

The Influence of Transformational Leadership Styles to Performance with Knowledge Sharing Behavior Mediation at the Bawaslu of Jepara Regency

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Abstract

This study looked at how the Jepara Regency Bawaslu's culture of information sharing affected employee performance in relation to transformational leadership style. The 361 Bawaslu employees in Jepara Regency that made up the population used in this study were divided into 20 Bawaslu employees in Jepara, 156 Panwascam employees, and 185 village/sub-district election supervisory committee members. The sample size was calculated using the Slovin formula, and 163 persons made up the study's sample. The data were assessed using structural equation modeling with partial least squares (SEM-PLS), and determine how connected the independent and dependent variables were in the research. Multiple linear analyses were employed in Data analysis for testing hypotheses in this study as well as validity and reliability assessments of the questionnaire. The study's conclusions showed that transformational leadership had no effect on the performance of Jepara Bawaslu personnel. The study's findings provide more evidence of the positive effects transformational leadership has on cultures that value information sharing. Knowledge-sharing cultures have a favorable and substantial effect on performance. Additionally, transformational leadership has a considerable effect on employee performance when knowledge-sharing cultures are taken into account as an intervening variable.

Keywords: Transformational Leadership; Knowledge Sharing Culture; Employee Performance

INTRODUCTION

To maintain survival and achieve their goals in the 4.0 era, organizations must work more efficiently and effectively to increase competitiveness. To run its operations, an organization employs individuals known as human resources or employees. Employees are the most important element in determining the progress and retreat of an organization, so to achieve organizational goals, employees are needed who are able to do what has been determined by the organization. Every company will always strive to improve the performance of its employees to achieve organizational goals. Employee performance shows their abilities, and the best performance is the best result. Basically, employee performance is the result obtained by employees in their workplace; These can be behaviors, actions, and outcomes that employees can take to help achieve organizational goals (Ludwikowska and Management 2023), Therefore, organizational leaders must pay attention to employee performance.

To improve capabilities and professionalism, organizational leaders are very important to make continuous, directed, and systematic improvements in the quality of human resources. The purpose of To improve the quality of human resources, it is necessary to ensure that employees perform better in carrying out the tasks assigned by the organization or company (Oktaviani, Firdaus, and Bimo 2020). In addition, employees who have high-quality human resources will be able to complete their daily tasks and functions more efficiently, effectively, and productively (Prastiwi, Ningsih, and Putri 2022).

The Jepara General Election Supervisory Agency (Bawaslu) is responsible for overseeing elections throughout the Jepara region and continues to strive to improve employee performance. To achieve this goal, Jepara Bawaslu employees, District General Election Supervisors, and Village and Village General Election Supervisory Committees always receive training, coaching, and evaluation of programs and performance.

Leaders play an important role in organizing and managing the running of the organization with their leadership. According to (Sanosra et al. 2022) Leadership also includes the process of encouraging

others to understand and agree on what to do and how the task should be done effectively. Leadership also includes a process that helps individuals and groups achieve common organizational goals.

In addition, the culture of sharing knowledge has an influence on the performance of an employee. According to (Mustika et al. 2022), knowledge sharing is the behavior of sharing knowledge with colleagues in the organization. While (Rohman et al. 2020) Reveal that Knowledge Sharing Culture is when group members or Employees act in a way that allows them to receive or provide knowledge, resources, experiences, or something useful to other employees. When group members think that knowledge sharing leads to mutual benefits, knowledge sharing activities will attract employees' attention because it can help them learn new things, gain access to more relevant resources, improve performance and problem-solving skills, and improve professional skills.

Knowledge Sharing Culture has been recognized as an essential element to employee performance in an organization. However, the question of the extent to which knowledge sharing culture variables affect worker performance remains unanswered. This study aims to investigate how the culture of knowledge sharing affects employee performance in the media.

The authors found that, as the research conducted by (Sudiarso 2022) that transformational leadership has a positive and significant impact on employee performance. The research is also supported by (Sukotjo, Palilati, and Kamaluddin 2023) which states that transformational leadership can have a positive and significant impact on improving employee performance. Compared to a study conducted by (Novitasari and Asbari, 2020) states that employee performance is not affected by transformational leadership.

This study utilizes the cultural variable of knowledge sharing as a mediator to fill the gap in previous research on the influence of transformational leadership on employee performance.

METHOD

The purpose of this study is to investigate hypotheses related to the cause-and-effect relationship between the variables studied. The research model is developed through a hypothesis approach and tested based on certain principles. This research was conducted on BAWASLU Employees of Jepara Regency, Central Java.

This study uses a quantitative methodology to determine the role of Transformational Leadership and Knowledge Sharing Culture on Employee Performance in Bawaslu Jepara Regency. The population of this study is Bawaslu Employees of Jepara Regency consisting of 20 Employees at the Bawaslu office of Jepara Regency, 176 Panwascam (Sub-district Election Supervisory Committee) and Staff and 185 PKD (Village/sub-district General Election Committee), so that the total population of this study is 361 people. The main data was collected through a questionnaire using a likert scale with ten answer choices; The study sample was $n = 361 / (1 + e^2 * Z^2)$, which means $n = 361 / (1 + 361 * 0.052) \approx 163$ people.

Structural Equation Modeling (SEM) was used in conjunction with the PLS program to analyze the data of this study. Data were collected and the hypothesis was tested with a questionnaire with a Likert scale with ten answer choices.

Table 1 : Measurement Items

Constructs	Items	Statement Item	Coefficient Correlation
Transformational Leadership	TL1	Leaders can clearly explain the vision and mission of the organization to employees	Adopted from (Sudibjo and Prameswari 2021)
	TL2	Leaders can invite employees to work together in achieving the organization's vision and mission.	
	TL3	Leaders show integrity in their work.	
	TL4	Leaders show behavior that is in accordance with the values embraced by the organization	
	TL5	Leaders show responsibility to make improvements in the organization.	
	TL6	Leaders provide opportunities for employees to work together.	
	TL7	The leadership encourages me to work with other employees	

Knowledge Sharing Culture	KSB1	I often gain new knowledge from colleagues.	Adopted from (Sudibjo and Prameswari 2021)
	KSB2	I often share the knowledge I have with colleagues	
	KSB3	The exchange of knowledge between individuals is very possible in this organization.	
	KSB4	There are many opportunities to exchange knowledge with colleagues	
	KSB5	Technology plays an important role in the exchange of knowledge between colleagues.	
	KSB6	Management plays an important role in the exchange of knowledge.	
	KSB7	When I gain new knowledge, I want to learn more and develop it	
Employee Performance	EP1	In my office, I used to maintain a high standard of work.	Adopted from (Abdullahi et al. 2021)
	EP3	I can manage various tasks to achieve my office goals.	
	EP4	I work well to mobilize collective intelligence for teamwork in my office.	
	EP5	I believe that the same understanding in the office can lead to viable solutions.	
	EP6	I feel comfortable with the flexibility of work in my office.	
	EP7	I am actively involved in discussions and work meetings in the office.	
	EP8	I get a lot of satisfaction from caring for others in my office.	

RESULTS AND DISCUSSION

Result

Validity and Reliability Test

Validity and Reliability Test: The results of the calculation of the addition factor for each statement show the validity of the research. If the correlation value is more than 0.7, then the data is valid. The results of the additional factors for the validity test of this study are as follows:

Table 2 Validity and Reliability Test

Construct	Items	Loading	Cronbach alpha	CR	AVE
Transformational Leadership	TL1	0,958	0,984	0,987	0,916
	TL2	0,982			
	TL3	0,978			
	TL4	0,981			
	TL5	0,981			
	TL6	0,968			
	TL7	0,846			
Culture of Sharing Knowledge	KSB1	0,931	0,972	0,976	0,855
	KSB2	0,903			
	KSB3	0,928			
	KSB4	0,902			
	KSB5	0,947			
	KSB6	0,921			
	KSB7	0,938			
Employee Performance	EP1	0,886	0,957	0,965	0,796
	EP3	0,799			
	EP4	0,901			
	EP5	0,912			
	EP6	0,922			
	EP7	0,882			
	EP8	0,939			

Source: Processed by the Researcher from the Output Results of SmartPLS version 4.0

The fill factor value for each construct variable must be greater than 0.7, which is considered sufficient and acceptable. As a result, the validity test shows that this study has a good validity value. In addition, reliability tests are carried out to ensure that the instrument performs construction measurements with consistency, accuracy, and precision. For composite reliability tests, a score of more than 0.70 from Alpha Cronbach is required. If the value is more than 0.70, the data is considered reliable.

The table above shows the results of the composite reliability test, which shows that all the constructs tested in this study are considered reliable because each variable has a value above 0.7.

Table 3 . Heterotrait-monotrait ratio (HTMT)

Construct	Transformational Leadership	Culture of Sharing Knowledge	Employee Performance
Transformational Leadership			
Culture of Knowledge Sharing	0.811		
Employee Performance	0.658	0.731	

This study also uses heterotraits to estimate the validity of discrimination. Heterotrait-monotrait values ranging from .658 to .811 indicate the validity of discrimination, with a ratio below 0.90.

Model Fit

This study develops a research model that describes the impact of Transformational Leadership and Knowledge Sharing Culture on Employee Performance, which will be evaluated using the structural formula analysis (SEM) method. The initial steps taken to test the research model are outlined below

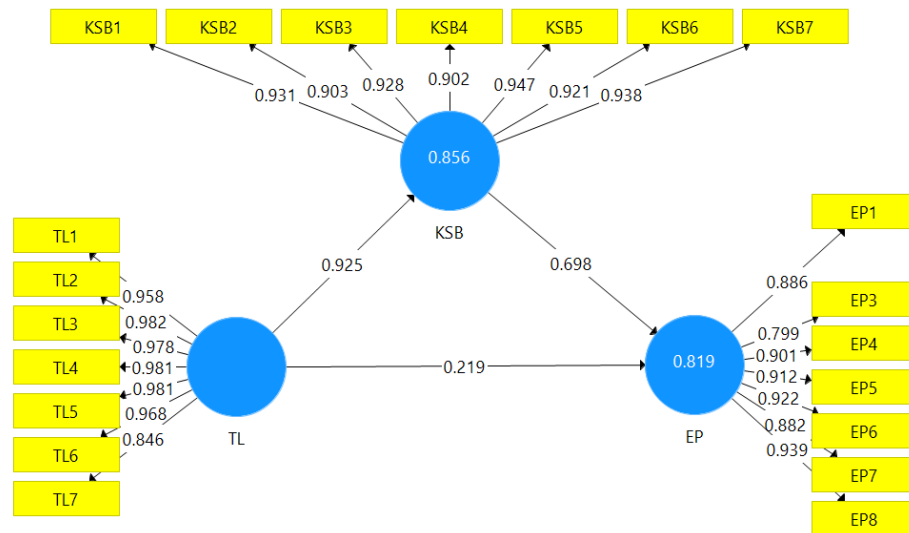


Figure 1 - Structural model analysis results

Model Fit

R-square (R2) is used to determine accurate predictions in the research model. It calculates the extent to which a particular independent variable affects the dependent variable. This study adopts the advice of Hair et al. (Hair Jr, Howard, and Nitzl 2020) with categories: high (0.75), medium (0.50), and weak (0.25). Based on the preliminary findings, it shows that the R2 value for Knowledge Sharing Culture is 0.856, which implies that Knowledge Sharing Culture can pass on around 81.9%. Knowledge Sharing Culture with High category. Furthermore, the R2 for Employee Performance is 0.819, which implies that Transformational Leadership and Knowledge Sharing Culture are in the High Category. In addition, this study also included f Square (f2) to estimate the size of the variable construct. This research follows Hair et al.(Hair Jr, Howard, and Nitzl 2020), with F2 criteria: .02 (small), .15 (medium), and .35 (large). The results of the study show that the f2 values of Transformational Leadership towards Knowledge Sharing Culture and Knowledge Sharing Culture on Employee Performance are 5,934 (High) and .388 (High). The f2 value between Transformational Leadership to Employee Performance is .0038 (small).

Initial calculations assume that the model has met the validity and reliability tests. For further analysis, this study uses PLS estimation to build a structure by estimating the inner model. This aims to determine the relationships between constructs. The value on the coefficient of the resulting path obtained from the bootstrapping analysis calculation is used as the basis for testing the hypothesis. If the value of p-value is less than 0.05, the hypothesis is accepted, which indicates that there is a significant

chance. If the value of p-value is greater than 0.05, the hypothesis is rejected, which indicates that there is no significant chance.

Table 4 . Path coefficients and results of hypotheses testing (SE, EA, and EI)

Hypothesis	Relationship	Coffisien	T statistics	T Table	P value	Decision
H1	Transformational Leadership -> Employee Performance	0,219	1,863	1.656	0.063	Not Accepted
H2	Transformational Leadership -> a Culture of Knowledge Sharing	0,925	31,560	1.656	0.000	Accepted
H3	Knowledge Sharing Culture -> Employee Performance	0,698	6,106	1.656	0.000	Accepted
H4	Transformational Leadership -> Knowledge Sharing Culture -> Employee Performance	0,646	6,042	1.656	0.000	Accepted

Hypothesis 1: The Influence of Transformational Leadership on Employee Performance

This shows that H0 is accepted and Ha1 is rejected, because of the coefficient value (0.219) and the statistical value T (1.863) is greater than the T-table (1.656) and the P value (0.063) is greater than 0.05. This shows that employee performance is not directly affected by transformational leadership.

Hypothesis 2: Transformational Leadership towards a Culture of Knowledge Sharing

This shows that H0 is rejected and Ha2 is accepted, because the coefficient value (0.925) and the statistical value T (31.560) are greater than the T-table (1.656) and the P value (0.000) is less than 0.05. This shows that there is a positive and significant effect of the transformational leadership component on the culture of knowledge sharing.

Hypothesis 3: The Influence of Knowledge Sharing Culture on Employee Performance

This shows that H0 is rejected and Ha3 is accepted, because the coefficient value (0.698) and statistical T (6.106) are less than the T-table (1.656) and the P value (0.000) is less than 0.05. This shows that there is a positive and significant influence of the knowledge sharing culture on employee performance.

Hypothesis 4: The Effect of Moderating Entrepreneurial Attitudes from Transformational Leadership on Employee Performance

This shows that H0 is rejected and Ha4 is accepted, because the value of the coefficient (0.646) and the statistical T (6.042) is greater than the T-table (1.656) and the value of P (0.000) is less than 0.05. This shows that the moderation of the knowledge-sharing culture of transformational leadership has a positive and significant impact on employee performance.

Discussion

The results of the study show that transformational leadership does not affect the performance of Bawaslu Jepara employees. A p-value of 0.063 greater than 0.05 indicates this fact. This indicates that the first hypothesis (H1) cannot be accepted or rejected. Previous study results from (Sudiarso 2022; Sudibjo and Prameswari 2021; Rojak et al. 2024; Purwanto et al. 2021) where Transformational Leadership applied by organizational leaders (inspiring, motivating, disseminating knowledge, encouraging creativity and intelligence of employees) does not directly affect Employee Performance. However, the results of this study are in line with the results of previous studies. (Novitasari and Asbari, 2020) which found evidence that employee performance was not significantly affected by transformational leadership. These results have helped organizations that are trying to initiate change. This feedback will make every member of the organization have a strong understanding of the importance of change and have expressed their support for the process. In addition, different situations between organizations and companies can lead to different results.

The results of moderation in this study show that Knowledge Sharing Culture as a moderation variable actually strengthens the relationship between Transformational Leadership and Company Performance. This means that Transformational Leadership does not directly affect Employee performance, but Transformational Leadership will influence Employees to build a Knowledge Sharing

Culture, which is group behavior that promotes learning and improves their ability to achieve goals that involve employees sharing knowledge, skills, and expertise with each other. (Rohman et al. 2020). Knowledge sharing activities will be able to help employees learn new things, improve interpersonal communication, get access to more relevant resources that ultimately affect the performance of employees in the Jepara Regency bawaslu.

CONCLUSION

Research shows that employee performance is not affected by the transformational leadership of Bawaslu Jepara to be high or low. However, the culture of knowledge sharing in organizations has a positive effect. Why is this happening? Perhaps because the employees of this research sample are at different levels in hierarchy, starting from employees in the district, sub-district and village offices, hierarchically the leadership cannot interact directly and intensively with all employees, in fact the leader builds a culture of sharing knowledge with his subordinates in stages, the leaders in the district to the Panwascam and the Panwascam staff share knowledge to all employees at the village level.

The factual contribution of this research lies in the model produced to improve employee performance at Bawaslu Jepara. Both the direct and indirect influence of this study is also a determinant of Karyawan Performance. This research can be used as a practical reference and also for academics and policy makers or the government.

Further Research Recommendations

The study was not extensive. First, this study examines the influence of transformational leadership on employee performance through the variable of knowledge sharing culture. This is done because other factors such as motivation, competence, and company culture can affect employee performance. The author strongly advocates further research, analysis, and findings. Second, this research cannot be generalized to other institutions because it was conducted at Bawaslu Jepara, a state institution. Therefore, it is highly recommended to conduct additional research on this subject in other areas.

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