

# The Effect Of Knowledge Sharing Behavior In Mediating Relationships Between Leadership And Work Motivation On Employee Performance

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## Abstract:

Investigation of the quality of education in Indonesia in the industrial era 4.0.

**Background:** Research explains the influence of leadership and work motivation on employee performance at private universities (PTS) within the province of Southeast Sulawesi which is mediated by knowledge sharing behavior.

**Methodology:** this study uses a survey approach and explanatory research. The sampling technique is probability sampling with the unit of analysis, namely employees of private universities (PTS). Data analysis was performed to test the hypothesis using PLS software.

**Research results:** the test results show that leadership has a positive and significant effect on knowledge sharing behavior and employee performance. Work motivation has a significant positive effect on knowledge sharing behavior and employee performance. Knowledge sharing behavior has a positive and significant effect on employee performance. The results also show that knowledge-sharing behavior has a good effect as a mediating variable between the influence of leadership and work motivation on employee performance with significant positive results and is fully mediating.

**Keywords:** Knowledge Sharing Behavior, Leadership, Work Motivation, Employee Performance.

## 1. Introduction

### Research Background

Discussion of performance is still a trend in both public, government and private organizations in the industrial era 4.0. Performance in educational institutions, in this case, namely private universities (PTS), cannot be separated from the resources owned by these institutions, one of which is employees. Various aspects that are widely discussed as factors for the success of employee performance are leadership, work motivation, knowledge sharing behavior.

Implementation of tasks and governance that are influenced by leadership and work motivation will improve employee performance and are the key to organizational success (Dahlan Habba, 2017). In addition, organizational success is also supported by work commitment and knowledge sharing behavior as important organizational assets, this is in accordance with the theory of totality from Smith and Meyer in Ishak Runi (2017) which states that organizational

commitment is the totality of the behavior of members of the organization to advance, execute rules, achieve knowledge and achieve organizational goals.

To realize the goals of the organization, it is necessary to establish cooperation from various stakeholders, namely internal institutions and stakeholders. Such cooperation can be started from an internal organization which of course requires the role of an organizational leader, as stated by the minister of education and culture that university leaders must support innovation to deal with global changes and meet the needs of creative, innovative and competitive employees with reference to the system. digital age education.

Leadership is the key as captain in all types of organizations. Good leadership will have a good impact on the progress of the organization they lead. Leadership theory provides an explanation that the level of maturity of subordinates is binding in carrying out specific tasks. A leader must have the skills to influence or drive the behavior of other people to be able to work effectively and efficiently to achieve organizational goals (Yoshi Tania, 2017; Robbins, 2013). Interacting activities between employees will mutually influence each other in the organization. All actions taken in each activity are initiated and determined by humans who are members of the organization. A good organization is an organization that seeks to improve the ability of its employees, because the ability of knowledge in employees is a key factor for improving employee performance (Ramadhani, 2016).

Higher education institutions are a place for the formation of superior quality human resources. So that even though the management of high schools is managed in a healthy and credible manner, namely by not prioritizing profitability alone where the current phenomenon shows that the management system of Private Higher Education (PTS) within the Southeast Sulawesi province is managed like a commercial company

or organization so that it prioritizes results or profit rather than the quality of education itself (source: the results of researchers' observations), tertiary institutions should be managed like public organizations referring to the Constitution (UUD) of the Republic of Indonesia No. 12 of 2012 concerning higher education, the administration of higher education and the management of higher education institutions.

One of the interesting phenomena in leadership within the scope of private tertiary institutions (PTS) is that the management of tertiary institutions consists of campus leaders, in this case the chairman or director and also elements of the foundation as decision makers as top management, however, when making organizational management policies there is often disagreement between campus leadership policies with policies taken by elements of the foundation. This is one of the interesting phenomena in terms of the function of leadership as one of the key factors for organizational growth and the success of organizational goals, especially private higher education institutions in Southeast Sulawesi. Universities should be able to make a positive contribution in increasing the nation's competitiveness if the higher education organizations are healthy. The characteristics of a healthy tertiary institution include: (1) being able to carry out quality assurance (Quality Assurance), (2) having authority or autonomy (Autonomy), (3) having an entrepreneurial spirit or (Entrepreneurialism) and (4) strong leadership (Leadership), Brodjonegoro (2020)

This research was conducted with the consideration that the outcomes offered to the institutions under study were the creation of a new generation of human resources that were competitive, accountable, educative, and competitive, so that every employee was required to be professional and smart in carrying out their main duties. So the focus of this study will examine the independent factors that influence employee performance at private tertiary institutions within the province of Sulaw

## 2. Literature Review

### 2.1 Leadership

Leadership within the body of higher education is the main capital, so that the potential for change becomes very significant. Leadership factors will determine the success or failure of an organization "Everything rises and falls on leadership" (Syafarudin, A. (2011), Fathul Wahid & Suwarsono Muhammad (2018), John C Maxwell (2011).

Leadership is the process of other people understanding and agreeing on what is needed to carry out the task and how to do the task, as well as the process of facilitating individual and collective efforts to achieve common goals (Yukl, 2015, p.9,18). Therefore the leadership policies in the organization can have a positive impact on the progress of the organization. The participation of leaders in the institutional development activities they lead can generate positive things for members. Effective leadership can foster teamwork, foster work commitment, motivate subordinates, create a conducive work environment, share knowledge between members or members and their leaders.

Leadership theory provides an explanation that the level of maturity of subordinates is binding in carrying out specific tasks. A leader must have the skills to influence or drive the behavior of other people to be able to work effectively and efficiently to achieve organizational goals. A leader is required to understand the behavior of employees who are authorized and mobilized in accordance with the vision and mission of the organization, meaning

### 2.2 Work Motivation

Organizations that have high individual performance will make a major contribution to organizational performance. Thoha, M (2017) said that individual performance is largely determined by individual characteristics such as abilities, needs, beliefs, determination, will, experience, knowledge and expectations. Motivation grows from the attitude of an employee who faces a work

that someone who is appointed as a leader must have competence (Robbins, 2013)

Alex Koohang (2017), suggests that effective leadership (leading the organization, leading people and leading oneself) contributes to increasing trust among people, promotes successful implementation of knowledge management processes, and in turn improves organizational performance. Good leadership can improve the performance objectives of subordinates which can have an impact on good performance, the involvement of a leader can improve employee performance

Leaders need extra energy to maintain their determination to achieve high achievements and to be able to influence the behavior of their subordinates well so as to get progress in their organization. To achieve a moderate level of maturity for employees, leaders must improve good relations between individuals or groups within the organization through mutually interacting activities that will influence each other so that they can improve the abilities of their employees, because this is a key factor for improving employee performance (Yoshi Tania (2017), Ramadhani (2016).

Based on the theory stated above, the role of leadership is an important factor in achieving successful employee performance. Good leadership is the variable that has the most impact on improving employee performance in an organization, in this case, leadership plays a role as a policy maker for organizational development.

situation. Motivation is a condition that drives employees self-directed to achieve company goals (Yoshi Tania, 2017; Winandi, 2002; Maslow 2013, Robbins, 2013). Work motivation is one of the important determinants of individual achievement in an organization. The impact of work motivation is the creation of employee passion so that employee work productivity will increase and is a

set of behaviors to want to work that provides a basis for someone to act specifically according to the goals directed (Dharma Yulius, 2017).

Motivation is the driving force that exists within the individual that gives the driving force to do something as well as possible. If the individual has high motivation, he will perform high so that

the goals to be achieved and what the institution wants can be realized. So, the starting point of motivation is the individual because motivation resides in each individual. The diversity of motivations will create a variety of employee behavior patterns in an educational institution (Luthans, 2011).

### 2.3 Knowledge Sharing Behavior

Knowledge is an important intangible asset of every organization and is an important resource for building sustainable competitive advantage. In a dynamic environment, knowledge sharing behavior has a huge influence on employee performance (Rohana Ngah and Abdul Razak Ibrahim, 2015; Cheng et al. , 2015). The main focus of sharing knowledge is people who are willing to be invited to exchange information and knowledge, whether other people, groups or organizations. Sharing knowledge is an activity of interaction and communication between two or more people as a process to increase knowledge and efforts to improve self-development, so that knowledge sharing behavior is a systematic process of delivering messages between individuals and organizations through various media (Triana et al., 2016) .

Knowledge Sharing Behavior enables individuals to work or achieve goals more efficiently, this is useful for identifying factors that can help leaders create a Knowledge Sharing Behavior culture and encourage Knowledge Sharing Behavior activities among organizational members (Titi Amayah, 2013; Wang and Noe, 2010). Brčić and Mihelič (2015) knowledge is the most important resource and the main resource of the organization. This means that knowledge is an important factor for a person or organization to be able to compete in an increasingly competitive environment. Every individual must know how to use knowledge to increase competitive advantage for himself and others.

Knowledge Sharing Behavior is part of the current organizational life cycle, which is an anticipatory step in dealing with change, therefore a reliable work organization must be able to face

challenges and changes in preparing capable and responsive and agile human resources in providing the best products and services , so that it becomes something that is very important to implement in order to achieve organizational goals through increasing the ability of individualism to become a collective ability that will have an impact on organizational performance (Nonaka et & Agarwal, 2018; Nur Iman & Ervina 2018)

Knowledge sharing is considered as the most important process for knowledge management (Bock & Kim, 2005). Knowledge sharing is a reciprocal process of exchanging knowledge and examining factors that help explain why individuals are willing to engage in this process. Knowledge sharing is a fragile process (Renzi 2008). Most researchers argue that knowledge sharing can improve performance (Lesser & Storck, 2001), promote competitive advantage (Argote & Ingram, 2000), organizational learning (Argote, 2000), innovation (Ade Irma and Iriani, 2015) and even individual competence. (Arina Idzna Mardillah and Kusdi Raharjo, 2017).

Based on the theory put forward, the behavior of sharing knowledge among members in the organization is a very important part of achieving high employee performance within the scope of the organization, so as to improve employee performance in educational organizations or private universities it is necessary to develop a behavior of sharing knowledge among others. individual members of the organization. So that researchers can conclude that knowledge sharing behavior is the process of forming new knowledge in the work environment and is the key to the success of an organization in realizing the goals to be achieved. To realize good knowledge-sharing

behavior among members of the organization, a good leadership role is also needed, in the sense that good leadership can foster motivation at work

and motivation to share and one's leadership will become a mentor for the employees he leads.

## 2.4 Employee Performance

Performance is the most important aspect in organizational management. Employee performance can provide information for the purposes of giving salaries, promotions, and seeing employee behavior. Meanwhile, in terms of employee performance, it is the answer to the success or failure of the organizational goals that have been set (Barry Cushway, 2002; Mahsun, Hasibuan, 2010; Mangkunegara A.P, 2015; Sedarmayanti, 2014)

Employee performance can be interpreted as the result of employee work as measured by the quality, quantity, efficiency and effectiveness achieved by a workforce in carrying out their duties in accordance with the responsibilities given to them (Gibson et al., 1982;). Theoretically, the factors that influence performance achievement are ability factors and motivation factors. Ability is a determination of knowledge and skills. Meanwhile, motivation is formed from attitudes in dealing with work situations (Mangkunegara, 2015: 79).

According to Sutrisno (2010: 150) provides a definition of performance, namely a record of the results obtained from certain job functions over a certain period of time. According to Hasibuan (2010) performance is a work result that is achieved by someone in carrying out the tasks assigned to him which are based on skills, experience, sincerity and on time. Furthermore, according to Anwar Prabu Mangkunegara (2010) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Based on the definitions above, a systematic conclusion can be drawn on employee performance, namely an embodiment of employee work results both in quantity, quality, efficiency, timeliness and responsibility given based on ability or workload and job description. This can be seen from his personality, contribution and potential by someone for one or several specific goals to be achieved.

## 3. Framework

Based on the theoretical studies that have been described, this study aims to explain the influence of leadership and work motivation on employee performance through knowledge-sharing behavior in tertiary institutions within the province of Southeast Sulawesi. It is expected that leadership factors and work motivation both partially and simultaneously influence employee performance, both directly and indirectly, to have a positive and significant influence. In the sense that the better the implementation of leadership (KP) and work motivation (MK) owned by employees at private tertiary institutions in Southeast Sulawesi

province, the better the employee performance (KP) will be. Likewise, the mediating role of knowledge-sharing behavior (KS) will have a positive influence on increasing employee performance which in turn can improve the performance of the organization. Hasibuan (2013: 170) "leadership is the way a leader influences the behavior of subordinates to work together and work productively to achieve organizational goals". Swasto (2011: 100) "work motivation is a psychological state in a person to work more actively that arises because of the urge to meet the needs to be achieved".

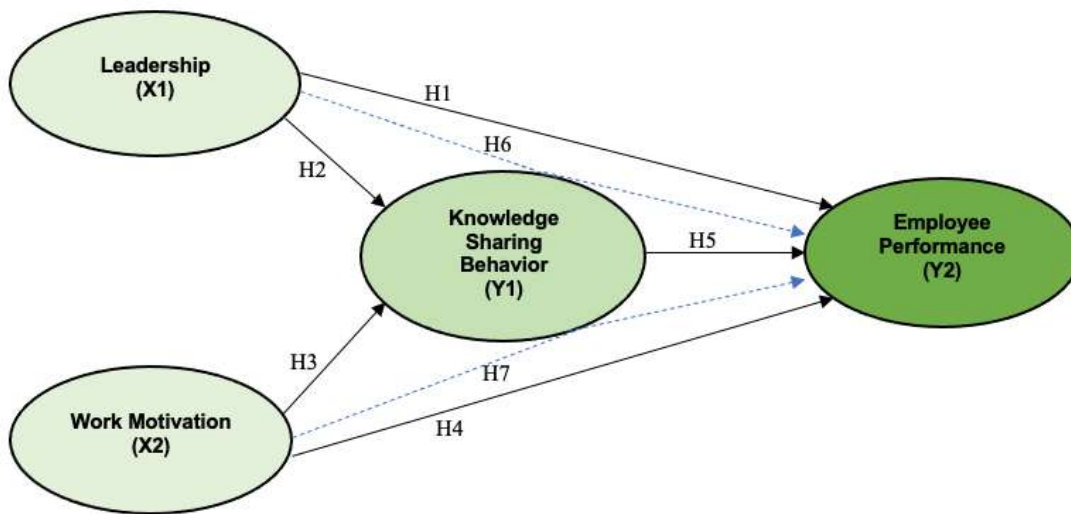


Figure 1 Research Conceptual Framework

Source: from various research results that researchers have developed.

Source Description:

H1: Ida Ayu Putu Widani Sugianingrat (2019), Ishak Runi, et, al (2017), Dahlan Haba, et, al (2017); H2: Sunyoung Park, Eun-Jee Kim, (2021) Soo Jeoung Han, Yunsoo Lee, Michael Beyerlein, Judith Kolb, (2017); H3: Madhurima Mishra dan Agrata Pandey (2019); Matzler et. al 2008) Wang et al., 2010; N. Iman dan Vina (2018); H4: N. Iman & Widhi L. 2019, Fatih Çetin, Duysal Aşkun (2018); H5: Dharma Yulius, (2019), Muhammad Al-Musadieq (et al, 2018); H6: Iman Nugraha Setiadi1, et al. 2021; H7: Marwan, et al. 2021.

#### 4. Research methods

The research method uses a descriptive quantitative method with a survey approach. The total number of research samples was 154 from a total population of 2,121 respondents originating from 38 PTS within the Southeast Sulawesi Province. The sampling technique uses probability sampling with the unit of analysis namely employees of private universities (PTS)

within the province of Southeast Sulawesi. The analytical tool used for hypothesis testing uses Structural Equation Modeling (SEM) with smart PLS. The research variables, namely leadership (X1) and work motivation (X2) are exogenous variables; knowledge sharing behavior (Y1) is an intervening variable, and employee performance variable (Y2), is an endogenous variable.

#### 5. Research Result

##### 5.1 Validity test and Reliability Test

The validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions and questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, Imam. 2012). As a measuring tool used, this analysis was carried out using SPSS 23. The validity test was carried out by correlating the item scores with the total item scores. In this case the correlation coefficient

whose significance value is less than 5% (Level of significance) indicates that these items are valid as indicators.

Reliability is a tool for measuring a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable or reliable if the answers to questions are consistent or stable from time to time, (Ghozali, Imam. 2012). The

reliability test shows the consistency and stability of one score from a measuring instrument. The reliability test is only carried out on questions that are considered valid. Measurement reliability test in this study was carried out using cronbach`s alpha with the help of SPSS software. Cronbach`s

alpha coefficient which is more than the r-table value is called reliable. There are also those who argue that it is reliable if alpha is greater than 0.60. This shows the reliability of the instrument. In addition, the closer to 1 cronbach`s alpha indicates the higher internal consistency reliability.

**Table 1. Value of AVE,  $\sqrt{AVE}$  and Correlation between Latent Variables**

Variable	AVE	$\sqrt{AVE}$	Korelasi			
			Leadership	Work motivation	Knowledge sharing behavior	Employee Performance
Leadership	0.541	0.735	1.000	0.711	0.845	0.848
Work motivation	0.548	0.764	0.711	1.000	0.751	0.798
Knowledge sharing behavior	0.642	0.801	0.845	0.751	1.000	0.878
Employee Performance	0.552	0.743	0.848	0.798	0.878	1.000

### 5.3 Partial Least Square (PLS) Analysis

Partial Least Square (PLS) is a powerful analysis method because it does not have to assume data with certain measurements, can be applied to all data scales, does not require many assumptions and sample sizes to be used, so the Smart PLS program is used (Ghozali, Imam. 2012).

Evaluation of the outer model is also needed to determine the feasibility of the model. This test

consists of a validity test and reliability test. The validity test can be seen from the loading factor value, discriminant validity (using square feet of average variance extracted /AVE). Meanwhile, reliability can be seen from the value of composite reliability, Cronbach's Alpha, as well as communality and redundancy

**Table 2. Results of cross loading calculations**

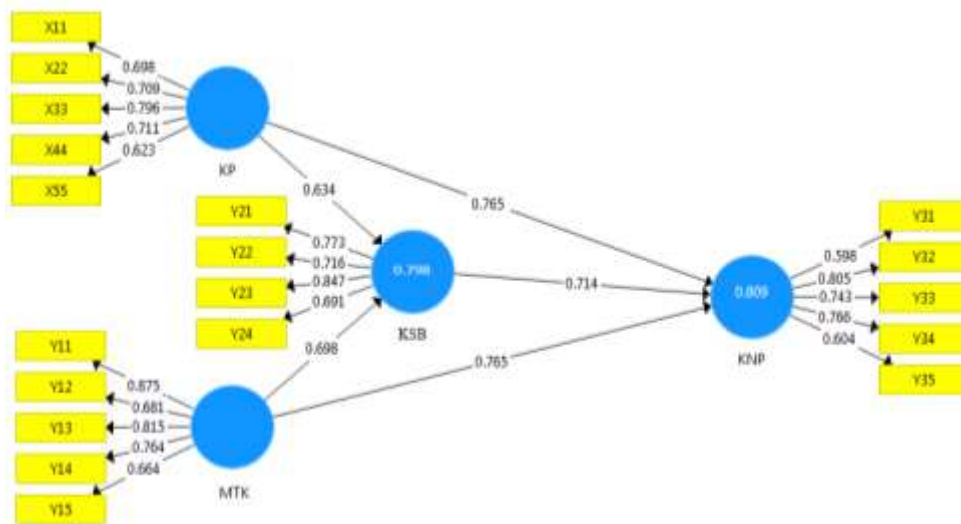
Inductor symbol	Leadership (L)	Employee Performance (W.Emp)	Work motivation (W.Mot)	Knowledge Sharing Behavior (KSB)
KP1	0,566	<b>0,743</b>	0,760	0,658
KP2	0,595	<b>0,723</b>	0,559	0,789
KP3	0,610	<b>0,724</b>	0,524	0,586
KP4	0,728	<b>0,755</b>	0,508	0,623
KP5	0,603	<b>0,713</b>	0,488	0,589
KP6	0,678	<b>0,798</b>	0,694	0,658
KSB1	0,627	0,668	0,670	<b>0,782</b>
KSB2	0,595	0,723	0,559	<b>0,789</b>
KSB3	0,699	0,728	0,636	<b>0,818</b>
KSB4	0,779	0,697	0,545	<b>0,815</b>
L1	<b>0,779</b>	0,697	0,545	0,815

L2	<b>0,734</b>	0,532	0,446	0,552
L3	<b>0,700</b>	0,560	0,569	0,512
L4	<b>0,728</b>	0,755	0,508	0,623
L5	<b>0,734</b>	0,530	0,547	0,553
MK1	0,594	0,639	<b>0,822</b>	0,601
MK2	0,566	0,743	<b>0,760</b>	0,658
MK3	0,465	0,482	<b>0,751</b>	0,505
MK4	0,534	0,540	<b>0,721</b>	0,508

### 5.4 Path Coefficient Testing and Hypothesis Testing

Testing the hypothesis and the path coefficient of direct influence between variables can be known from the value of the path coefficient and critical

point (t-statistic) presented in the following path diagram:



Picture. 2 diagrams of path coefficients and hypothesis testing

Source: Primary data processed in 2022

### 5.5 Hypothesis Testing Results

Table 3. Direct influence between variables

hypothesis	Relationship Between Variables	Path Coefficient	t-statistic	p-value	Information
H1	KP -> KSB	0.634	1.432	0.000	Significant received
H2	KP -> KNP	0.765	2.264	0.000	Significant received
H3	MTK -> KSB	0.698	1.630	0.003	Significant received
H4	MTK -> KNP	0.765	2.261	0.002	Significant received



H5	KSB -> KNP	0.714	2.720	0.000	Significant received
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**Table 4. Indirect influence (Mediation)**

hypothesis	Independent Variable	Intervening Variables	Dependent Variable	Path Coefficient	Nature of Mediation	Information
H7	KP KNP	-> KSB	->	0,674	Full Mediation	Significant received
H8	MTK KNP	-> KSB	->	0,706	Full Mediation	Significant received

Source: processed data, 2022

Notes: KP (Leadership), MTK (Work Motivation), KSB (Knowledge Sharing Behavior) and KNP (Employee Performance).

The results of testing the direct influence of leadership on knowledge sharing behavior (knowledge sharing behavior), leadership on employee performance, work motivation on knowledge sharing behavior, work motivation on employee performance and knowledge sharing behavior on employee performance can be proven by the estimated value of the path coefficient in a positive direction. The path coefficient is positive, meaning that the relationship between leadership, work motivation, knowledge sharing behavior and employee performance is one-way. Then it can be proven by the critical point value (t-statistic) with a probability value of p-value  $< \alpha$  ( $\alpha = 0.05$ ) showing that the influence relationship between variables has a positive and significant relationship. The results of testing the hypothesis prove that the better the leadership model, the knowledge sharing behavior among employees is increasing. That is, the increase in leadership is unidirectional and real towards improving employee performance. Therefore the hypothesis put forward in this study can be accepted or supported by facts. Likewise, the relationship between work motivation and knowledge sharing behavior. The results of the direct effect test prove that there is a close relationship between work motivation and knowledge sharing behavior, so that with better work motivation at the employee level it can increase knowledge sharing behavior which will ultimately improve employee performance.

The indirect (mediation) effect test aims to detect the position of the intervening variable in the model. Mediation testing is carried out to determine the nature of the relationship between variables as perfect variables, imperfect mediating variables and not as mediating variables. The indirect effect of the leadership variable (X1) on employee performance variables (Y2) through the knowledge sharing behavior variable (Y1) is 0.674. Based on this value, it means that good leadership can trigger the formation of knowledge-sharing behavior among employees within the scope of the organization which in turn can also have an impact on increasing employee performance in private higher education institutions (PTS) within the province of Southeast Sulawesi by 67.4%. This means that knowledge sharing behavior among employees is proven to mediate between leadership variables on employee performance. The indirect effect of work motivation variable (X2) on employee performance variable (Y2) through knowledge sharing behavior variable (Y1) is 0.706. A value of 0.706 means that the work motivation variable has a significant effect on employee performance which is mediated by knowledge sharing behavior which can trigger an increase in employee performance in private higher education institutions (PTS) within the scope of Southeast Sulawesi province by 70.6% which also means that the variable of knowledge sharing behavior is proven to play a role as a mediator between work

motivation variables and employee performance variables.

## 6. Discussion

In-depth study of the development of leadership, work motivation, knowledge-sharing behavior and employee performance in this study is an attempt to see whether or not the respondents' assessment of the role of knowledge-sharing behavior variables mediates the influence of leadership and work motivation on employee

performance in private tertiary institutions within the province of Southeast Sulawesi . Thus the discussion of this study includes: discussion of the mean value (mean), measurement model (outer loading), discussion of path coefficients and results of hypothesis testing.

**Table 5. Comparison of the mean and Estimated Loading values**

Research variable	Variable Indicator	Loading Factor	Average (Mean)	
			Indicator	Variable
Leadership (X1)	X <sub>1.1</sub> . Briefing	<b>0,779</b>	4,18	<b>4,11</b>
	X <sub>1.2</sub> . Connection	0,734	4,16	
	X <sub>1.3</sub> . Influence	0,700	4,02	
	X <sub>1.4</sub> . Control	0,728	4,02	
	X <sub>1.5</sub> . Exemplary	0,734	<b>4,20</b>	
Work motivation (X2)	X <sub>2.1</sub> . Leader Trust	<b>0,822</b>	<b>4,18</b>	<b>4,09</b>
	X <sub>2.2</sub> . Job Security	0,760	4,14	
	X <sub>2.3</sub> . Promotion Opportunity	0,751	4,05	
	X <sub>1.4</sub> . Award	0,721	3,99	
Knowledge Sharing Behavior (Y2)	Y <sub>3.1</sub> . Sharing Opportunity	0,782	<b>4,14</b>	<b>4,12</b>
	Y <sub>3.2</sub> . Employee Communication	0,789	4,06	
	Y <sub>3.3</sub> . Employee Expertise	<b>0,818</b>	4,13	
	Y <sub>3.4</sub> . Sharing Motivation	0,815	4,13	
Employee Performance (Y3)	Y <sub>3.1</sub> . Work Quantity	0,743	4,10	<b>4,13</b>
	Y <sub>3.2</sub> . Work quality	0,723	<b>4,22</b>	
	Y <sub>3.3</sub> . Punctuality	0,724	4,18	
	Y <sub>3.4</sub> . Work Independence	0,755	4,03	
	Y <sub>3.5</sub> . Work Effectiveness	0,713	4,15	
	Y <sub>3.6</sub> . PTI control	<b>0,798</b>	4,16	

Source: Processed data, 2022

Referring to table 5 above, it is explained regarding respondents' perceptions of empirical facts through the average value (mean) and identifying important or dominant factors through

estimation of factor loading in reflecting on each research variable indicator. The following is a discussion of each research variable:

### **6.1 The Effect of Leadership Variables on Employee Performance**

The study of employee performance in this study is more focused on the level of achievement of work results in totality. The theoretical study that forms the basis for studying and measuring the concept of performance in this study is stated by Robbins (2003) that employee performance is a function of the interaction between leadership, ability and motivation. Dahlan Habba (2017) suggests that the implementation of tasks and governance which are influenced by leadership and motivation will improve performance and are the key to organizational success. Alex Koohang (2017), suggests that effective leadership (leading the organization, leading people and leading oneself) contributes to increasing trust among people, promotes successful implementation of knowledge management processes, and in turn improves organizational performance. Therefore, leadership training and development should be a top strategic priority for any organization.

Empirical facts based on the average value (mean) of employee performance according to respondents' perceptions of the quality indicator of a leader are seen as the most priority in its implementation compared to other indicators. The

results of research on employee performance based on testing are more reflected by the quantity of work indicators. However, empirical facts cannot be used as the main consideration in its application because according to respondents, the priority in its implementation is work quality indicators. This means that when viewed from actual empirical facts to improve employee performance is an indicator of the quality of work that is manifested in the form of work provided that is in accordance with their respective duties and functions and employees work according to their field of competence.

The results of the hypothesis test for the influence of leadership on performance can be proven by the estimated value of the path coefficient indicating a positive and significant influence (shown in Figure 2). This means that the better the leadership model that is applied, the employee's performance will increase. This research is supported by previous researchers, namely research by Dahlan Habba (2017), Ishak Runi (2017) and Alex Kohang, et al. (2017), provides empirical evidence that leadership has a significant effect on employee performance.

### **6.2 The Effect of Leadership Variables on Knowledge Sharing Behavior**

The importance of studying leadership on knowledge-sharing behavior is based on the opinion expressed by Brčić and Mihelič (2015), Triana, et al (2016) and Park and Kim (2015, p.773) knowledge is the most important resource and the main resource of the organization. This means that knowledge is an important factor for a person or organization to be able to compete in an increasingly competitive environment. The process of sharing knowledge systematically in conveying messages between individuals and organizations through various media to increase the knowledge possessed by individuals or groups. Every individual must know how to use

knowledge to increase competitive advantage for himself and others. Therefore through the behavior of sharing knowledge at work will have a very good impact on the quality and quantity of employee work.

The results of testing the influence of leadership on knowledge-sharing behavior can be proven by the estimated path coefficient value showing a positive and significant influence. The test results show that the better the leadership model that is applied, the higher the knowledge-sharing behavior that exists among employees. This research is reinforced by the results of research conducted by Ervina (2018), Silvanita (2015), Sunyoung Park and Eun-Jee Kim (2018)

which states that leadership has a significant effect on climate and knowledge-sharing behavior,

### **6.3 The Effect of Work Motivation Variables on Employee Performance**

The work motivation referred to in this study is the employee's response to the encouragement that causes an employee to behave so that he wants to work hard and enthusiastically achieve maximum work results. Measurement of work motivation in this study was measured through five measurement indicators consisting of task orientation, time utilization, leader trust, discipline and appreciation. Robbins (2013, p.202) states that employee motivation is very effective in fulfilling and improving employee performance. Steers & Porter (in Miftahun & Sugiyanto 2010) states that work motivation is an effort that can generate a behavior, direct behavior, and maintain or maintain behavior in accordance with the work environment within the organization. Dharma Yulius, (2017), work motivation is a set of behaviors to want to work which provides a basis for a person to act specifically according to the goals directed. Employees who have high work motivation will try to get the job done as well as possible. Work motivation is an individual motivation that drives employees who are directed or directed to achieve their personal goals which are implemented in the expectations for the performance they have in the organization. The results of the hypothesis test for the effect of work motivation on employee performance can be proven by the estimated value of the path coefficient indicating a positive and significant influence. This means that the better the work motivation, the employee's performance will increase. This research is supported by previous researchers, namely research by Alborz Gheitani, et all. (2018), Sofia Kjellström, et all. (2018) Dharma Yulius (2019), proved that work motivation has a positive and significant effect on employee performance.

### **6.4 The Effect of Work Motivation Variables on Knowledge Sharing Behavior**

which will ultimately have an impact on improving performance. employee.

The work motivation referred to in this study is the employee's response regarding the desire from within the employee voluntarily to behave in his work to share knowledge in supporting his work both directly and through certain media in the work environment as measured by five indicators, namely task orientation, time utilization, leader trust, discipline and appreciation. Munandar and Winandi (in Ella, 2015).

The results of testing the direct effect of work motivation on knowledge-sharing behavior as evidenced by the estimated path coefficient value has a positive influence with a critical point value (t-statistic) and a probability value (p-value) greater than  $\alpha$ , it means that the formation of employee behavior to share their knowledge which is reflected by the five indicators of motivation has a good influence on increasing employee behavior to share knowledge. This is supported by previous research Laila Marouf (2016), found that the culture of employee behavior in organizations supports the progress of business organizations both through knowledge management and individual behavior and culture. Another study was also conducted by Phong Ba Le, Hui Lei, (2019) found that there is a positive relationship between knowledge sharing and motivational factors on specific aspects of ability and depending on the extent of employee POS. Zhichen Xia and Fan Yang (2020) research results show that the role of prosocial motivation, together with two aspects of awareness, deserves to be highlighted when studying knowledge sharing behavior in correlation with ethical leadership. Thus the study of the measurement of work motivation variables on knowledge sharing behavior has a positive effect, high and low levels of work motivation on employees will have an impact on employee behavior in sharing work knowledge.

### **6.5 The Effect of Knowledge Sharing Behavior Variables on Employee Performance**

Knowledge sharing behavior (KSB) referred to in this study is the employee's response to his work or the general attitude of an employee towards his work which originates from the behavior or culture that exists between them or their superiors to share knowledge to support each other in carrying out their work (Pramono and Susanty, 2015). KSB in this study is reflected through indicators of sharing opportunities, employee communication, employee attitudes and motivation to share. The basis for measuring the indicators of knowledge-sharing behavior is based on the theory put forward by Rafiei and Davari (2015), namely the performance of human resources in organizations reflects knowledge, skills, behavior, commitment and values. Because abilities and skills will help organizations through better performance and productivity. Silvianita (2015) that knowledge sharing behavior in employee performance will contribute to employee performance, especially in improving service quality. So that the main focus in knowledge sharing behavior is individuals or employees, groups or teams, and knowledge within the organization to encourage capabilities and potential development. While the performance of employees in this study focuses on the level of achievement of results in totality. Theoretical study of the concept of performance in this study is in accordance with what was proposed by Robbins (2003) that employee performance is a function of the interaction between leadership, ability, knowledge and motivation. Dahlan Habba (2017) argues that task implementation and governance are influenced by leadership, high motivation and good knowledge will improve performance and are the key to organizational success.

The results of the hypothesis test of the influence of knowledge sharing behavior on employee performance can be proven by the estimated value of the path coefficient which shows that there is a positive and significant influence between knowledge sharing behavior

on employee performance, meaning that the higher the knowledge possessed by employees, the higher the level of employee performance at higher education institutions private sector within the province of Southeast Sulawesi. This study strengthens the results of research conducted by Wang et al., 2010; N. Iman and Vina (2018), Ahmad Suffian Mohd Zahari, et al (2014), Shabrina and Silvianita (2015), Brčić and Mihelič (2015); Maryam Philsophian and Peyman A, (2015) which states that knowledge sharing has a significant effect on employee performance.

### **6.6 The Effect of Knowledge Sharing Behavior in Mediating between Leadership and Work Motivation on Employee Performance**

The results of testing the influence of leadership and work motivation variables on employee performance in the initial model without involving mediating variables show that leadership and work motivation have a direct and significant effect on employee performance. In order to conclude the nature of the mediating variables of knowledge-sharing behavior in the model, leadership and work motivation are tested again by involving mediating variables in the model and the test results can be seen that the effect of leadership and work motivation on employee performance through knowledge-sharing behavior is partial mediation. The results of the study show that the relationship between leadership and work motivation in this study both directly affects employee performance and can also be mediated through the role of mediating knowledge sharing behavior. The test results show sufficient empirical evidence that leadership and work motivation have a significant effect on employee performance which is mediated by knowledge sharing behavior. This means that employee performance is significantly influenced by leadership, work motivation and knowledge sharing behavior by showing significant results. This is also supported by previous research conducted by Dahlan Habba (2017), Eun-Jee Kim (2018), Dharma Yulius (2019), Zhichen Xia and Fan Yang (2020),

Maryam Philsoophian and Peyman A, (2015), results research shows that both leadership, work motivation and knowledge sharing affect the improvement of employee performance. So this

### 7. Research Limitations

The study in this research was only carried out at private universities (PTS) within the scope of the province of Southeast Sulawesi. Therefore, a more in-depth study is needed, especially at State Universities (PTN) in Southeast Sulawesi, which might produce different conclusions. Therefore, the research results may not be generalizable to similar institutions or organizations that have the same characteristics. This study only examines a number of limited measurement variables, namely only using the variables of leadership, work motivation, knowledge sharing behavior and employee performance, namely the exogenous construct of leadership and work motivation. Therefore, it is hoped that there will be further research to look more broadly at the factors that influence knowledge-sharing

### 8. Conclusions

Good leadership can contribute to improving employee performance. The results of this study note that leadership is more reflected through an influence indicator with a value of 79.6%, while employee performance is more reflected through a quantity indicator with a value of 80.5%, meaning that in improving employee performance through a leadership role, it is necessary to increase the influence that has a real contribution in improve employee performance in totality in carrying out the tasks assigned and completed through supervision, quality of work, on time, and based on attitude and responsibility.

Good leadership can increase knowledge sharing behavior. Implementation in improving knowledge-sharing behavior through leadership which is reflected through direction, relationship, influence, control and example has an important role in the implementation of a good and effective leadership model so that it can make a real contribution in improving employee knowledge-

study can conclude that knowledge sharing behavior can play a role in mediating between leadership on employee performance and work motivation on employee performance

behavior and employee performance. Further research is recommended to broaden the scope of the study and can also add variables that can have an impact on human resource performance. It is recommended to include the variables of work commitment, work competence or job satisfaction because these variables are thought to affect performance at the individual or group level in the organization. Investigation of the mediating relationship of these variables is recommended. This is in accordance with the opinion expressed by Davis and J.W Newstrom (2002: 40-41) that employee performance can be influenced by factors of ability or competence, commitment to work, work motivation, knowledge and job satisfaction felt by employees.

sharing behavior in the scope of Private Higher Education (PTS) in the province of Southeast Sulawesi.

Good work motivation can have a good impact on the formation of knowledge-sharing behavior and is proven to be able to improve employee performance. measurement of work motivation which is reflected through task orientation, time utilization, leader trust, discipline and appreciation has an important influence on improving employee performance. The results of this study note that work motivation is more reflected by awards with a value of 81.5% given for the performance produced by employees. However, the empirical facts of the respondents' responses are that work motivation is more reflected by co-workers which is the biggest motivation.

Knowledge-sharing behavior as a mediating relationship between the influence of leadership and work motivation variables on employee

performance can make a real contribution to improving employee performance. The results of the research on leadership and work motivation variables on employee performance through knowledge sharing behavior are full mediation. With a respective value of 67.4% for the role of mediating knowledge-sharing behavior between leadership and employee performance and 70.6% for the role of mediating knowledge-sharing behavior between work motivation and employee performance. This means that employee performance is significantly influenced by leadership, work motivation and knowledge-

sharing behavior in a positive and significant manner both directly and through a mediating role.

The accuracy and precision of the analysis model is 0.9167. This means that the diversity of leadership, work motivation, and knowledge-sharing behavior on employee performance can be explained by 91.7% and the remaining 8.3% is explained by other variables. Therefore further studies are expected to be able to develop a research model by adding other variables related to the development of human resource performance.

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