

Original Article

The Influence of Transformational Leadership and Knowledge Management on Organizational Performance through Knowledge Sharing at SPK SD Kinderfield Duren Sawit, Jakarta

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Abstract - Analyzing the influence of transformational leadership and knowledge management on knowledge sharing, analyzing the influence of transformational leadership and knowledge management on organizational performance, analyzing the influence of Knowledge sharing on organizational performance, analyzing the effect of transformational leadership and knowledge management on organizational performance through knowledge sharing, analyzing the influence of transformational leadership and knowledge management on knowledge sharing, analyzing the influence of transformational leadership and knowledge management on the organizational performance of SD Kinderfield Duren Sawit SD organization. The number of samples is 50 people. The analysis technique uses path analysis. The results of the analysis show that transformational leadership and knowledge management affect knowledge sharing. Transformational leadership and knowledge management affect organizational performance. Knowledge sharing affects organizational performance. Transformational leadership and knowledge management affect organizational performance through knowledge sharing.

Keywords - transformational leadership, knowledge management, knowledge sharing, organizational performance.

I. INTRODUCTION

The Tunas Kreasi Bangsa Education Foundation supports the Government in educating the nation's life through educational programs carried out at SD Kinderfield Elementary School. Nowadays, more and more school organizations offer international curricula to increase students' competitiveness who graduate from these schools. One of them is the emergence of the Collaborative Education Unit (SPK) status replacing the status of international

schools that are carried by international curriculum-based schools, based on Permendikbud No. 31 of 2014. Thus, only schools under the auspices of the foreign diplomatic corps have international school status. Meanwhile, private schools that carry the international curriculum will have the status of SPK, one of which in the East Jakarta area is the SPK SD Kinderfield Duren Sawit.

Every organization will strive to improve its organizational performance continuously. As an organization that supports government programs in education, SDK Kinderfield must continue to maintain its organizational performance to survive. As an organization classified as 'young,' its organizational performance still needs to be improved. One of the efforts that can be done is to implement a system that can increase this organization's competitive advantage.

In this era of globalization, one of the advantages that can be offered and human resources and other physical resources possessed by an organization, the concept of Knowledge as an asset of an organization can be used as a distinguishing feature of an organization. For these assets to become a resource in organizational development, Knowledge must be organized in an orderly manner. This organizing is done with knowledge management. Every company has an asset of Knowledge, including the Kinderfield SDSs, but these are often poorly managed.

The forms of knowledge management implemented so far in the SDK SD Kinderfield Duren Sawit include monthly meetings and meetings, circulars (notifications), use of e-mail, and google-drive as data storage containers. The use of technology to store and communicate this Knowledge has been well utilized. However, the existing stock of Knowledge is still categorized as a document and has not been utilized as an asset. Therefore, it is necessary to take an approach regarding the management of the stock of



Knowledge owned by SD Kinderfield Duren Sawit and the flow of Knowledge itself so that all organization members can utilize it.

Various studies have shown that there is a significant relationship between knowledge management and transformational leadership. This can be explained that in the management of Knowledge as an asset to increase an organization's competitiveness, leadership is needed that can mobilize all human resources to create, share Knowledge within the organization to improve organizational performance or what is often known as the type of transformational leadership. According to Suyanto et al. (2019), transformational leadership reflects the millennial generation's character in industry 4.0, suitable for organizations with dynamic environments and requiring high creativity and innovation.

The transformational leadership implemented at the SD Kinderfield Duren Sawit SDS can create a commitment to educational staff employees to provide the best service to consumers, especially students. The commitment that is built is emotional. Thus, interpersonal relationships with employees can be well established. However, the greater the number of consumers from this school, the greater the educational staff needed. The increasing number of subordinates is one weakness in implementing transformational leadership at SD Kinderfield Duren Sawit. This happens because the longer it takes employees to be committed to their leaders in achieving organizational goals.

The implementation of knowledge management in an organization is supported by quality human resources and appropriate information technology, and a culture of sharing Knowledge. In line with the exponential abundance theory put forward by Peter Diamandis, there are currently very exponential changes taking place in various aspects of life. An example is in acquiring new Knowledge. This can be related to the concept of Knowledge - sharing economy. Knowledge is a valuable asset that also has economic value. As an example of the concept of 'sharing' promoted by Ruang Guru, the Knowledge that is owned can be shared with others. Both the owner and the user of the Knowledge will benefit. Some other examples of the knowledge-sharing economy are Teachers Pay Teachers, Quora, Rumah Belajar, which teachers usually use in general as a preference. Therefore, stimulating and supporting knowledge sharing is very important. This is because the storage, exchange, and quality improvement of ideas are the largest machines' abundance. Given the high turnover phenomenon of private teachers, if the principal or teacher is no longer at the school and the Knowledge they have has not been transmitted or documented, it may interfere with the organization's overall performance.

On the other hand, owned Knowledge should be managed to become an asset to the organization. In its position as one of the SPK-based schools (Cooperation Education Unit), various information and Knowledge that has been obtained from workshops or training provided for

other SPK schools should be shared directly with all members of the organization (teachers and education personnel) so that this information can be internalized into part of organizational Knowledge. However, conditions in the field indicate that there are still a minimum number of knowledge-sharing or sharing sessions, discussions, workshops held.

For the successful formation of a culture of sharing as the core of knowledge management, leaders' direct involvement in leading the implementation of knowledge management is a major requirement. It takes a transformational leadership attitude that allows leaders to influence idealism, motivates, stimulates intellectually, and provides consideration and input for subordinates to carry out organizational goals. This is in line with Birasnav's (2014) research, which states that transformational leadership has a large positive influence on the knowledge management process and organizational performance.

II. LITERATURE REVIEW

A. Transformational leadership

Sudaryanto (2014) states that transformational leadership is a leadership style that will increase awareness for the common interest among organizational members and help all members of the organization achieve common goals.

Manik (2016) defines that transformational leaders are leaders who help their followers be more confident in achieving certain goals according to the direction of the goals and provide inspiration and attention or intellectual stimulation to their followers.

Robbins and Judge (2008) state that transformational leaders are leaders who inspire their followers to put their interests aside for the organization's good and can have a tremendous influence on their followers.

B. Knowledge Management

According to Tuomi, as quoted by Nawawi (2012), conceptually, knowledge management can be approached from four domains and directions: organizational information processing; business intelligence; corporate cognition, and organizational development. Information and Knowledge are often used interchangeably, even though there are differences in them. Knowledge comes from the flow of information because information provides a new view to interpret each event or object. Information is the medium or material needed to acquire, build, and develop Knowledge.

Knowledge is divided into two types: inner Knowledge or thought Knowledge (tacit Knowledge) and Knowledge recorded and modified in documents (explicit Knowledge). Tacit Knowledge resides in people's minds in the form of intuition, value, and belief, which is very difficult to formulate and share with others. Meanwhile, explicit Knowledge can or already exists in the form of documents or other forms so that it is easily transferred and distributed using various media.

C. Knowledge Sharing

Knowledge sharing can be done conventionally or rely on technology. The conventional way can be done by holding discussions, morning briefings. The use of social media, applications, and organizational websites can be a medium for sharing. According to Andhara et al. (2018), shared Knowledge should be operationally relevant and workable.

Knowledge sharing culture is part of organizational culture and at the core of knowledge management culture. Knowledge information is communicated orally; a number of things may be forgotten. Nawawi (2012) states that several factors influence this sharing of Knowledge, such as the readiness of communicators and communicants so that when communication takes place, knowledge information conveyed orally is successfully absorbed and understood. Often in oral delivery, some important details are overlooked so that knowledge information cannot be fully understood.

D. Organizational Performance

Performance is defined as the result or level of success of a person or group of people in carrying out their duties and responsibilities and the ability to achieve predetermined goals and standards (Sulistiyorini, 2001). Meanwhile, according to Mahsun (2006), performance is defined as a description of implementing an activity/program/policy in realizing the organization's goals, objectives, mission, and vision as stated in the strategic planning of an organization.

III. RESEARCH METHODS

A. Operational Definition of Variables and Their Measurement

- 1) **Transformational leadership.** This variable is identified as an independent variable (X1).
Transformational leadership is defined as the influence of a leader or superior who can convey ideas, vision, and mission to his subordinates, where subordinates feel trust, pride, loyalty, and respect for superiors and are motivated to do more than what is targeted and expected. There are four indicators of transformational leadership, namely: ideal influence, inspiration motivation, intellectual stimulation, and individual consideration
- 2) **Knowledge management.** This variable is identified as the independent variable (X2)
Knowledge management is defined as a system that allows companies to absorb their staff's Knowledge, experience, and creativity for company improvement through socialization, externalization, combination, and internalization.
- 3) **Knowledge sharing.** This variable is identified as the independent variable (X3)
Knowledge sharing or knowledge sharing is a sharing activity by leaders and members in an organization to increase Knowledge and skills and even create organizational goals.

- 4) **Organizational performance.** This variable is identified as the dependent variable (Y)

Organizational performance is a function of the results of work or activities within the company influenced by internal and external factors to achieve the goals set for a certain period. There are six indicators used in measuring organizational performance: input indicators, process indicators, output indicators, outcome indicators, benefit indicators, impact indicators.

B. Population and Sample

The population at SD Kinderfield Duren Sawit is 50 people. For this study, the number of samples used was 50 people. The total number of samples was inputted in the data analysis. This sampling takes samples in a unit of analysis by looking at the same characteristics in each sample. All samples taken at this organization use saturated sampling.

C. Data analysis technique

The data analysis technique used is Path Analysis. To assess the role of the mediating variable using the path analysis method. Path analysis is the development of multiple linear regression analysis or regression analysis to assess causal correlations between predetermined variables against existing theories. Path analysis is to choose a relationship pattern between 3 (three) or more variables and cannot be used to confirm or reject the imaginary causality hypothesis (Ghozali, 2011).

IV. HYPOTHESIS TEST

A. Influence Transformational Leadership on Knowledge Sharing

Impact testing transformational leadership towards knowledge sharing done through the t-test. The following describes the t-test of transformational leadership's effect on knowledge sharing, as shown in the following table.

Table 1. T-test results from Transformational Leadership on Knowledge Sharing

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.371	0.350		9.640	0.000
	Transformational Leadership	0.173	0.072	0.341	2.413	0.020
	Knowledge Management	0.282	0.089	0.446	3.157	0.003

a Dependent Variable: Knowledge Sharing

The t-test results for the transformational leadership variable obtained t value = 2.413 with a significance level of 0.020, using a significance limit of 0.05 obtained t table of 2.021. This means that $t > t$ table ($2.413 > 2.021$), which

means that H0 is rejected and H1 is accepted. Thus, it can be concluded that there is an effect of transformational leadership on Knowledge sharing in SD Kinderfield Duren Sawit, where the influence is positive, meaning that increased transformational leadership can increase knowledge sharing. Thus the first hypothesis is statistically tested.

Influence Knowledge Management on Knowledge Sharing

Impact testing knowledge management on knowledge sharing done through the t-test. The following describes the t-test of transformational leadership's effect on knowledge sharing, as shown in the following table.

Impact testing knowledge management on knowledge sharing done through the t-test. The following describes the t-test of knowledge management's influence on organizational performance, as shown in the following table.

Table 2. Knowledge Management t-test results on Knowledge Sharing

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	3.371	0.350		9.640	0.000
Transformational Leadership	0.173	0.072	0.341	2.413	0.020
Knowledge Management	0.282	0.089	0.446	3.157	0.003

a Dependent Variable: Knowledge Sharing

The t-test results for the knowledge management variable obtained the t value = 3.157 with a significance level of 0.005, using the 0.05 significance limit, the t table was 2.021. This means that $t > t_{table}$ (3.157 > 2.021) means that H0 is rejected and H1 is accepted. Thus, it can be concluded that knowledge management is an effect on Knowledge sharing at SD Kinderfield Duren Sawit, where the influence is positive, meaning that increased knowledge management can increase knowledge sharing. Thus the second hypothesis is statistically tested.

Influence Transformational Leadership on Organizational Performance

Impact testing transformational leadership on organizational performance done through the t-test. The following describes the t-test of transformational leadership's effect on organizational performance, as shown in the following table.

Table 3. T-test results in Transformational Leadership on Organizational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	0.098	0.720		0.136	0.892
Transformational Leadership	0.231	0.091	0.307	2.549	0.014
Knowledge Management	0.336	0.118	0.357	2.859	0.006
Knowledge Sharing	0.415	0.174	0.279	2.384	0.021

a Dependent Variable: Organizational Performance

The t-test results for the transformational leadership variable obtained t value = 2.549 with a significance level of 0.014, using a significance limit of 0.05 obtained t table of 2.021. This means that the $t > t_{table}$ (2.549 > 2.021) means that H0 is rejected and H1 is accepted. Thus, it can be concluded that transformational leadership on organizational performance in SPK SD Kinderfield Duren Sawit, where the influence is positive, means that increased transformational leadership can improve organizational performance. Thus the third hypothesis is statistically tested.

Influence Knowledge Management on Organizational Performance

Impact testing knowledge management on organizational performance done through the t-test. The following describes the t-test of knowledge management's influence on organizational performance, as shown in the following table.

Table 4. T-test results in Knowledge Management on Organizational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	0.098	0.720		0.136	0.892
Transformational Leadership	0.231	0.091	0.307	2.549	0.014
Knowledge Management	0.336	0.118	0.357	2.859	0.006
Knowledge Sharing	0.415	0.174	0.279	2.384	0.021

a Dependent Variable: Organizational Performance

The t-test results for the knowledge management variable obtained the t value = 2.859 with a significance level of 0.006, using the 0.05 significance limit, the t table was 2.021. This means that $t > t_{table}$ (2.859 > 2.021), which means that H0 is rejected and H1 is accepted. Thus, it can be concluded that there is an influence of knowledge management on organizational performance in SPK SD Kinderfield Duren Sawit. The influence is positive, which means that increased knowledge management can improve organizational performance. Thus the fourth hypothesis is statistically tested.

Influence Knowledge Sharing on Organizational Performance

Impact testing knowledge sharing on organizational performance done through the t-test. The following describes the t-test of Knowledge sharing on organizational performance, as shown in the following table.

Table 5. T-test results in Knowledge Sharing on Organizational Performance

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	0.098	0.720		0.136	0.892
Transformational Leadership	0.231	0.091	0.307	2.549	0.014
Knowledge Management	0.336	0.118	0.357	2.859	0.006
Knowledge Sharing	0.415	0.174	0.279	2.384	0.021

a Dependent Variable: Organizational Performance

The t-test results for the knowledge sharing variable obtained t value = 2.384 with a significance level of 0.021, using a significance limit of 0.05 obtained t table of 2.021. This means that $t > t$ table ($2.384 > 2.021$), which means that H_0 is rejected and H_1 is accepted. Thus, it can be concluded that there is an effect of Knowledge sharing on organizational performance in SPK SD Kinderfield Duren Sawit, where the influence is positive, meaning that increased knowledge sharing can improve organizational performance. Thus the fifth hypothesis is statistically tested.

The Influence of Transformational Leadership on Organizational Performance through Knowledge Sharing

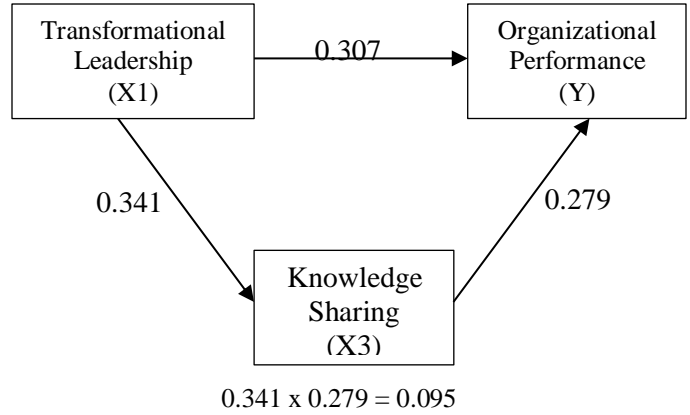
The results of the analysis of the effect of transformational leadership on organizational performance through knowledge sharing based on calculations with path analysis in Figure 1 (Path Analysis Model) are:

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_1X_3}) \times (\rho_{X_3Y})$$

The indirect effect's value is obtained from the path coefficient value $\rho_{X_1X_3}$ multiplied by the path coefficient value ρ_{X_3Y} to $(0.341 \times 0.279) = 0.095$. The multiplication result shows that the coefficient value of the indirect effect is 0.095. Meanwhile, the value of the direct effect between ρ_{X_1Y} is 0.307. This shows that the indirect effect's value is smaller than the direct effect coefficient, namely $(0.095 < 0.307)$, and the total effect is $0.307 + 0.095 = 0.402$.

The path analysis results show that the transformational leadership variable can go through the mediating variable, namely knowledge sharing, in influencing organizational performance. The total effect value is greater than the direct effect. Thus the sixth hypothesis is statistically tested.

Path analysis Transformational leadership on organizational performance through knowledge sharing can be described as follows.



**Fig. 1 Influence Path Analysis X_1 against Y through X_3
The Influence of Knowledge Management on Organizational Performance through Knowledge sharing**

The results of the analysis of the influence of knowledge management on organizational performance through knowledge sharing based on calculations with path analysis in Figure 2 (Path Analysis Model) are:

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_2X_3}) \times (\rho_{X_3Y})$$

The indirect effect's value is obtained from the path coefficient value $\rho_{X_2X_3}$ multiplied by the path coefficient value ρ_{X_3Y} to $(0.446 \times 0.279) = 0.124$. The multiplication result shows that the coefficient value of the indirect effect is 0.124. Meanwhile, the value of the direct effect between ρ_{X_2Y} is 0.357. This shows that the indirect effect's value is smaller than the direct effect coefficient, namely $(0.124 < 0.357)$, and the total effect is $0.357 + 0.124 = 0.481$.

Based on the path analysis results, it shows that the knowledge management variable can go through the mediating variable, namely Knowledge sharing in influencing organizational performance because the total effect value is greater than the direct effect. Thus the seventh hypothesis is statistically tested.

Analysis of the path of knowledge management on organizational performance through knowledge sharing can be described as follows.

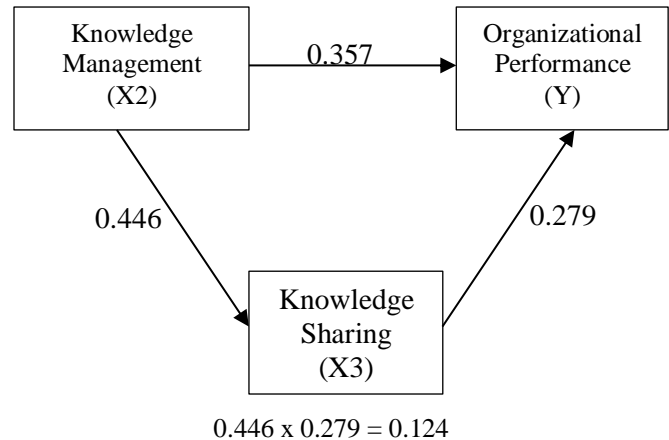


Fig. 2 Influence Path Analysis X_2 against Y through X_3

Influence Transformational Leadership and Knowledge Management on Knowledge Sharing

The influence analysis results of transformational leadership and knowledge management on knowledge sharing can be seen in the F / Anova Test table below.

Table 6. F / Anova Test Results Variable Transformational Leadership and Knowledge Management for Knowledge Sharing

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.549	2	4.275	26.449	0.000
	Residual	7.596	47	0.162		
	Total	16.146	49			

a Predictors: (Constant), Knowledge Management, Transformational Leadership

b Dependent Variable: Knowledge Sharing

From the table above, it is found that the Fcount value is 26.449. Using the real level $\alpha = 5\%$ (0.05), with the numerator degrees of freedom = 2 and the denominator degrees of freedom = 47, the value of Fcount and Ftable will be compared. This information obtained the value of F5, namely $F5\% (2_{47}) = 3.19$. Thus $Fcount > Ftable (26.449 > 3.19)$, H_0 is rejected, and H_1 is accepted at that real level. This concludes that transformational leadership and knowledge management affect knowledge sharing in SPK SD Kinderfield Duren Sawit. Thus the forward hypothesis is statistically tested.

Influence Transformational Leadership and Knowledge Management on Organizational Performance

The influence analysis results of transformational leadership and knowledge management simultaneously on organizational performance can be seen in the F / Anova Test table below.

Table 7. Results of F / Anova Test for Transformational Leadership Variables, Knowledge Management and Knowledge Sharing Simultaneously with Organizational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.087	3	8.362	36.296	0.000
	Residual	10.598	46	0.230		
	Total	35.685	49			

a Predictors: (Constant), Knowledge Sharing, Transformational Leadership, Knowledge Management

b Dependent Variable: Organizational Performance

From the table above, it is found that the Fcount value is 36.296. Using the real level $\alpha = 5\%$ (0.05), with the numerator degrees of freedom = 3 and the denominator degrees of freedom = 46, the value of Fcount and Ftable will be compared. The value of F5 was obtained from this information, namely $F5\% (3_{46}) = 2.81$. Thus $Fcount > Ftable (36.296 > 2.81)$, H_0 is rejected, and H_1 is accepted at

this real level. This concludes that transformational leadership, knowledge management, and Knowledge sharing simultaneously affect knowledge sharing in SPK SD Kinderfield Duren Sawit. Thus the ninth hypothesis is statistically tested.

V. DISCUSSIONS

The Influence of Transformational Leadership on Knowledge Sharing

Transformational leadership affects knowledge sharing, which means that the better the application of transformational leadership can increase knowledge sharing. The transformational leadership indicator that makes the biggest contribution to increasing knowledge sharing is pride in the leader's attitude in the company, and the leader becomes a trainer for employees. As Sudaryanto (2014) states, transformational leadership is a leadership style that will focus on increasing awareness for common interests among organizational members and helping all members of the organization achieve common goals. Transformational leadership can change circumstances with noble goals, having reference values of justice, freedom, and equality. Transformational leadership can make employees see that the goals they want to achieve are more than just personal interests. Therefore, by applying a transformational leadership style, it is hoped that a leader can increase knowledge sharing.

The Influence of Knowledge Management on Knowledge Sharing

Knowledge management affects knowledge sharing, which means that the better the application of knowledge management can increase knowledge sharing. The knowledge management indicator that makes the biggest contribution to increasing knowledge sharing is that it holds regular meetings. After the socialization and externalization process, the Knowledge generated is managed and collected into one database. Organizations apply knowledge management to solve organizational problems, with the final result achieving the expected goals and vision. Therefore, the application of knowledge management plays a role in increasing knowledge sharing. In Tuomi's opinion, as quoted by Nawawi (2012), conceptually knowledge management can be approached from four domains and directions: organizational information processing, business intelligence, corporate cognition, and organizational development. Information and Knowledge are often used interchangeably, even though there are differences in them. Knowledge comes from the flow of information because information provides a new view to interpret each event or object. Information is the medium or material needed to acquire, build, and develop Knowledge. The results of this study support Sugunah and Lokman (2018), which state that knowledge management affects knowledge sharing. Knowledge comes from the flow of information because information provides a new view to interpret each event or object. Information is the medium or

material needed to acquire, build, and develop Knowledge. The results of this study support Sugunah and Lokman (2018), which state that knowledge management affects knowledge sharing. Knowledge comes from the flow of information because information provides a new view to interpret each event or object. Information is the medium or material needed to acquire, build, and develop Knowledge. The results of this study support Sugunah and Lokman (2018), which state that knowledge management affects knowledge sharing.

The Influence of Transformational Leadership on Organizational Performance

Transformational leadership affects organizational performance, which means that the better the application of transformational leadership can improve organizational performance. Transformational leadership can build self-confidence in subordinates so that employees feel confident in their abilities. Leaders expect higher employees to achieve the desired success. Leaders must change the resources that are good for humans and the situation to improve the quality of education in schools as is the opinion of Manik (2016) which states that transformational leaders are leaders who help their followers to be more confident in achieving certain goals in accordance with the direction of the goals and provide inspiration and attention or intellectual stimulation to their followers. This shows that transformational leadership plays an important role in accelerating change. Employees and leaders have an attachment. It is impossible to escape the transformation process and raise enthusiasm and inspire employees to spend extra effort in achieving organizational goals without feeling pressured or pressured. This study supports Boerner et al. (2007), Birasnav (2014), which states that transformational leadership affects organizational performance. Without feeling pressured or depressed. This study supports Boerner et al. (2007), Birasnav (2014), which states that transformational leadership affects organizational performance. Without feeling pressured or depressed. This study supports Boerner et al. (2007), Birasnav (2014), which states that transformational leadership affects organizational performance.

The Influence of Knowledge Management on Organizational Performance

Knowledge management affects organizational performance, which means that increasing knowledge management can improve organizational performance. As the opinion of Andhara et al. (2018) states that the purpose of knowledge management is not only to improve performance but also to gain shared Knowledge. With shared Knowledge, employees have broader insights about their field of work and issues on a corporate scale. The incorporation of individual employee knowledge will result in the organization's knowledge base for the organization itself.

Knowledge Management is a process for seeking, finding, storing, and sharing Knowledge (expertise, skills, experiences, and network) owned by employees in the organization. The application of knowledge management can positively impact the organization's business processes, either directly or indirectly, such as saving time and costs, increasing knowledge assets, and adaptability. The results of this study support Menon et al. (2006), Pension et al. (2013), Fariani (2013), Birasnav (2014), Al-Qarioti (2015), Koohang et al. (2017), Falah and Prasetya (2017), Puryantini et al. (2017) which state that knowledge management affects organizational performance. The results of this study support Menon et al. (2006), Pension et al. (2013), Fariani (2013), Birasnav (2014), Al-Qarioti (2015), Koohang et al. (2017), Falah and Prasetya (2017), Puryantini et al. (2017) which state that knowledge management affects organizational performance. The results of this study support Menon et al. (2006), Pension et al. (2013), Fariani (2013), Birasnav (2014), Al-Qarioti (2015), Koohang et al. (2017), Falah and Prasetya (2017), Puryantini et al. (2017) which state that knowledge management affects organizational performance.

The Influence of Knowledge Sharing on Organizational Performance

Knowledge sharing affects organizational performance, which means that the better the application of knowledge sharing can improve organizational performance. The knowledge sharing indicator that makes the biggest contribution to improving organizational performance is the institution where employees work provides sufficient forums to exchange information and spread Knowledge. This means that the more frequent employees share with colleagues can improve organizational performance. Knowledge sharing is an activity that allows the exchange of knowledge between individuals, groups, and organizational units at different levels of the organization started by Nawawi (2012) states that the culture of knowledge sharing is a culture that needs to be nurtured and stimulated in a company that wants to implement knowledge management effectively. This is because sharing is the foundation for the learning process, and through sharing it creates wider learning opportunities. Without learning, there will be no innovation, and without innovation, the company will not grow or even survive. The results of this study support Ngah and Ibrahim (2017), who state that knowledge sharing affects organizational performance. There will be no innovation, and without innovation, the company will not grow or even survive. The results of this study support Ngah and Ibrahim (2017), who state that knowledge sharing affects organizational performance. There will be no innovation, and without innovation, the company will not grow or even survive. The results of this study support Ngah and Ibrahim (2017), who state that knowledge sharing affects organizational performance.

The Influence of Transformational Leadership and on

Organizational Performance through Knowledge Sharing

Transformational leadership affects organizational performance through knowledge sharing. This shows that transformational leadership can improve organizational performance, often do knowledge sharing if supported by employees. With transformational leadership, employees feel trust, admiration, loyalty, and respect for the leader so that employees are motivated to do more than initially expected from employees. A leader must have the ability to influence subordinates in carrying out his work to achieve school goals effectively and efficiently. The habit of praising each other, sharing Knowledge will encourage employees to get used to thinking critically and do better. Therefore, knowledge sharing can be an effective way of communicating with employees to improve employee performance. Formal and informal relationships among employees are important in knowledge sharing.

The Influence of Knowledge Management on Organizational Performance through Knowledge Sharing

Knowledge management affects organizational performance through knowledge sharing. This shows that knowledge management can improve organizational performance, often do knowledge sharing if supported by employees. Knowledge management is a step to strengthen each organization as a knowledge-based company. It is a formatted and directed process in digesting the information that a company already has and finding what is needed by each employee to facilitate it so that it is easily accessible and always available when needed.

The Influence of Transformational Leadership and Knowledge Management on Knowledge Sharing

Transformational leadership and knowledge management affect knowledge sharing. This shows that the better the application of transformational leadership and supported by good knowledge management can increase knowledge sharing. Knowledge sharing can encourage employees to apply new ideas to prevent similar mistakes from being repeated by other colleagues. Employees will continue to try to find new, more innovative ways of working to encourage employees to keep thinking and looking for the right ways to not repeat the same mistakes in the future. The experience of mistakes will be a provision for employees to take lessons to be more careful in acting, to speak, planning, and to consider carefully before making decisions.

The Influence of Transformational Leadership, Knowledge Management and Knowledge Sharing on Organizational Performance

Transformational leadership, knowledge management, and knowledge sharing affect organizational performance. This is the better the application of transformational leadership and supported by knowledge management, and the application of good knowledge sharing can improve organizational

performance. Transformational leadership is a process to motivate employees by bringing higher ideals and values to achieve the company's vision and mission. Leadership is the power to influence someone, whether doing something or not doing something, subordinates are led not by telling or pushing from behind.

Knowledge management functions as a planned and systematic approach to ensure a good application of organizational Knowledge and improve ideas, thoughts, innovations, competencies, and expertise to focus on achieving goals. Knowledge management is a superior strategy that organizations can rely on. Every organization must explore the resources, Knowledge, and capabilities that the organization has in improving organizational performance.

Knowledge sharing can have new views and Knowledge to deal with problems that will occur. With a piece of knowledge sharing culture, it can create new Knowledge that impacts improving organizational performance.

VI. CONCLUSION

Based on the results of the research that has been done, the researcher can draw the following conclusions:

- 1) Transformational leadership has a direct effect on Knowledge sharing at SD Kinderfield Elementary School, which means that the better the application of transformational leadership can increase knowledge sharing.
- 2) Knowledge management directly affects knowledge sharing in SD Kinderfield Elementary School, which means that the better the application of knowledge management can increase knowledge sharing.
- 3) Transformational leadership has a direct effect on the SD Kinderfield SDS organization's organizational performance, which means that the better the application of transformational leadership can improve organizational performance.
- 4) Knowledge management affects the SD Kinderfield SDS organization's performance, which means that the better the application of knowledge management can improve organizational performance.
- 5) Knowledge sharing affects the SD Kinderfield SD organization's performance, which means that the better the application of knowledge management can improve organizational performance.
- 6) Transformational leadership affects organizational performance through Knowledge sharing at SD Kinderfield Elementary School, which means that increasing transformational leadership can improve organizational performance if the application of good knowledge sharing supports it.
- 7) Knowledge management affects organizational performance through Knowledge sharing at SD

Kinderfield Elementary School, which means that increased knowledge management can improve organizational performance if good knowledge sharing supports it.

- 8) Transformational leadership and knowledge management affect knowledge sharing at SD Kinderfield Elementary School, which means that the better the application of transformational leadership and supported by the application of good knowledge management can increase knowledge sharing.
- 9) Transformational leadership, knowledge management, and knowledge sharing affect the SD Kinderfield SD organization's performance, which means that the better the application of transformational leadership and supported by the application of good knowledge management, a dissertation with knowledge sharing can improve organizational performance.

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