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The influence of transformational leadership and organizational capital on knowledge management with knowledge sharing as a moderating variable

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Abstract: This study is to examine the relationship between Transformational Leadership and Organizational Capital on Knowledge Management, and if this relationship exists and to examine whether Knowledge Sharing has a mediating role in this relationship. The importance and expected contribution of this research is to explain the relationship between Transformational Leadership and Organizational Capital, and to provide new perspectives to employees at the Kerinci District Secretariat and to contribute to previous scientific studies of these variables in a constructive way. To analyze the data, The Structural Equation Modeling (SEM) was used from the AMOS Version 22 statistical software package in modeling and hypothesis analysis. From this research, it was found that Transformational Leadership directly had a better effect on Knowledge Management, and if Transformational Leadership through Knowledge Sharing would weaken Knowledge Management at the Regional Secretariat of Kerinci Regency. Meanwhile, Organizational Capital indirectly through Knowledge Sharing has a better influence on Knowledge Management, in the sense that Organizational Capital through Transformational Leadership can strengthen Knowledge Management at the Regional Secretariat of Kerinci Regency.

Keywords: Leadership, Transformational Leadership, Organizational Capital, Knowledge, Knowledge Management, and Knowledge Sharing

INTRODUCTION

Leadership requires merging of people without using force and convincing them to work for the same goal. At this point, one of the leadership styles is Transformational Leadership. Transformational leaders have a compelling realistic strategic vision for the future. They create a vision from symbols, stories and other arguments in the lives of employees and motivate them to work towards achieving the strategic goals of the organization. Transformational leaders influence their subordinates with their charisma, motivate them according to defined goals, drive

intellectually, and show individual interest to each of them in achieving organizational goals. The organization develops its organizational practices to realize returns from being provided by resources such as capital and labor. Organizational practices that facilitate the creation of returns from sustainable organizational resources should be durable and idiosyncratic, that is, difficult to replicate. In cases where implementation requires large investments, practices, routines, and organizational processes are called Organizational Capital.

Along with Transformational Leadership, many organizations have taken an active interest in Knowledge Management to increase output by absorbing and sharing knowledge more effectively (Han, Seo, & Yoon, 2016). Knowledge sharing in an organization has long been considered as one of the supporting and creating success of the organization, which is a major factor in such success. Knowledge that exists in the organization is one of the capitals that can provide a competitive advantage for the organization. The mechanism of knowledge sharing within the company plays an important role in team performance due to the one-to-one interaction among the team players. Knowledge provides intellectual direction to individuals about knowing how and knowing what. Knowledge Sharing has played an important role in organizations as knowledge is recognized as an important resource for improving team performance. Working in teams is a core issue facing organizations now. In addition, the team is the core structure of the organization. So it is very important for the team players to share their experiences and information (Mihardjo, Sasmoko, Alamsjah, &; Elidjen, 2019).

The main objective of this study is to examine the relationship between Transformational Leadership and Organizational Capital to Knowledge Management, and if this relationship exists as well as to examine whether Knowledge Sharing has a mediating role in this relationship. The importance and expected contribution of this study is to explain the relationship between Transformational Leadership and Organizational Capital, and to provide new perspectives to employees in the Regional Secretariat of Kerinci Regency and to contribute to previous scientific studies of these variables in a constructive way.

LITERATUR E REVI EW

1. Knowledge Management

Kumar & Kalva (2015) state Knowledge Management is the discipline of individuals, teams, and entire organizations to collectively and systematically create, share, and apply knowledge, to better achieve their goals. Knowledge Management processes are the generation, representation, storage, transfer, transformation, application, embedding and protection of organizational knowledge (Chang & Lin, 2015). According to Mohajan (2017) Knowledge Management is a process to create, organize, transfer, share, and improve tacit knowledge and explicit knowledge aimed at organizational success. Knowledge Management contributes to the formulation of strategies in organizations that have a key role in decision making, managerial processes that significantly require a lot of knowledge (Mohajan, 2017). The purpose of Knowledge Management is to maximize the effectiveness of knowledge related to organizations and from knowledge in a systematic, explicit and constructive manner, updating and application of knowledge (Sari, Salamah, &; Albetris, 2019).

Mills & Smith (2011) stated the indicators of Knowledge management (KM) are:

1) Technology.

The technological element of knowledge management consists of information technology (IT) systems that enable the integration of information and knowledge within the organization as well as the creation, transfer, storage and storage of knowledge resources of the organization securely.

2) Organizational culture.
Knowledge management is considered as a complex collection of values, beliefs, behaviors and symbols that affect knowledge management in organizations. Therefore, a knowledge-friendly culture is considered as one of the most important factors influencing knowledge management and the results of its use.

3) Organizational structure
An organizational structure consisting of organizational hierarchies, rules and regulations, and reporting relationships is considered as a means of coordination and control by which the organization can be directed toward organizational effectiveness.

2. Transformational Leadership

Obeidat, Nofal, & Masa'deh (2018) stated Transformational leadership refers to leaders who inspire followers to work towards common goals, define a compelling vision and goals, challenge employees to achieve them, build trust and confidence, and motivate employees to think and solve problems in new ways. Transformational leadership refers to leaders who seek to create new ideas and perspectives to create new paths of growth and prosperity ahead of the organization (Moradi Korejan &; Shahbazi, 2016). While Mohammad, AL-Zeaud, & Batayneh (2011) argue transformational leadership helps increase employee care and deepen their level of perception and acceptance of the group's vision and goals. Bass and Avolio (1994) define transformational leadership as leadership that helps increase employee concern and deepens their level of perception as well as their acceptance of the group's vision and goals Transformational leadership transforms employees through words and actions and greatly influences its followers (Teymournejad &; Elghaei, 2017). With the respect and trust of followers or by expressing a vision beyond the current mission, transformational leadership informs personnel goals, directs people from individual thinking to group thinking, and motivates them to make efforts for the public good. Teymournejad & Elghaei (2017) stated that the indicators of Transformational Leadership are:

1) Idealized influence
Idealized influence describes leaders who act as powerful models. They are highly respected by followers, they can reliably direct

2) Inspirational motivation
Inspirational motivation is to motivate and increase the motivation of followers by appealing to their emotions. Inspirational motivation emphasizes emotional and inner motivation rather than the daily interactions of leaders and followers.

3) Intellectual stimulation
Intellectual stimulation is to stimulate followers by leadership to find new solutions and new thinking to solve organizational problems followers

4) Individualized consideration
Individualized consideration is to consider the individual differences of followers, communicate with them and stimulate them by assigning responsibility for learning and experiencing.

3. Organizational Capital

Martín et al (2006) stated Organizational Capital (organizational capital) is a combination of explicit and implicit, formal and informal knowledge that effectively and efficiently structures and develops the organizational activities of the company. Bozbura & Beskese (2007) state that Organizational Capital is the sum of all assets that enable the creative capabilities of an organization. Gort, Grabowski, & McGuckin (1985) stated that organizational capital consists of information and human resources that provide competitive value addition to the organization.

Martín-de-Castro et al (2006) stated that the indicators of Organizational Capital are:

1) Culture
   Organizations that have an organizational culture such as supporting and valuing employees will add financial value to the organization.
2) Structure
   The structure of the organization is related to the competitive environment, which will be valuable if the characteristics of the organizational structure match the characteristics of the environment
3) Organizational learning
   Organizational learning is the process by which an organization improves itself over time through experience and uses that experience to create knowledge. The created knowledge is then transferred within the organization.

4. Knowledge Sharing

Pangil &; Nasurddin (2010) stated that Knowledge Sharing is the ability of organizations and individuals in them to share knowledge, especially organizational knowledge, identified as one of the factors that contribute to organizational competitiveness. Knowledge sharing helps individuals and organizations build knowledge. This is because it allows them to discuss and deliberate on specific topics that can encourage the generation of new knowledge. Widuri (2018) states that Knowledge sharing is a systematic process of sending, distributing, and disseminating knowledge and multidimensional context from a person or organization to other people or organizations in need. Meulenbroek et al (2018) stated that Knowledge Sharing is defined as a set of individual behaviors involving various work-related knowledge and expertise with other members of the organization.

Widuri (2018) stated that the indicators of Knowledge sharing are:

1) Socialization
   At this stage, the process of sharing and creating tacit knowledge through direct interaction and experience. Or the tacit knowledge conversion stage occurs at the individual and group levels. Socialization is a process of dissemination of experience, and creation of knowledge.
2) Externalization
   The externalization process is a change in knowledge from tacit knowledge to explicit knowledge or manifesting tacit knowledge in a more real concept.
3) Combination
   This process is converting explicit knowledge into explicit knowledge. The medium for this process can be done through the exchange of working documents between librarians. Simply put, knowledge that has been documented through externalization processes such as the results of

discussions, meetings, and meetings, and other types is repackaged again which is then shared with colleagues

4) Internalization

After going through three processes at the beginning, the last is the internalization process. This process has entered the learning process carried out by all members of the organization on explicit knowledge that is disseminated throughout the organization through their own experience so that it becomes tacit knowledge of organizational members.

RESEARCH

Population and Research Sample

1) Population

Sugiyono (2010: 61) provides an understanding that population is a generalized area consisting of objects or subjects that become certain quantities and characteristics set by researchers to be studied and then draw conclusions. The population in this study is all employees in the Regional Secretariat of Kerinci Regency as many as 112 employees.

2) Samples

According to Suharsimi (2010: 174), the sample is a portion of the population studied. If the population is large, and it is not possible for the researcher to study everything in the population due to limited funds, energy, and time, then the researcher can use samples taken from that population. The sample taken from the population must be completely representative. In this case, researchers use the entire population of 112 people to be used as samples in research or commonly called population studies.

3) Data Analysis and Hypothesis Testing Techniques

To analyze the data used The Structural Equation Modeling (SEM) from the AMOS Version 22 statistical software package in modeling and hypothesis review. The Structural Equation Model (SEM) is a set of statistical techniques that allow testing a series of "complex" relative relationships simultaneously (Ferdinand, 2011). The reason this study was conducted with SEM is that in this research model intervening variables are used, besides that each variable is measured through indicators so that is necessary to test the feasibility of the model and Tablewhether the model analyzed in this study by with the actual situation. According to Ferdinand (2011), to make a complete model some steps that need to be done are model development and path diagram development. In this second step, the theoretical model that has been built in the first stage will be drawn on a path diagram, which will make it easier to see the causality relationships to be tested. In a flowchart, arrows will declare relationships between variables. The variables built in the flowchart can be divided into two groups, namely Exogenous Constructs and Endogenous Constructs.

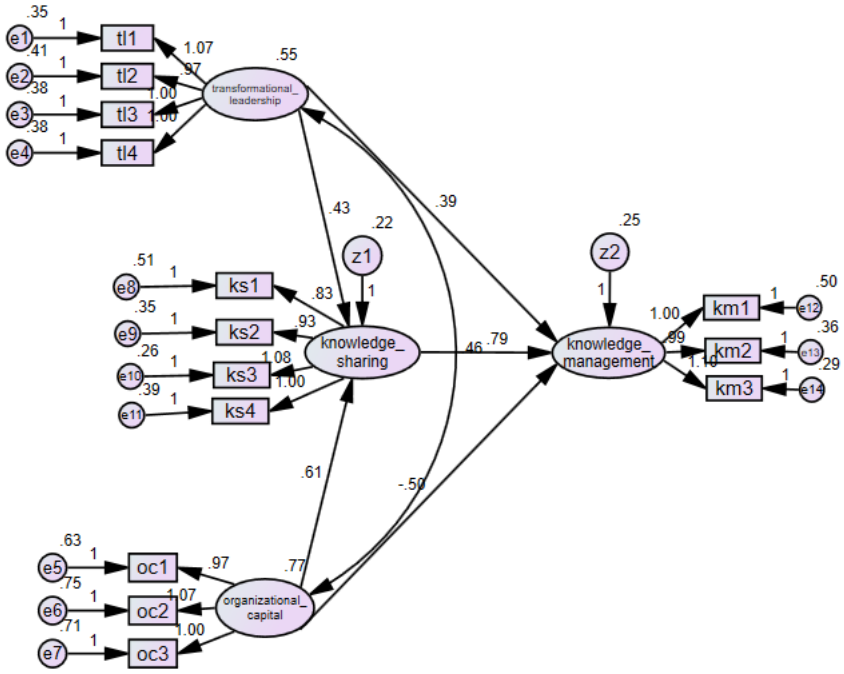
RESULT AND DISCUSSION

1. *Full Model-Structural Equation Model (SEM)* Test Results

The data analysis tool used in this study to test the hypothesis is a full model using the Structural Equation Model (SEM) which is operated through the AMOS (Analysis of Moment

Structure) program. After the data is tabulated then processing is carried out with SEM the processing results are:

Figure 1
Full Model-Structural Equation Model (SEM)



2. Structural Model Testing

The structural model in this research can be seen in Figure 1 above. Santoso (2012) stated that the main criterion of the overall model examiner is pada Chi-Square (CMIN) calculation. The results of the research can be seen in the table below :

Table 1
Model Test Results

No	Testing Fit	Model Test Results	Acceptable match level	Model Evaluation
1	**Absolute Fit Indices**			
	DF	71	Accepted If Positive	Accepted
	X2/DF	2,175	Expected Small	Accepted
2	**Icremental Fit Indices**			
	- GFI	0,831	Values Range 0-1, closer to 1 the	Accepted
	- AGFI	0,749	better	Accepted
	- TLI	0,888		Accepted
	-CFI	0,912		Accepted
3	**Icremental Fit**			

	Indices			
	- RMR	0,079	< 0.08	Accepted
	- RMSEA	0,103		Marginal
4	**Parsimony Fit Indices**			
	- PNFI	0,665	Values range from 0-1	Accepted
	- PCFI	0,712		Accepted

3. Assessment of Normality

Univariate normality and *multivariate* data were tested by looking at the *text output in the Assessment of normality*, the results of table 2 showed that all indicators had a critical ratio skewness *value (c.r. skewness*) of (+/-) 2.58

Table 2
Assessment of normality (Group number 1)

Variable	Min	.max	skew	c.r.	kurtosis	c.r.
KS1	1.000	5.000	-.556	-2.402	-.932	-2.014
ks2	1.000	5.000	-.507	-2.191	-.964	-2.083
ks3	1.000	5.000	-.669	-2.888	-.715	-1.545
ks4	1.000	5.000	-.759	-3.281	-.618	-1.335
TL4	2.000	5.000	-.288	-1.242	-1.496	-3.231
KM3	2.000	5.000	-.470	-2.033	-1.168	-2.523
km2	2.000	5.000	-.378	-1.635	-1.302	-2.812
KM1	1.000	5.000	-.406	-1.754	-.955	-2.062
OC1	1.000	5.000	-.625	-2.699	-.513	-1.108
OC2	1.000	5.000	-.665	-2.873	-.875	-1.890
OC3	1.000	5.000	-.673	-2.910	-.673	-1.454
TL1	2.000	5.000	-.421	-1.817	-1.320	-2.851
tl2	2.000	5.000	-.723	-3.126	-.732	-1.581
TL3	2.000	5.000	-.616	-2.662	-1.264	-2.730
Multivariate					59.055	14.764

From the results of data processing shown in Table 2, it can be seen that there are no value numbers in the CR column for skewness greater than ± 1.96. Thus, the research data used has met the requirements of data normality, or it can be said that the research data has been normally distributed.

4. Hypothesis Testing

Testing this hypothesis is carried out by analyzing the C.R value and P value of the metadata results as in Table 3, then compared with the required statistical limits, which are above 2.0 for CR values and below 0.05 for P values. The relationship between variables can be seen in the following table:

Table 3
Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
knowledge__sharing	<---	organizational__capital	.614	.154	3.997	***	par_12
knowledge__sharing	<---	transformational__leadership	.429	.165	2.594	.009	par_14
knowledge__management	<---	knowledge__sharing	.789	.233	3.378	***	par_7
knowledge__management	<---	organizational__capital	.498	.244	2.045	.041	par_15
knowledge__management	<---	transformational__leadership	.390	.189	2.063	.039	par_16

Test hypothesis using AMOS 22. 0 can be known by looking at the *critical* value (CR). The *critical* value is the same as the t value in OLS (*Ordinary Least Square*) regression and P is the probability level of significance (Gozhali, 2006).

1. Testing the influence of Transformational Leadership on Knowledge Sharing.
   M obtained a *critical* value (CR) of 2.594 with a probability of significance of 0.009 means that it is smaller than the r sign of 0.05. So it can be concluded that Transformational Leadership has a positive effect on Knowledge Sharing.
2. Testing the influence of Organizational Capital on Knowledge Sharing.
   Obtaining a *critical* value (CR) of 3.997 with a probability of significance *** means *by default* significance of 0.001 (smaller than the standard 0.05). So it can be concluded that Organizational Capital has a positive effect on Knowledge Sharing.
3. Testing the influence of Transformational Leadership on Knowledge Management.
   Obtaining a *critical* value (CR) of 2.063 with a probability of significance of 0.039 is smaller than the standard of 0.05. So it can be concluded that Transformational Leadership has a positive effect on Knowledge Management.
4. Testing the influence of Organizational Capital on Knowledge Management.
   Obtaining a *critical* value (CR) of 2.045 with a probability of significance of 0.045 is smaller than the standard of 0.05. So it can be concluded that Organizational Capital has a positive effect on Knowledge Management.
5. Testing the effect of Knowledge Sharing on Knowledge Management.
   Obtaining a *critical* value (CR) of 3.378 with a probability of significance means *by default* significance of 0.001 (smaller than the standard 0.05). So it can be concluded that Knowledge Sharing has a positive effect on Knowledge Sharing.

4. The result of the coefficient of determination (R^2)

The results of the coefficient of determination (R^2) of this study can be seen in Table 4 below.

Table 4
Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
knowledge__sharing	.739
knowledge__management	.627

Based on Table 4 above, shows the following:

1) The Knowledge Sharing variable shows an *R-square* value (R_2) of 0.739, this shows that the Knowledge Sharing variable is influenced by the variables Transformational Leadership and Organizational Capital together by 73.9%, while the rest is influenced by other factors.

2) The Knowledge Management variable shows an *R-square* value (R_2) of 0.627, this shows that the Knowledge Management variable is influenced by the variables Transformational Leadership, Organizational Capital, and Knowledge Sharing simultaneously by 62.7%, while the rest is influenced by other factors.

5. Direct and Indirect Influences

Influence analysis is carried out to analyze the influence between constructs both direct, indirect, and total influences. The *direct effect* is nothing but the coefficients of all coefficient lines with one-ended arrows. Indirect effects are effects that arise through an intermediate variable. The total effect is the effect of various relationships (Ghozali: 2006).

Table 5
Standardized Total Effects (Group number 1 - Default model)

	organizational__ capital	transformational_ _leadership	knowledge_ _sharing	knowledge__manage ment
knowledge__sharing	.580	.344	.000	.000
knowledge__management	-.015	.659	.890	.000

Table 6
Standardized Direct Effects (Group number 1 - Default model)

	organizational__ capital	transformational__l eadership	knowledge__s haring	knowledge__m anagement
knowledge__sharing	.580	.344	.000	.000
knowledge__management	-.532	.353	.890	.000

Table 7
Standardized Indirect Effects (Group number 1 - Default model)

	organizational__ca pital	transformational__l eadership	knowledge__s haring	knowledge__ma nagement
knowledge__sharing	.000	.000	.000	.000
knowledge__management	.516	.306	.000	.000

Based on the results of the table above, the calculations that have been done can be concluded in the matrix as follows:

Table 6
Coefficients of Direct Influence, Indirect, and Total Influence Paths

Information	Immediately	Indirect	Total
The Effect of Transformational Leadership on Knowledge Management	0,353	0,306	0,659

The Influence of Organizational Capital on Knowledge Management	- 0,532	0,516	-0,015
The Effect of Transformational Leadership on Knowledge Sharing	0,344	-	0,344
The Influence of Organizational Capital on Knowledge Sharing	0,580	-	0,580
The Effect of Knowledge Sharing on Knowledge Management	0,890	-	0,890

1. The Influence of Transformational Leadership Through Knowledge Sharing on Knowledge Management: Based on the results of the calculation, it can be seen that the value of direct influence is 0.353 and indirect influence is 0.306, so it means that the value of direct influence is greater than the value of indirect influence, these results show that Transformational Leadership directly has a better influence on Knowledge Management, and what if the Transformational Leadership through Knowledge Sharing will weaken Knowledge Management at the Regional Secretariat of Kerinci Regency.
2. The Influence of Organizational Capital Through Knowledge Sharing on Knowledge Management: Based on the results of the calculation, it can be seen that the value of direct influence is - 0.532 and indirect influence is 0.516, which means that the value of direct influence is smaller than the value of indirect influence, this result shows that Organizational Capital is not directly through Knowledge Sharing has a better influence on Knowledge Management, in the sense that Organizational Capital through Transformational Leadership can strengthen Knowledge Management at the Regional Secretariat of Kerinci Regency.

CONCLUSION

This study examines the relationship between transformational leadership and organizational capital to knowledge management, and if this relationship exists, and examines whether knowledge sharing has a mediating role in this relationship. From this research, it was found that Transformational Leadership directly has a better influence on Knowledge Management, and what if Transformational Leadership through Knowledge Sharing will weaken Knowledge Management at the Regional Secretariat of Kerinci Regency? While Organizational Capital indirectly through Knowledge Sharing has a better influence on Knowledge Management, in the sense that Organizational Capital through Transformational Leadership can strengthen Knowledge Management at the Regional Secretariat of Kerinci Regency.

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