

The Influence of Knowledge Management Mediation and Work Motivation on Leadership and Organizational Task Performance

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Abstract

This research examines the relationship between leadership and direct organizational task performance of lectures that is directly and indirectly moderated by knowledge management and work motivation. The data was obtained from 155 respondents, which were chosen as samples. The analysis was conducted by employing descriptive statistics analysis and inferential statistics that utilized SPSS v23 and AMOS 19. The result shows that leadership and knowledge management significantly influenced organizational task performance. It was also found that knowledge management mediated the relationship between leadership and organizational task performance. Furthermore, it was found that knowledge management strengthened the relationship between leadership and organizational task performance and work motivation did not strengthen the relationship between leadership and organizational task performance. It is expected that knowledge management activity will be adopted as an academic culture among lecturers.

Keywords: *information technology support, knowledge management, leadership, organizational task performance, quality management system, work motivation*

Introduction

The lecturers and higher education performance in Indonesia in producing publication, both journals and indexed proceedings, has become a spotlight. In this case, the governments, universities, as organizations, have the accumulative responsibility to improve its quality. This problem is related to the issue of organizational performance, which is a contribution from their high-quality human resources.

There are three main elements that are required in order to increase the performance of an organization, which are management, organization, and technology (Laudon & Laudon, 2012). A capable organization has to master technology and possesses a reliable management system in order to be competitive. In this case, managing an organization includes managing several resources such as physical, human, and organizational resources (David & David, 2015). Human resources with its potentials have to produce benefits for the organization, especially knowledge. As a potential human resource, knowledge is a valuable organization asset that has to be systematically managed in order to provide a benefit (Aldi, 2005; Satyagraha, 2010). In a similar topic, work motivation, as a psychological process that causes an individual to diligently commit particular actions in order to achieve goals, is also a valuable resource that has to be developed.

This research aims at analyzing the relationship between organizational task performance of an individual, in this case, lecturers, that is directly and indirectly moderated by knowledge management and work motivation. However, the relationship between knowledge management and work motivation as moderating variables of leadership and organizational task performance of an individual has been rarely discussed. Theoretically and empirically, the influence of knowledge management mediation and work performance on the relationship between leadership and organizational task performance are considered complex. Therefore, this research employed SEM that was expected to be able to present good recursive or reciprocal causal relationship between the variables. Compared to the previous researches, this research seeks

to expand the conceptual development and also have a different object, an analysis unit, and relationship pattern between the variables.

Leadership is the ability to influence and motivate others in order to achieve organization goals (Gibson, Ivancevich, James H. Donnelly, & Konopaske, 2012; Hughes, Ginnett, & Curphy, 2009; Robbins & Judge, 2017; S. P. Robbins & Coulter, 2010; Yulk, 2001). It is crucial because leadership is the heart of an organization. It can also be said that an organization will be failed without a capable leader. Several studies have convinced the authors that organizational performance is affected by organizational leadership, including (Andrews & Boyne, 2010) and (Chan, 2010) who found that leadership positively influence organizational performance.

H1: Leadership significantly influences organizational task performance

Knowledge is considered to possess a high potential to increase an organization capacity and competitiveness. Bacon in (Sangkala, 2007) explains that in this 21st century, the world has shifted into a situation where there are a lot of means to share knowledge, hence, the main resources of a company competitiveness are determined by their mastery of knowledge. According to (Hasanalli, 2002) and (Sangkala, 2007), there are several success factors of knowledge management implementation on the organization, which are leadership, culture structure, law, responsibility, infrastructure, information technology, management styles, knowledgeable employees, and learning organization.

H2: Knowledge management significantly influences organizational task performance

H3: Knowledge management mediates the relationship between leadership and organizational task performance

Motivation is an essential aspect in encouraging employees to perform their best, both on individual and organization levels. In addition, (Robbins & Timothy, 2015) showed that motivation is an important aspect of increasing work performance by employing it as the function of the performance itself. In reality, several experts consider motivation as an important component in performance achievement by utilizing it as the function of performance itself (Hellriegel & Slocum Jr, 1989; S. Robbins & Judge, 2015; Wirawan, 2009).

H4: Work motivation significantly influences organizational task performance

H5: Work motivation mediates the relationship between leadership and organizational task performance

The quality management system is one of the implementations of quality assurance recognized in business. According to (Gaspersz, 2012), a quality management system is a group of documented products and standard practices for a management system in order to guarantee the conformity of a product or process on certain needs or requirements specified by customers and organization. The implementation of ISO 9001:2008 will prove to be advantageous for organization especially in term of the business effectivity and customers satisfaction.

H6: Quality management system significantly influences organizational task performance

H7: Quality management system significantly influences work motivation

Information and communication technologies have the fastest development. One of the implications is the rapid information mobility, which has caused distances and time irrelevant for people to fulfill their information needs (Laudon & Laudon, 2012; McLeod & Schell, 2007). The main focus of information technology system is the information itself in accordance to the community needs of this millennium era that demand information as the main necessity for a company interest so it can keep existing and has strong competitiveness. Therefore, a leader of a company has to strive for a systematic information management that could produce benefits for the company.

H8: Information technology support significantly influences organizational task performance

H9: Information technology support significantly influences knowledge management

Methods

This research is a hypothesis testing research explaining a phenomenon in a form of relationship between variables and also determine the differences between a group or two or more independent in a certain situation (Indriantoro, N., & Supomo, 2009; Sekaran, 2003). The data was obtained from the results of the questionnaire that were collected from 155 samples. The variables in this research were measured by several standard instruments. The instrument items validity measurement was conducted by the compared rxy score with the r_{table} . It was revealed that all instruments were valid because the scores were higher than the determined r_{table} of 0.364. On the other hand, the reliability scores of the instruments, by employing Alpha Cronbach method, were higher than 0.70. Therefore, it can be concluded that all of the instruments were reliable. Also, the data analysis was conducted by employing statistics descriptive and statistics inferential analysis. Thus, the analysis designed by using multivariate analysis that employing SEM analysis technique that was supported by the utilization of AMOS v19.

Results and Discussion

Respondents Profile

The respondents were the lecturers of Faculty of Mathematics and Natural Science Education (31.6%), Social Science Education Faculty (26.5%), Faculty of Technology and Vocational Skills Education (16.1%), and Faculty of Economics and Business Education (11%). On the other hand, 23 of respondents (14.8%) did not provide the information of their faculty. Based on their education level, 67.7% of the lecturers had a master degree, 3.2% had a bachelor degree, and 13.5% of them had a doctoral degree. Meanwhile, 15.5% of the respondent did not provide this information.

Description, Validity, and Reliability Analysis

Based on the data, descriptively, it was revealed that the average scores of observable variables were considered good enough by the respondents. The validity and reliability test results revealed that the item-total correlation, which was higher than $r_{table} (> 0.364)$, was categorized as valid. On the other hand, the alpha Cronbach test revealed that the instrument employed to measure the variable had a score higher than 0.7 (score limit), which can be concluded as reliable. Based on the data analysis, there are several observable variables, which are information technology support (ITS), quality management system (QMS), leadership (L), knowledge management (KM), work motivation (WM), and organizational task performance (OTP), which were considered good by the respondents.

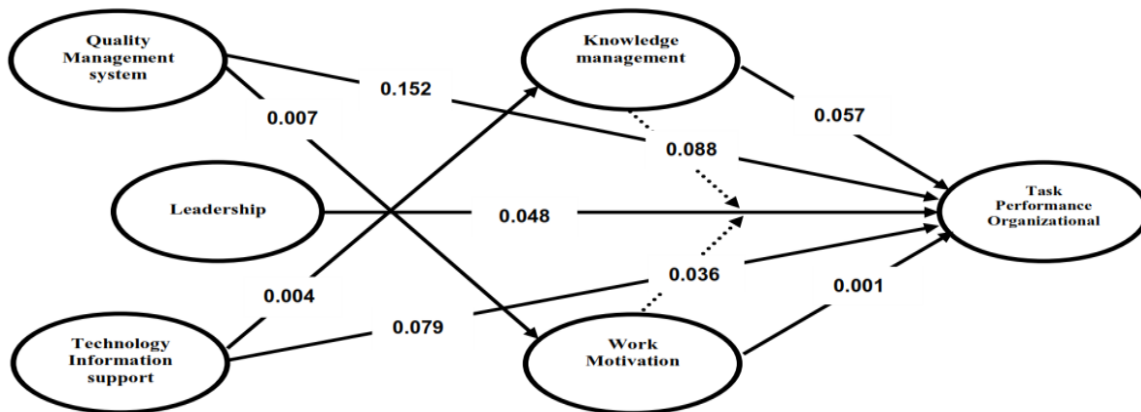


Figure 1. Structural Model

Measurement Model Testing

Partially, the result of confirmatory factor analysis by observing the standardized loading convergent validity (CV) score of the four observed variables was higher than 0.6. Thus, it can be said that all of the

observable variables were valid based on convergent validity. It was also found that the composite construct reliability (CCR) score as the reliability measurement was higher than 0.7, which suggests that the observable variables have met the requirements. Moreover, it was also revealed that the average variance extract (AVE) score of this research was higher than 0.5, which also suggests that the instruments to measure the variable was reliable. It was also found that overall, the confirmatory factor analysis scores of chi-squares, probability, goodness of fit index (GFI), adjusted goodness of fit index (AGFI), Tucker-Lewis index (TLI), comparative fit index (CFI), and the root mean square error of approximation (RMSEA) were 0.275, 0.871, 0.999, 0.994, 1.066, 1.000, and 0.000, which suggest that the model was fit.

Structural Model Testing

The structural model analysis revealed that the goodness of fit indices was above the standard cut value. Therefore, it can be concluded that the model is fit and proper to be tested. There are nine proposed hypotheses in which seven of them were supported while two of them were not. One of the supported hypotheses is leadership influence on organizational task performance. It was also found that knowledge management mediated the relationship between leadership and organizational task performance by an additional value of the influence of 0.085. Moreover, the supported hypothesis also include knowledge management influences on organizational task performance (estimate = -0.163, SE = 0.232, CR = -0.702 p-value 0.057), work motivation influence on organizational task performance (estimate = 0.569, SE = 0.136, CR = 4.191, p-value 0.001).

This research found that leadership is important in developing an organizational task performance of employees. The influence of leadership in organizational task performance was revealed to be getting stronger when it was mediated by knowledge management. The interaction between leadership, knowledge management, and organizational task performance indicated that leadership influenced organizational task performance after it had contributed knowledge management. Therefore, knowledge management added an extra influence in explaining the relationship between leadership and organizational task performance. Knowledge management activities have to be fully supported by a leader so it can function openly and massively. A leader that provides good opportunities for knowledge management activities will be the key factor to improve organizational task performance. This finding corresponds with the other studies that show knowledge management practice could increase performance and employees' satisfaction (Natalia Kosasih & Budiani, 2007; Sintaasih, Nimran, Sudarma, & Surachman, 2011). This finding shows that knowledge management is important in creating organizational task performance.

It was also found that the influence of leadership on organizational task performance was not supported by work performance. The undermining relationship between leadership and organizational task performance when it was mediated by work motivation indicates that leadership was at "enough" category, so it was not contributing to work performance. This research shows the importance of increasing organizational work performance with good leadership that could nurture work motivation. It is important because work motivation is important in encouraging employee performance and enthusiasm as it has been explained. This finding is not in accordance with several arguments regarding motivation and performance. In reality, some expert considers motivation as a crucial component in performance achievement by utilizing it as the function of performance itself (Hellriegel & Slocum Jr, 1989; Mahmudi, 2015; S. Robbins & Judge, 2015; Wirawan, 2009).

Conclusion

Based on the analysis, it can be concluded that leadership significantly were organizational task performance of a lecturer and the relationship of both elements are strengthened by the mediation of knowledge management. Theoretically, the implication of this research is to reveal that more precise path of influence with adequate data and instrument is required in order to accept H_a and reject H_0 . Additionally, this research also found the insignificance of work motivation as a moderating variable to strengthen the relationship

between leadership and organizational task performance. Next study is suggested to improve the research model, considering other factors that influence organizational task performance of a lecturer, and also consider to measure the organizational task performance of a lecturer by using the existing data in order to produce confirmed answers.

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