on Employee Performance in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

The test criteria are as follows.

- H<sub>0</sub> is rejected if the table t < -value or the sig value > (0.05)α
- H<sub>1</sub> is accepted if the calculated t value > t table or the sig value < (0.05)α

To find out the value of t<sub>table</sub> can be seen from the value of the degree of freedom (df) = n – k, where n is the number of samples, namely 70 people and the value of k is the number of variables used, namely 4, so that the value df = 70 – 4 = 66 is obtained. Then the table t value is 1.668.

Table 3.14 Coefficients of Organizational Culture Variables Towards Employee Performance

Coefficients <sup>a</sup>						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.211	2.225		5.039	.000
	Culture	.254	.116	.258	2.201	.031

a. Dependent Variable: Performance

Source: Outpun IBM SPSS Statistics Version 24

Based on Table 3.13 shows that the value of t in the variable of organizational culture indicates that the value of t count is  $2.201 > t_{table} = 1.668$  with its signification value of  $0.031 < 0.05$ . This means that organizational culture has a significant effect on employee performance in the Human Resources, Alumni, and Information Systems department of Hasanuddin University. So it can be concluded that the H 1 hypothesis is accepted.

c. The effect of *knowledge management* on Employee Performance in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

Hypothesis:

H<sub>0</sub> : There is no influence between *knowledge management* on Employee Performance in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

H<sub>1</sub> : There is an influence between *knowledge management* on Employee Performance in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

The test criteria are as follows.

- H<sub>0</sub> is rejected if the table t < -value or the sig value >  $(0.05)\alpha$

- H<sub>1</sub> is accepted if the calculated t value > t table or the sig value <  $(0.05)\alpha$

To find out the value of  $t_{table}$  can be seen from the value of the degree of *freedom* ( $df = n - k$ ), where n is the number of samples, namely 70 people and the value of k is the number of variables used, namely 4, so that the value  $df = 70 - 4 = 66$  is obtained. Then the table t value is 1.668.

Table 3.15 Coefficients of *knowledge management* variables on employee performance

Coefficients <sup>a</sup>						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.416	1.608		3.368	.001
	Knowledge	.666	.100	.629	6.673	.000

a. Dependent Variable: Performance

Source: IBM SPSS Statistics Version 24 output

Based on Table 3.15 shows that the value of t in the *knowledge management* variable indicates that the calculated t value is  $6.673 > t_{table} = 1.668$  with a signification value of  $0.000 < 0.05$ . This means that *knowledge management* has a significant effect on employee performance in the Human Resources, Alumni, and Information Systems department of Hasanuddin University. So it can be concluded that the H 1 hypothesis is accepted.

d. The influence of leadership style on *knowledge management* in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

Hypothesis:

H<sub>0</sub> : There is no influence between leadership styles on *knowledge management* in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

H<sub>1</sub> : There is an influence between leadership styles on *knowledge management* in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

The test criteria are as follows.

- H<sub>0</sub> is rejected if the table t < -value or the sig value >  $(0.05)\alpha$

- H<sub>1</sub> is accepted if the calculated t value > t table or the sig value <  $(0.05)\alpha$

To find out the value of  $t_{table}$  can be seen from the value of the degree of *freedom* ( $df = n - k$ ), where n is the number of samples, namely 70 people and the value of k is the number of variables used, namely 4, so that the value  $df = 70 - 4 = 66$  is obtained. Then the table t value is 1.668.

Table 3.16 Coefficient of Leadership style variables to *knowledge management*

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Type		B	Std. Error	Beta		
1	(Constant)	13.699	1.710		8.009	.000
	Leadership	.147	.108	.163	1.363	.177

a. Dependent Variable: Knowledge

Source: IBM SPSS Statistics Version 24 output

Based on Table 3.16 shows that the value of t in the leadership style variable indicates that the  $t_{\text{calculated}}$  value is  $1.363 < t_{\text{table}} = 1.668$  with its signification value of  $0.177 > 0.05$ . This means that leadership style does not significantly affect *knowledge management* in the Human Resources, Alumni, and Information Systems department of Hasanuddin University. So it can be concluded that the  $H_0$  hypothesis is accepted.

e. The influence of organizational culture on *knowledge management* in the Human Resources, Alumni, and Information Systems section of Hasanuddin University.

Hypothesis:

$H_0$  : There is no influence between organizational culture and *knowledge management* in the Human Resources, Alumni, and Information Systems section of Hasanuddin University.

$H_1$  : There is an influence between organizational culture and *knowledge management* in the Human Resources, Alumni, and Information Systems department of Hasanuddin University.

The test criteria are as follows.

-  $H_0$  is rejected if the table t-<-value or the  $\text{sig}$  value  $> (0.05)\alpha$

-  $H_1$  is accepted if the calculated t value  $> t_{\text{table}}$  or the sig value  $< (0.05)\alpha$

To find out the value of  $t_{\text{table}}$  can be seen from the value of the degree of *freedom* ( $df = n - k$ ), where n is the number of samples, namely 70 people and the value of k is the number of variables used, namely 4, so that the value  $df = 70 - 4 = 66$  is obtained. Then the table t value is 1.668.

Table 3.17 Coefficient of Organizational Culture Variables to *Knowledge Management*

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Type		B	Std. Error	Beta		
1	(Constant)	7.184	1.889		3.803	.000
	Culture	.461	.098	.495	4.695	.000

a. Dependent Variable: Knowledge

Source: IBM SPSS Statistics Version 24 output

Based on Table 3.17 shows that the value of t in the organizational culture variable indicates that the  $t_{\text{calculated}}$  t value is  $4.695 > t_{\text{table}} = 1.668$  with its signification value of  $0.000 > 0.05$ . This means that organizational culture has a significant effect on *knowledge management* in the Human Resources, Alumni, and Information Systems department of Hasanuddin University. So it can be concluded that the  $H_1$  hypothesis is accepted.

## IV. Conclusion

### A. Conclusion

The conclusions in this study are as follows:

1. Leadership style does not have a positive and significant influence on the performance of employees in the Human Resources, Alumni, and Information Systems Department of Hasanuddin University.
2. Organizational Culture has a positive and significant influence on the performance of employees in the Human Resources, Alumni, and Information Systems Department of Hasanuddin University.
3. Knowledge Management has a positive and significant influence on the performance of employees in the Human Resources, Alumni, and Information Systems Department of Hasanuddin University.
4. Leadership Style does not have a positive and significant influence on the knowledge management of the Human Resources, Alumni, and Information Systems Department of Hasanuddin University.
5. Organizational Culture has a positive and significant influence on the knowledge management of the Human Resources, Alumni, and Information Systems Department of Hasanuddin University.

## **B. Suggestion**

The suggestion in this study is that organizational culture and Knowledge Management each affect employee performance. Therefore, the Human Resources, Alumni, and Information Systems Department of Hasanuddin University further improves the quality of organizational culture and good Knowledge Management so that employee performance increases

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