

The Influence of Transformational Leadership and Human Resource Management Practices on Organizational Culture With Knowledge Management as a Mediation in Employees of Bank BRI Bagindo Aziz Chan Padang

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ABSTRACT

This study analyzes the influence of transformational leadership and human resource management practices on organizational culture with knowledge management as a mediation at Bank BRI Bagindo Aziz Chan Padang. The population in this study was 126 permanent employees. The sample method used is proportional cluster random sampling with a sample of 95 permanent employees. The research instrument used a questionnaire. The results showed that transformational leadership had a positive and significant effect on knowledge management, human resource management practices had a positive and significant effect on knowledge management, knowledge management had a positive and significant effect on organizational culture, transformational leadership had a positive and significant effect on organizational culture, human resource management practices had a positive and significant effect to organizational culture, knowledge management positively and significantly mediates the relationship between transformational leadership to organizational culture, knowledge management positively and significantly mediates the relationship between human resource management practices to organizational culture based on the results of Structural Equation Modeling (SEM) testing using Smart PLS software.

Keywords: Transformational Leadership, Human Resources Management Practices, Organizational Culture and Knowledge Management

1. INTRODUCTION

Culture in an organization involves a collection of experiences, philosophies,

expectations and values that are reflected in employee behavior, ranging from interactions in working with fellow employees to interactions with customers. Related to the

organizational culture of Bank BRI is characterized by 5 (five) values that underlie the implementation of that culture, known as BRILiaN (BRI with Five Values) including Integrity, Professionalism, Trust, Innovation and Customer Centric. Researchers internalize the BRILiaN dimension with the theory of organizational culture developed by Cameron and Quinn (2011), better known as the OCAI concept. OCAI is an instrument of measuring organizational culture based on a framework of competitive values. OCAI serves to show the dominant culture in an organization, in this case the researcher wants to know the dominant culture embraced by Bank BRI Bagindo Aziz Chan Padang then it can be harmonized with the organizational culture of Bank BRI Bagindo Aziz Chan Padang. As a result, based on this research, organizational culture which can be a competitive strategy that must be maintained and achieved by Bank BRI Bagindo Aziz Chan Padang.

Factor that influence organizational culture include transformational leadership is able to encourage followers to make changes, improve the ability to be led. This ability is seen when leaders are able to expand and elevate employee interests, encourage employee sensitivity and support for the organization's mission. Therefore researchers interested in examining how the forms of leadership in Bank BRI Bagindo Aziz Chan Padang.

HR management has long been believed to be a key word in the success stories of modern organizations, but in practice it is still far from expected. To solve these problems can be done by strengthening the practice of HR management so that the desired results can be achieved. Knowledge management aims to encourage tacit knowledge in improving the quality of decision making processes and updating organizational knowledge. Knowledge management aims to use knowledge repeatedly so that it can extend the life of the organization.

Study analyzed the mediating role of knowledge management on the influence of transformational leadership and HR management practices on organizational culture at Bank BRI Bagindo Aziz Chan Padang,

formulated in the form of research questions as follows (1) The extent of the influence of transformational leadership on knowledge management at Bank BRI Bagindo Aziz Chan Padang? (2) The extent of the influence of human resource management practices at Bank BRI Bagindo Aziz Chan Padang? (3) The extent of the influence of knowledge management on the organizational culture at Bank BRI Bagindo Aziz Chan Padang? (4) The extent of the influence of transformational leadership on the organizational culture at Bank BRI Bagindo Aziz Chan Padang? (5) The extent of the influence of human resource management practices on the organizational culture at Bank BRI Bagindo Aziz Chan Padang? (6) The extent to which knowledge management mediates the effect of transformational leadership on the organizational culture at Bank BRI Bagindo Aziz Chan Padang? (7) The extent to which knowledge management mediates the effect of human resource management practices on the organizational culture at Bank BRI Bagindo Aziz Chan Padang?

1.1. Organizational Culture

Organizational culture is a basic assumption found, created or developed by a particular group, with the aim that organizations learn overcome problems that arise due to external adaptation and internal integration that has been running properly good, so it needs to be taught to new members as the correct way to understand, think and feel about these problems. Then Robbins and Judge (2014) define organizational culture as a system of understanding that distinguishes one organization from another. The researcher internalized Cameron Quinn's (2011) organizational culture indicators with the BRILIAN dimension of Bank BRI Bagindo Aziz Chan Padang.

1.2. Transformational leadership

According to Bass & Avolio in Sulastri (2019), transformational leadership is a situation where the followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they initially expected. According to Robbins and Judge (2014), transformational

leaders are leaders who inspire their followers to put aside their personal interests for the good of the organization and are able to have an extraordinary influence on their followers. The indicators in this study serve to measure transformational leadership. Bass & Avolio in Sulastri, et al (2019) suggests that transformational leadership consists of four important indicators including the following: 1) Idealized Influence, 2) Inspirational Motivation, 3) Intellectual Stimulation, 4) Individual Consideration.

1.3. Human Resources Management Practices

Practice of human resource management is defined as daily activities that are applied in every company to regulate human activities within the company. Noe, et al (2013) argue that HR management practices refer to all matters relating to HR policies and systems that affect employee behavior, attitudes and performance. While Gope, et al (2018) conclude HR management practices which ensure employees as effective resources to achieve organizational goals. Indicators of HR management practices are used as characteristics to evaluate and allow measurement of HR management variables. The indicators used refer to the research of Figueiredo, et al (2016) which measures HR

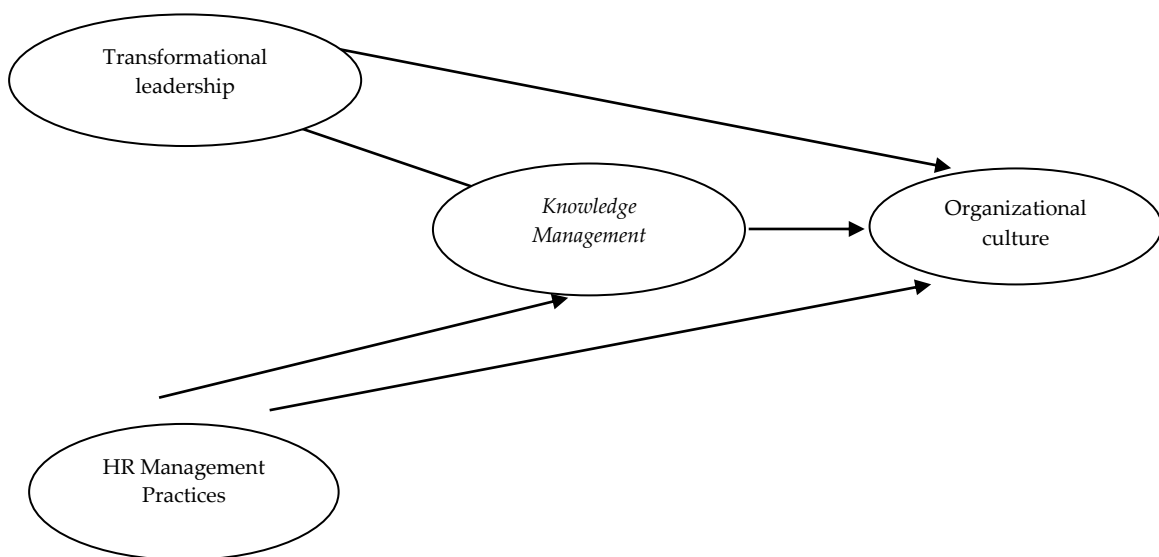
management practices with 3 (three) indicators, namely: 1) career management, 2) retention, 3) professional training.

1.4. Knowledge Management

Figueiredo, et al (2016) define knowledge management is an effort to maximize and improve an organization that shapes organizational activities related to knowledge. While Jimenez, et al (2012) defines knowledge management as the process of creating, acquiring, capturing, sharing, and using knowledge in an organization to improve capabilities and performance. Knowledge management indicators are used as characteristics that can know the process of knowledge management and allow measurement of the knowledge management variables. Indicators of knowledge management according to Turner, Zimmerman and Allen (2012) there are 4 indicators that can be measured, namely: 1) Creation or acquisition, 2) Retention, 3) Transfer or dissemination, 4) Application.

From the description of theoretical concepts about the variables examined in this study, the following flowchart diagram can be made as follows:

Figure 1. Conceptual Framework



Based on the conceptual framework above, it can be formulated a research hypothesis between variables as follows:

H1: Transformational leadership has a positive effect on knowledge management

H2: HRM practices has a positive effect on knowledge management

H3: Knowledge management has a positive effect on organizational culture

H4: Transformational leadership has a positive effect on organizational culture

H5: HRM practices has a positive effect on organizational culture

H6: Knowledge management mediates the relationship of transformational leadership to organizational culture

H7: Knowledge management mediates the relationship between HR management practices and organizational culture

2. METHODS

The population in this research were permanent employees of Bank BRI Bagindo Aziz Chan Padang Work Unit as many as 126 people. The sampling technique used is proportional cluster random sampling, whereas to determine the sample size is determined using the Slovin formula with an error rate of 5%, therefore, the sample size of this study was 95 people. Researchers used a sampling technique because of the population drawn from permanent employees, they also recorded branch leaders and unit leaders of Bank BRI Bagindo Aziz Chan Padang. While in this study did not make the leaders as research samples.

Techniques are used in this research that is conservation and questionnaire, collecting data in this study using a questionnaire in order to provide accurate data. Questionnaire is a way of collecting data through the distribution of questionnaires (a list of written questions) about his information and about the organizational culture of employees at the Bank BRI Bagindo Aziz Chan Padang. The use of this research data

questionnaire for the collection of primary data that is relevant to the way to input opinions, feedback, and view employees working in Bank BRI Bagindo Aziz Chan Padang.

2.1. Operational Concept

2.1.1. Transformational Leadership

Transformational leadership is an assessment of the employees of Bank BRI Bagindo Aziz Chan Padang regarding the leadership style of branch leaders and units of Bank BRI Bagindo Aziz Chan Padang. This variable can be measured through five (5) indicators expressed by Bass in Sulastris (2019) namely: idealized influence, inspirational motivation, intellectual stimulation and individual consideration.

2.1.2. HRM Practices

HR management practices, namely employee perceptions of HR management activities and systems that are applied at Bank BRI Bagindo Aziz Chan Padang. To measure HR management practices an indicator of Figueiredo, et al (2016) including career management, retention, professional training

2.1.3. Knowledge Management

Knowledge management is an assessment of the employees of Bank BRI Bagindo Aziz Chan Padang on the process of acquisition, retention, dissemination and application of knowledge at Bank BRI Bagindo Aziz Chan Padang. Measure knowledge management indicators are used according to Turner, Zimmerman and Allen (2012) where there are 4 indicators that can be measured, namely creation or acquisition, retention, transfer or dissemination and application

2.1.4. Organizational Culture

Organizational culture in this study is the assessment of employees Bank BRI Bagindo Aziz Chan Padang regarding the values and norms that shape identity and behavior the employee. Indicators to answer the research questionnaire were drawn from the cultural dimension of Cameron & Quinn (2011) internalized with the values of Bank BRI Bagindo Aziz Chan Padang as follows clan culture, hierarchy culture, market culture and adhocracy culture. Based on the four types of organizational culture above,

internalization with the values of Bank BRI Bagindo Aziz Chan Padang, known as BRILiaN (BRI with Five Values) as follows:

- 1) Integrity is employee behavior that is honest, sincere and compliant with the rules at Bank BRI Bagindo Aziz Chan Padang.
- 2) Professionalism is a continuous learner employee behavior and fairness at Bank BRI Bagindo Aziz Chan Padang.
- 3) Trust is the behavior of employees to respect each other and prioritize the common interests at Bank BRI Bagindo Aziz Chan Padang.
- 4) Innovation is a visionary employee behavior and a change pioneer at Bank BRI Bagindo Aziz Chan Padang.
- 5) Customer Centric is the behavior of employees who serve more than the expectations of customers at Bank BRI Bagindo Aziz Chan Padang.

3. RESULT AND DISCUSSION

Description of Respondent Characteristics

Table 1 below presents respondents based on gender, age, marital status, education and length of work of permanent employees of Bank BRI Bagindo Aziz Chan Padang as follows:

Table 1. Characteristics of Respondents

Respondents	Frequency	Percent (%)
Gender		
Male	64	67.4%
Women	31	32.6%
Old		
<30 years	15	15.8%
30-35 years	32	33.7%
36-40 years	18	18.9%
41-45 years	10	10.5%
46-50 years	7	7.4%
> 50 years	13	13.7%
Marital status		
Married	81	85.3%
Single	14	14.7%
Last education		
High school / high school	6	6.3%
Diploma	10	10.5%
S1	76	80%
S2	3	3.2%

Length of work

1-5 years	18	18.9%
6-10 years	30	31.6%
11-15 years	13	13.7%
> 16 years	34	35.8%

Based on the data above, it can be seen that more sexes are male employees, namely 64 people (67.4%) and 31 women (32.6%). The dominant age is 30-35 years (33.7%). The marital status of employees is more married 81 people (85.3 %). The most recent education of S1 dominant employees is 76 people (80%) and the length of work is dominated by over 16 years as many as 34 people (35.8%).

3.1. Description of research variables

Organizational culture variables obtained an average score of 4.39 with a TCR value of 87.85%. The average total score and achievement level figures indicate the organizational culture of the employees of Bank BRI Bagindo Aziz Chan Padang is in the good category. The highest TCR is market culture, with a value of 5.54 and an achievement rate of 90.80%, this figure is in the Very Good category. Clan culture was declared Very Good with a value of 4.47 and an achievement rate of 89.40%. Culture hierarchy based on the mean score of the score and TCR concluded that the organizational culture was declared Good, with a value of 4.42 and an achievement rate of 88.40% Adhocracy culture with a value of 4.14 and an achievement rate of 82.80%, this figure is in the category well.

The transformational leadership variable obtained an average score of 4.35 with an achievement level of 87.05%. This total average score and achievement level figures indicate the transformational leadership of Bank BRI Bagindo Aziz Chan Padang is in the best category. If seen from the highest average score of each indicator, the Inspirational Motivation indicator has the highest average score with a value of 4.43 and an achievement rate of 88.60% , it can be concluded that the Inspirational Motivation indicator is good. Furthermore, the Idealized Influence indicator, based on the

mean score and TCR, concluded that the Idealized was declared Good, with a value of 4.42 and an achievement level of 88.40. Intellectual Stimulation Indicator, stated good with a value of 4.31 and an achievement level of 86.20. Furthermore, the lowest average score of respondents is on the Individualized Consideration indicator with a value of 4.25 and an achievement level of 85.00%, this figure is in the best category, so that leaders can improve transformational leadership at Bank BRI Bagindo Aziz Chan Padang by providing tasks according to employee expertise and improving the ability of each employee.

Based on the variable HR management practices obtained an average score of 4.32 with an achievement level of 86.40%. The average total score and achievement level figures indicate the HR management practices of Bank BRI Bagindo Aziz Chan Padang is well stated. If seen from the highest average score of each indicator of HR management practices, the retention indicator has the highest average score with a value of 4.35 and an achievement rate of 87.00%, this figure is in the best category. Furthermore, the professional training indicators of mean scores and TCR explained that HR management practices were stated to be good with a value of 4.31 and an achievement level of 86.20%. %, this number is in the best category.

From the knowledge management variable obtained an average score of 4.33 with an achievement rate of 86.65%. The total average score and the level of achievement shows that the knowledge management of Bank BRI Bagindo Aziz Chan Padang is well stated. Application Indicator has the highest average score with a value of 4.41 and an achievement rate of 88.20%, this figure is in the good category. The next indicator of creation /

acquisition, based on the average score and TCR can be concluded that this indicator is stated as good with a value of 4.38 and an achievement level of 87.60. Transfer / dissemination indicator based on the mean score and TCR can be concluded that the third indicator is stated as good with a value of 4.34 and an achievement rate of 86.80%. Furthermore, the lowest average score of respondents is on the retention indicator with a value of 4.20 and an achievement rate of 84.00%, this number is in the best category.

3.2. Hypothesis Testing and Results

3.2.1 Outer Model

Convergent validity testing is done by looking at the loading factor or outer loading value > 0.5. Furthermore, to determine whether discriminant validity variable is adequate, it can be seen from the cross loading value by comparing the correlation indicators of a variable with other variables.

Table 2. Variable indicators of Organizational Culture, Transformational Leadership, Invalid HR Management Practices and Knowledge Management

Code	Organizational Culture	Kode	Transformational Leadership	Code	HRM Practices	Code	Knowledge Management
Y3.1	0.469	X1.6	0.456	X1.6B	0.456	Z2.1	0.388
-	-	-	-	X3.21B	0.479	-	-

The results of the composite reliability will show a satisfactory value if above 0.7.

Following are the composite reliability results from SmartPLS output:

Table 3. Composite Reliability Analysis Results

Variable	Composite Reability	Explanation
Organizational Culture	0.831	Reliable
Transformational Leadership	0.873	Reliable
HR Management Practices	0.919	Reliable
Knowledge Management	0.898	Reliable

Table. 3 shows that the composite reliability value for all constructs is above 0.7 which indicates that all constructs in the estimated model meet the criteria or are reliable.

3.2.2. Inner model

R-square Variant (R2) analysis to see what percentage of the influence of exogenous variables on endogenous variables.

Table 4. R-Square analysis results

Variable	R Square	R square Adjusted
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<i>Knowledge Management</i>	0.680	0.673
<i>Organizational Culture</i>	0.782	0.775

Data presentation in table 4 above, R-square knowledge management is 0.680 means that transformational leadership variables and HR management practices explain the knowledge management variable at 68%, the remaining 32% is explained by other constructs outside this study. R-square organizational culture of 0.782 means that transformational leadership, HR management practices and knowledge management explain the organizational culture variable of 78.2% while the remaining 22.8% is explained by other constructs outside that examined in this study.

3.2.3. Hypothesis test

Hypothesis testing is done to see and know the direct effect, indirect effect and the total effect between variables. This test is carried out by operating bootstrapping on the SmartPls 3.0 program so that the relationship between exogenous variables and endogenous variables is obtained.

a. The direct influence hypothesis

Hypothesis testing the direct effect is done by looking at the t-statistics >1.96 generated by the Inner model. Here are results of direct hypothesis test.

Table 5. Results of Inner Model Analysis

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STER)	P Value	Explanation
Transformational Leadership >Knowledge Management	-	0.546	0.549	0.128	4.282	0.000	Significant
HRM Practices >Knowledge Management	-	0.318	0.317	0.149	2.127	0.034	Significant
Table Cont...							
Knowledge Management >Organizational Culture	-	0.278	0.277	0.069	4.005	0.000	Significant
Table Cont...							
Transformational Leadership >Organizational Culture	->	0.381	0.391	0.100	3.825	0.000	Significant
HRM Practices >Organizational Culture	-	0.292	0.282	0.099	2.954	0.003	Significant

Hypothesis 1: Result of first hypothesis indicate the transformational leadership variable with knowledge management shows t statistic is 4,282. This value up of t table (1.96). This result means that there is a significant influence between transformational leadership and knowledge management. Path coefficient value of 0.546 means that if transformational leadership is good, knowledge management is getting better. and vice versa, if transformational leadership is not good, then knowledge management is increasingly not good.

Hypothesis 2: The results of testing the second hypothesis show that the variable of HR management practices with knowledge management shows a statistical t value of 2.127. This value is greater than the value of t table (1.96). This result show a significant influence between HR management practices to knowledge management. path coefficient value of 0.318 means that if HR management practices are getting better, then the application of knowledge management is getting better or increasing. And vice versa, if HR management practices are not good, then the implementation of knowledge management is not good or low.

Hypothesis 3: The third hypothesis show knowledge management variable with organizational culture calculated t value is 4.005. This is greater than t table (1.96). it's show significant influence between knowledge management and organizational culture. path coefficient value of 0.278 means that if

knowledge management is applied high, the organizational culture is getting higher or better. and vice versa, if knowledge management is low, then organizational culture is low or not good.

Hypothesis 4: The fourth hypothesis indicate variable transformational leadership with organizational culture shows a statistical t value of 3,825. This value is greater than the value of t table (1.96). This result means that there is a significant influence between transformational leadership and organizational culture. The path coefficient value of 0.381 show if transformational leadership is good, the organizational culture is getting better. and vice versa, if transformational leadership is not good, then organizational culture is increasingly not good.

Hypothesis 5: The results of testing the fifth hypothesis show that the HR management variable practice with organizational culture shows a statistical t value of 2,954. It's greater than the value of t table (1.96). This result show significant influence between HR management practices on organizational culture. path coefficient value of 0.292 means that if the HR management practices are getting better, then the application of organizational culture is getting better or increasing. Likewise, on the contrary, if HR management practices are not good, the implementation of organizational culture is not good or low.

b. The indirect effect hypothesis

Table 6. Calculation of Indirect Variable Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STER)	P Value	Explanation
Transformational Leadership -> Knowledge Management -> Organizational Culture	0.152	0.151	0.048	3.177	0.002	Significant
HRM Practices -> Knowledge Management -> Organizational Culture	0.088	0.089	0.050	2.099	0.036	Significant

Hypothesis 6: Based on table 6 above, the coefficient of indirect variables, the t-statistic value of the indirect effect of transformational leadership on organizational culture through knowledge management of $3.777 > 1.96$, with the original sample 0.152, it can be concluded that transformational leadership has a significant effect on organizational culture through knowledge management at Bank BRI Bagindo Aziz Chan Padang. It's show if the transformational leadership of an organization is good, it will significantly improve knowledge management, and will improve the organizational culture of Bank BRI Bagindo Aziz Chan Padang.

Hypothesis 7: The results of the calculation of the coefficient of indirect variables obtained the t-statistic value of the indirect effect of HR management practices on organizational culture through knowledge management of $2.099 > 1.96$, with the original sample 0.088, it can be concluded that HR management practices have a significant effect on organizational culture through knowledge management at Bank BRI Bagindo Aziz Chan Padang. This means that if the HR management practices of an organization are good, it will significantly improve knowledge management, and will improve the organizational culture of Bank BRI Bagindo Aziz Chan Padang.

3.3. Discussion

Transformational leadership variables have a positive and significant effect on knowledge management. This finding is also corroborated by research conducted by Birasnav, et al (2011) transformational leadership has a positive and significant effect on knowledge management. Furthermore, research conducted by Phong Ba Le, et al (2019) which states that transformational leadership has a positive and significant effect on knowledge management.

Variable HRM practices have a positive and significant effect on knowledge management. This finding is related by research conducted by Figueiredo, et al (2016), explaining HR management practices

determine the knowledge management applied by employees. Furthermore, Jimenez, et al (2012) stated that transformational leadership has a positive effect on knowledge management. Ivan Stevlik, et al (2007) states that transformational leadership has a positive effect on knowledge management.

Knowledge management variables have a positive and significant effect on organizational culture. This finding is reinforced by research conducted by Tang (2017) which states that knowledge management has a positive and significant influence on organizational culture. Hongmei Tang uncovered better the knowledge management, the stronger the organizational culture. Of course, when knowledge is applied regularly and continuously, it will become an employee routine so that it affects positively on organizational culture.

The transformational leadership variable has a positive and significant effect on organizational culture. This finding is related by research conducted by Aydogdu, et al (2014) said that transformational leadership has a positive effect on organizational culture. Other studies conducted by Hee Sub Shim, et al (2015), show that transformational leadership has a positive and significant effect on organizational culture.

The variable of HR management practices has a positive and significant effect on organizational culture. Transformational leadership has a positive and significant effect on organizational culture through knowledge management. This shows that the knowledge management variable can increase the influence of transformational leadership on organizational culture and provide a positive mediating effect. When transformational leadership is implemented well in an organization, it will create good knowledge management and the presence of good knowledge management will strengthen the organizational culture.

HRM practices have a significant influence on organizational culture through knowledge management. This shows that knowledge management variables are able to increase the

effect of HR management practices on organizational culture and provide a positive mediating effect. When high-quality HR management practices in an organization, it will create high knowledge management and the presence of high knowledge management will strengthen the organizational culture. Influence of knowledge management in mediating the relationship of HRM practices to organizational culture has an important role, because of its position which can weaken or strengthen the relationship between these variables. So, leader Bank BRI Bagindo Aziz Chan Padang need to pay attention to the management and application of knowledge management that will strengthen the organizational culture BRILiaN Bank BRI Bagindo Aziz Chan Padang.

4. CONCLUSION

The results of this study can be concluded as follows:

1. The analysis shows that transformational leadership has a positive and significant effect on knowledge management. This means that the better transformational leadership the more knowledge management.
2. The analysis shows that HR management practices have a positive and significant effect on knowledge management. This means that the better the practice of HR management the more knowledge management.
3. The analysis concluded knowledge management has a positive and significant effect on organizational culture. This means that the better knowledge management, the more strengthening the organizational culture.
4. The analysis shows that transformational leadership has a positive and significant effect on organizational culture. This means that the better transformational leadership will strengthen the organizational culture.
5. The analysis shows that HR management practices have a positive and significant effect on organizational culture. This means that the better HR management practices will strengthen the organizational culture.
6. The analysis shows that knowledge management mediates a positive and significant influence between transformational leadership on organizational culture. This means that the better transformational leadership increases knowledge management, if knowledge management increases it will strengthen organizational culture.
7. The analysis shows that knowledge management mediates a positive and significant influence between HR management practices on organizational culture. This means that the better transformational leadership increases knowledge management, if knowledge management increases it will strengthen organizational culture.

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