

The Influence of Transformational Leadership on Employees Performance with Knowledge Sharing and Affective Commitment as Moderation

Didik Firmansyah¹, Dian Alfia Purwandari²

^{1,2}Faculty of Economic and Business, Universitas Esa Unggul, Indonesia
didikueu@gmail.com, dian-alfia@unj.ac.id

Abstract

In an organization, the human aspect is essential in determining success in achieving the organization's vision, mission, and goals. The role of humans in the organization is as a pillar and pillar of organizational success. Recognizing the importance of human resources for the survival and progress of the company, the company must have measures to encourage optimal employee performance and be able to meet the critical performance index that has been established. Several factors need to be considered to support employee performance, including transformational leadership: knowledge sharing, and affective commitment. The study was conducted on 194 employees of manufacturing companies in Indonesia, where the study was a quantitative study by spreading questionnaires and using Linkert scales as measurements and analyzed using Structural Equation Modeling (SEM). The results showed that transformational leadership is positively related to Knowledge Sharing, Affective Commitment, while knowledge sharing and affective commitment are positively related to employee performance. Transformational leadership is not positively related to employee performance. Furthermore, knowledge-sharing mediation and affective commitment can mediate Transformational Leadership relationships to employee performance.

Keywords

transformational leadership;
employees performance;
knowledge sharing; affective
commitment



I. Introduction

In an organization, the human aspect is essential in determining success in achieving the organization's vision, mission, and goals. The role of humans in the organization is as a pillar as well as a driver of organizational success (Guedj et al., 2015). Recognizing the importance of human resources for the survival and progress of the company, the company must have measures to encourage optimal employee performance and be able to meet the critical performance index that has been set. Several factors need to be considered that can support employee performance, including transformational leadership, knowledge sharing, and affective commitment. (Han et al., 2016)

Based on previous researchers' research on transformational leadership, knowledge sharing and affective commitment and employee performance showed mixed results. However, previous studies only discussed employee performance, knowledge sharing, and effective relationships. Commitment and employee performance in the context of service companies, health, education and banking, and ICT, so the author tried to research automotive manufacturing companies in Indonesia in the period 2020, where conditions were currently pandemic Covid 19. In addition, the authors added knowledge sharing and affective commitment mediation variables as mediation variables in the study. The sample

used was the employees of 10 manufacturing companies in the Jababeka area of West Java, Indonesia.

In addition, this research is an evaluation and correction material for the management of manufacturing companies in the Jababeka Area to see the influence of transformational leadership on employee's performance with knowledge sharing and affective commitment as mediation variables. The company and be able to determine the right policy. As for other parties related to this research can be used as reference material and analysis and learning to measure the influence in these variables to provide significant benefits for the community.

II. Review of Literature

2.1 The Impact of *Transformational Leadership* on *Knowledge Sharing*

Along with transformational leadership, many contemporary organizations have an active interest in knowledge management to improve employee productivity and performance through more effective knowledge gathering and sharing (Argote et al., 2003). Therefore, exploring the influence of transformational leadership on knowledge sharing plays a vital role in finding effective ways to promote knowledge sharing among company members (Phong et al., 2017). In addition, past studies have suggested significant influences between transformational leadership styles can influence knowledge sharing, such as research conducted by Analoui et al. (2012); Birasnav (2014); Riaz, M.Naveed (2014); Han et al., 2016), Who found the results that transformational leadership has a positive influence on Knowledge Sharing. Based on these arguments, the initial hypothesis of this study is:

H1: Transformational leadership has a positive effect on Knowledge Sharing.

2.2 The Effect of *Transformational Leadership* on *Affective Commitment*

Transformational leadership has been indicated as an important part of attachment to the organization (Khan et al., 2019), more specifically, literatures reveal a positive relationship between *transformational leadership* and *affective commitment* (Yucel et al., 2014; Kim and Kim, 2015). Motivation comes from the Latin word *movere* which means drive or driving force (Purba and Sudibjo, 2020). Transformational leaders act as catalysts that translate subordinates' motivations toward their commitment and commitment into exceptional performance. (Pradhan and Pradhan, 2016) argue that *transformational* leaders have a tremendous effect on their employees and their success in building commitment. A *transformational* leader transforms and creates meaning for employees who promote *affective commitment*. Social exchange theory describes the relationship between *transformational leadership* and commitment organization (Leroy et al., 2012; Allen et al., 2017). In other words, these leaders transform employees by increasing motivation and commitment, and empowering them to achieve organizational goals (Part, 2010).

Several studies have reported a positive relationship between *transformational* and affective commitment of employees such as research conducted by Patiar and Wang (2016); Ashikali and Groeneveld (2015); Ali and Chin-Hong (2017), where in the results of his research explained that *transformational leadership* is positively related to affective commitment. In another study, Ekeland (2005) found that *transformational leadership* positively influences affective commitment. Pradhan and Pradhan (2016) stated in their research that *transformational* leaders positively influence *affective*

organizational commitment and *conceptual performance*. Based on these arguments, the initial hypothesis of this study is:

H2: *Transformational Leadership* has a positive effect on *affective commitment*.

2.3 The Impact of *Knowledge Sharing* on *Employee Performance*

Knowledge sharing is the exchange of knowledge between two individuals, one communicating knowledge, while the other is assimilating knowledge (Iqbal *et al.*, 2015). *Knowledge sharing* is also an action that is basically done so that knowledge is always available to others in the organization (Kohansal *et al.*, 2013). According to Akram and Bokhari (2011) that *knowledge sharing* can improve employee performance, and furthermore it is said that the flow of employee knowledge in environments outside the organization can build the reputation of the organization.

The relationship between *knowledge sharing* and performance has been observed by some previous researchers and researchers has proven that, *knowledge sharing* correlates with performance, as stated by (Matzler *et al.*, 2008). Furthermore, research conducted by Wickramasinghe and Widyaratne (2012) explained that *knowledge sharing* is effective among workers can improve team performance, while Akram and Bokhari (2011) state *knowledge sharing*. It is positively related to the successful performance of individuals and organizations in Indonesia, where the improvement of *kinerja* can be influenced by the ability of employees to share knowledge (Indah H and Al Asy, 2019). *Knowledge sharing* and transfer of training based on results showed a significant positive influence on employee performance (Aksoy *et al.*, 2016). This means that employee performance can be improved by improving skills and knowledge according to job demands. Based on this research, the initial hypothesis of this study is:

H3: *Knowledge sharing* has a positive effect on *Employee Performance*.

2.4 The Effect of *Affective Commitment* on *Employee Performance*

Organizational commitment is essential for organizations today in the competitive business world, as they always need the talents of employees. It is a measure of employee identification with his organization (Fu and Deshpande, 2014). Affective commitment can have an impact on job satisfaction. Affective commitment and job satisfaction are two distinct and varied concepts. Affective commitment emphasizes attachment to the organization; Job satisfaction emphasizes on the specific work environment in which employees perform their duties (Ana Suzete *et al.*, 2016; Saha and Kumar (2018). Previous research has shown a significant and positive correlation between organizational commitment and job performance. For example, a meta-analysis conducted in 14 countries by ((Jaramillo *et al.*), 2005) indicates a strong and positive relationship between organizational commitment and job performance for sales employees. Affective commitment positively and significantly affects worker performance, these findings show consistency with studies (Saragih and Harisno, 2015) and (Mohajan, 2019). Likewise, in research (Jamal, 2011), it was found that organizational commitment has a significant impact on job performance. Based on this research, the initial hypothesis of this study is:

H4: *Affective Commitment* has a positive effect on *Employee Performance*.

2.5 The Impact of *Transformational Leadership* on *Employee Performance*

Transformational leadership encourages employees to work beyond the minimum level of organizational expectations based on a set of leadership attitudes and behaviors. Employee behavior depends in part on their perception of leadership (Aukse Endriulaitiene; Aurelija Stelmokiene, 2013). Furthermore, *transformational leadership*

using emotional means such as individual considerations can easily increase employee sense of belonging, thereby improving both the ongoing performance tasks and the ongoing performance relationships of the employees (Dvir T *et al.* , 2002; Wang *et al.*, 2005). Other results showed that perceived job performance was linked to their manager's leadership style as well as to predict their *turnover intentions* (Ariyabuddhiphongs and Kahn, 2017). Transformational leadership will improve employee performance in achieving the vision and mission of the organization's company (Nastohar and Anindita, 2019). *Transformational leadership* can be an effective mechanism for the performance of employees as demonstrated by the results and literary reviews conducted by Camps and Rodríguez (2011); Tse and Chiu (2014) explained that *transformational leadership* has a positive relationship with employee performance. In addition, the performance factors to be achieved are influenced by *transformational leadership* and work motivation (Andriani *et al.* , 2018) . Based on this research, the initial hypothesis of this study is:

H5: *Transformational leadership* positively affects *Employee Performance*

2.6 The Influence of Transformational Leadership on Employee Performance with Knowledge Sharing and Affective Commitment as Moderation

Knowledge sharing is one of the factors that can improve the ability and knowledge of employees, in addition, the impact of these improvements will make employee performance increase. This is like research conducted by Masa'deh *et al.* (2015) which discusses the mediation of *knowledge sharing*, where in his research describes the influence of *transformational leadership* on *employee performance* mediated by *knowledge sharing*, where there is a significant influence of *transformational leadership* on *knowledge sharing*.

Based on research conducted by Dwivedi *et al.* (2020) shows that *knowledge sharing* can be a mediator of *transformational leadership* towards *Employee Performance* (Nazir and Shah, 2014). Based on the research, the initial hypothesis of indirect relationships in this study is:

H6: *Transformational leadership* positively affects *Employee Performance* by mediation by *Knowledge Sharing*.

H7: *Transformational leadership* positively affects *Employee Performance* by mediation by *Affective Commitment*

Based on the proposed hypothesis, the research framework that the researcher proposed is as follows.

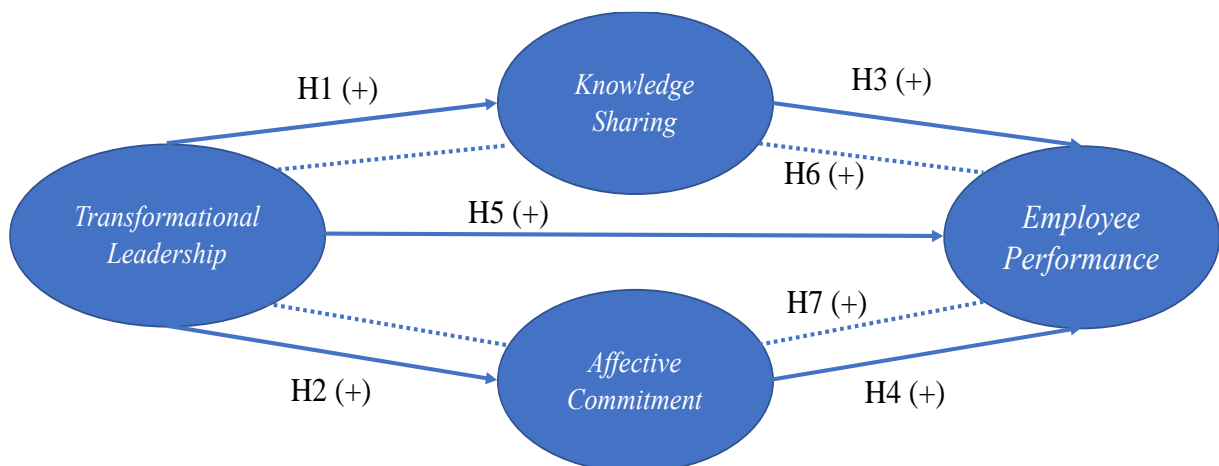


Figure 1. Theoretical Framework of Thought

III. Research Method

This research is a study with a quantitative approach. Sugiyono (2012) suggests that quantitative research is research based on the philosophy of positivism, used to examine a particular population or sample, sampling techniques are generally done randomly, data collection using research instruments, statistical quantitative data analysis with the aim of testing against predetermined hypotheses. This research was conducted to find out the influence of *transformational leadership*(X) variables with *idealized influence dimensions, inspirational motivation, intellectual stimulation, individualized consideration* and knowledge sharing (*Knowledge Sharing*)(Y1) with the dimensions of knowledge *donating, knowledge collecting*, affective commitment (*Affective commitment* (Y2) and employee *performance* (Z).

Measurements in *Transformational leadership* research use Tanachia et al. (2015) research with 13 questions, while *Knowledge sharing* uses Naim and Lenka research (2016) with 8 questions, *Affective Commitment* uses Naim and Lenka research (2016) with 7 questions, Performance using research Henttonen et al. (2016) with 5 questions. The data collection in the study was conducted through questionnaires designed in models such as the Linkert scale form. On this scale, the statement is delivered with five alternative answers. For the Linkert scale the details are: Strongly agree = 5, Agree = 4, Between Agree and Disagree = 3, Disagree = 2, and Strongly Disagree = 1. Questionnaires as research instruments are made based on the theory of a confirmed framework in the form of conceptual definitions and operational definitions which are then presented in the form of a research instrument box. The grid is further spelled out in statement points and then tested on 50 respondents using validity and reliability testing using Lisrel 8.8 software before being used for research. After that it was distributed in August-October 2020 to employees of automotive manufacturing companies with Japanese foreign investment directly related to the *principal* in Jababeka Area 1 Cikarang.

The research model to be used in this study is a tiered structure model and to test proposed hypotheses used SEM (*Structural Equation Modelling*) analysis techniques. The reason proposed with regard to the use of SEM is a set of statistical techniques that allow testing of a series of relatively "complex" relationships simultaneously. Modeling through SEM also allows a researcher to answer both regressive and dimensional research questions (i.e. measuring what the dimensions of a concept are) (Ferdinand, 2011). In SEM the determination of the sample uses the provisions of Hair *et al.* (2014) i.e. number of samples = number of indicators x 5, because each question on the questionnaire is an observable variable, then this research questionnaire contains 31 observable statements. Thus the number of samples needed is $5 \times 31 = 155$ respondents to answer questions on the questionnaire which is at once a minimum sample size, for the total respondents obtained is 194 respondents.

In this study, the pretest was conducted in two ways, namely: validity test and reliability test. The validity test uses produce moment correlation analysis, to speed up calculations with a significance level of 5%. This test was conducted using a small sample or trayout data as many as 50 respondents. Significance tests are performed by comparing the value of the calculated r with the table r for *the degree of freedom* ($df = n-2$) and the significance level of *Alpha* (α) 5%, or r calculate > r of the table. Guided by the sample number of 50 respondents can be seen the value of the table r of 0.284. Based on the results of the calculation of the correlation coefficient (r_{xy}) all have a calculated r greater than the table r (0.284) and the probability of < 0.05. Thus it can be concluded that all questionnaire items are declared valid. Reliability test using *Cronbach's Alpha*. *Cronbach's Alpha* value.

> 0.6 then the instrument can be declared reliable. Reliability test results show *Cronbach's Alpha*. 0.948 then all questionnaire items are declared reliable.

3.1 Respondent Profile

In this study there is some information related to consumer demographics such as age, work, education to work experience. It is seen that 57 percent of respondents are female and the rest are male. The majority (72%) of them are still aged in the range of 21-35 years and have studied D3. A total of 7.8 percent had status as a permanent worker and another 2.2 percent as contract workers. In terms of working life, 20.6% 1-3 years, 21.6% 4-6 years, 36.6% between 6 to 8 years and 21.1% others have reached > 9 years.

3.2 Descriptive Analysis

The data used in this study is primary data obtained through the division of questionnaires divided into 31 indicators / statements representing 4 latent variables. The scale used uses the likert scale and has been filled by 194 respondents. To find out the top category of the respondent's average answer, it is necessary to calculate the class interval for each category. Where intervals 1.0– 1.8 strongly disagree, 1.8-2.6 disagree, 2.6-3.4 neutral, 3.4-4.2 agree, 4.2-5.0 Strongly agree. In the next stage, tabulation will be done on each respondent's answer to each latent variable of the study. The results of the questionnaire processing showed that the statement that had the highest average value on *the Transformational Leadership* variable was TL4 (3.99) which meant that respondents agreed to the statement "My leader emphasizes the importance of having a sense of shared mission". The results of the questionnaire processing showed that the statement that had the highest average value on the knowledge *sharing* variable was KS5 (4.21) which meant that respondents strongly agreed with the statement "My coworkers share knowledge and expertise with me when I ask them". The results of the questionnaire processing showed that the statement that had the highest average value on *the affective commitment* variable was AC2 (4.05) which means that respondents agreed to the statement "I feel there is an attachment to the company". The results of the questionnaire processing showed that the statement that had the highest average value on the *employee performance* variable was EP5 (4.31) which meant that respondents strongly agreed with the statement "I am able to work well with my co-workers".

IV. Results and Discussion

4.1 Results

Before conducting a path analysis using *Structural Equation Modeling*, then first we need to test the validity and reliability of 50 respondents first.

a. Validity and Reliability

The validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid when the question on the questionnaire is able to reveal something that will be measured by the questionnaire. The test was conducted using *pearson correlation*. Based on *the Pearson correlation* value of all indicators, it shows that all indicators of each variable show a valid value. Reliability tests are tools for measuring indicators of variables or constructs from a questionnaire so that they can be said to be reliable or reliable if a person's answer to a question is consistent or stable over time. The test statistic used is *Cronbach Alpha*.

Table 1. Reliability Test

Variable	Cronbach Alpha
Transformational Leadership	0,956
Knowledge Sharing	0,920
Affective Commitment	0,897
Employee Performance.	0,901

Source: Research Processed Data, 2021

Cronbach Alpha is greater than 0.6. This indicates that all variables are declared reliable and can be continued for structural testing.

**b. Structural Equation Modelling (SEM) Analysis
Confirmatory Factor Analysis (CFA)**

To assess the fit, suitability or *unidimensional* of the indicators that make up dimensions or variables is done with *Confirmatory Factor Analysis* (CFA) on each indicator. Mforeign each factor loading value on the latent variable will produce a LISREL *output* where the *loading* value of factors in each latent variable(*transformational leadership, knowledge sharing, affective commitment and employee performance*) shows a value above 0.5. It can be concluded that all latent/construct variable forming indicators have represented data analysis.

c. Model Conformity Testing (Goodness of Fit Model)

Research model conformity testing is used with the value of several assessment indicators such as *absolute fit measure* (*Chi-Square, RMSEA, GFI*), *incremental /relative fit measure* (*AGFI, NNFI, NFI, RFI, CFI, IFI*), and *parsimonious / adjusted fit measure* (*PNFI, PGFI*).

Table 2. Test Goodness of Fit

Model Match Test			
GOF size	Requirement	Result	Match Level
Chi Square	Small Value	1461,53	Poor Fit
P-Value	≥ 0.05	0,00	
RMSEA	<0.08	0,11	Marginal Fit
NNFI	≥0.90	0,94	Good Fit
NFI	≥0.90	0,93	Good Fit
PNFI	≥0.90	0,85	Marginal Fit
CFI	≥0.90	0,94	Good Fit
IFI	≥0.90	0,94	Good Fit
RFI	≥0.90	0,92	Good Fit
GFI	≥0.90	0,67	Poor Fit
AGFI	≥0.90	0,62	Poor Fit
PGFI	≥0.90	0,58	Poor Fit

Source: LISREL Processed Data, 2021

Based on the results of processing for the suitability of the model obtained results that 5 results show *good fit* and 2 results show *marginal fit* at SEM evaluation. To see the relationship between each variable is done by *pathanalysis* of each variable both *direct* relationships and *indirect* relationships. The results of the test can be seen in the table below.

d. Direct Relationships

The magnitude of the influence of each latent variable directly (*standardized direct effect*) can be shown in the following table.

Table 3. Test Path analysis

Hypothesis	Relationship Path	Coefficient	t-Stat (>1.97)	Conclusion
H1	<i>Transformational Leadership</i> has a positive effect on <i>knowledge sharing</i> .	0,66	9,04	Significant Effect
H2	<i>Transformational leadership</i> positively affects <i>affective commitment</i> .	0,77	10,95	Significant Effect
H3	<i>Knowledge sharing</i> has a positive effect on <i>employee performance</i> .	0,19	2,13	Significant Effect
H4	<i>Affective Commitment</i> has a positive effect on <i>employee performance</i> .	0,36	3,19	Significant Effect
H5	<i>Transformational leadership</i> has a positive effect on <i>employee performance</i> .	0,16	1,28	No significant effect

Source: LISREL Processed Data, 2021

To find out the results of hypothesis testing is done by looking at the value t of the interrelationship of each research variable. A significant path is one that has a *t-stat* value greater than 1.96. Based on the *output* of the table above, it can be concluded that: There is a positive and significant influence on *transformational leadership* relationships with *Knowledge sharing*. There is a positive and significant influence on *transformational leadership* relationships with *affective commitment*. There is a positive and significant influence on *Knowledge sharing* relationships with *Employee Performance*. There is a positive and significant influence on the relationship of *Affective Commitment* to *Employee Performance*. There is a positive and insignificant influence between *Transformational Leadership* on *Employee Performance*. This suggests that one in five hypotheses in influence are directly rejected and the rest accepted. Furthermore, testing is carried out on indirect relationships that can be seen in the discussion below.

e. Indirect Effects

The magnitude of the influence of each latent variable indirectly (*standardized indirect effect*) can be shown in the following table.

Table 4. Indirect Influence Analysis Path Test

Hypothesis	Coefficient	t-Stat (>1.97)	Conclusion
H6 <i>Transformational Leadership</i> positively affects <i>Employee Performance</i> Through <i>Knowledge Sharing</i>	0,2	2,18	Significant Effect
H7 <i>Transformational Leadership</i> positively affects <i>Employee Performance</i> Through <i>Affective Commitment</i>	0,3	2,56	Significant Effect

Source: LISREL Processed Data, 2021

Based on the table above it is known that the standard indirect mediated effect of *transformational leadership* on *employee performance* through *knowledge sharing* of 0.2 with a t-statistic of 2.18 indicates that there is a significant indirect influence on this relationship. It is also similar to the indirect relationship of *transformational leadership* to

employee performance which shows a coefficient value of 0.3 with a t-statistic of 2.56 (>1.96).

4.2 Discussion

In the results of the first hypothesis (H1) test, it was found that the influence between *transformational leadership* on knowledge *sharing* was found. This shows that the stronger *transformational leadership* will increase knowledge *sharing* so that the increase in knowledge will change along with strong leadership. The results of this study further corroborate the results of previous research conducted by Analoui et al. (2012), Birasnav (2014) which has stated a significant influence between *transformational leadership* styles can affect knowledge *sharing*. In the results of the second hypothesis (H2) test, it was found that the influence between *transformational leadership* on *affective commitment* was found. This means that the better the attitude of the leader to implement *transformational leadership* the more *affective commitment* of its members to the company. The results of this study confirm previous research conducted by ((Patiar & Wang), 2016); Ali and Chin-Hong (2017) who stated a positive influence between *transformational leadership* and *affective commitment*.

In the results of the third hypothesis (H3) test, it was found that the influence between *knowledge sharing* on *employee performance* was found. This means that there is a positive relationship between *knowledge sharing* and significant *employee performance*. These results confirm previous research conducted (Akram and Bokhari, 2011; Aksoy et al. 2016). Who consistently found that *knowledge sharing* has a positive effect on *employee performance*. In the results of the fourth hypothesis test (H4), found influence between *affective commitment* to *employee performance*, this means showing that there is a stronger *affective commitment* will be Improved *employee performance* in this study. This is in accordance with previous research conducted by Jamal (2011) and Mohajan (2019) which showed that *affective commitment* has a significant effect on *employee performance*.

As for the results of the fifth hypothesis (H5) test, there was no influence between *transformational leadership* on *employee performance*, this means that there is no significant influence between *transformational leadership* and *employee performance*. So that the results of this study do not support the research (Tse and Chiu, 2014; Ariyabuddhiphongs and Kahn, 2017; Nastohar and Anindita, 2019) explained that *transformational leadership* has a positive effect on *employee performance*. This is because the research object used is the employees of manufacturing companies that have the most education is D3 which has motivation tends to meet basic needs that are material such as salaries and bonuses, so that in this study there is or is not *transformational leadership*. It will not be important to improve *employee performance*. This research is in line with research conducted by Cahyono et al. (2015); Susilowati (2021), who explained that *transformational leadership* has no effect on *employee performance*.

Based on the results of hypothesis tests and indirect relationships of *knowledge sharing* moderation variables and *affective commitment* shows that both variables can mediate *transformational leadership* to *employee performance*, so that the results of this study are in line with research conducted by Masa'deh et al. (2015) which discusses *transformational leadership* to *employee performance* mediated by *knowledge sharing*, where there is a significant influence between *transformational leadership* and *employee performance* mediated by *affective commitment*. Furthermore, the results of this study are in line with the results of research conducted by Dwivedi et al. (2020); Nazir

and Shah (2014) who explained that knowledge *sharing*, can be a mediator of *transformational leadership* towards *Employee Performance* (Nazir and Shah, 2014).

V. Conclusion

The result of the findings in this study is that *transformational leadership* has a significant effect on knowledge *sharing*, *affective commitment* and employee *performance*. The hypotheses built into this study have supported the results of previous and proven research. While *transformational leadership* in employee *performance* indicates an absence of relationships and is insignificant, the hypotheses built up in this study do not support the results of previous and unproven studies. In addition, *knowledge sharing* is proven to partially mediate the relationship between *transformational leadership* and employee *performance*, while *affective commitment* is also proven to mediate *transformational leadership* to employee *performance*.

References

- Afolayan, O. T., & Babalola, Y. T. (2020). Knowledge Sharing Behavior, Mentoring and Motivation as Determinants of Employee Performance in Selected New Generation Banks, Lagos, Nigeria. *International Journal of Knowledge-Based Organizations*, 10(2), 57–68. <https://doi.org/10.4018/ijkbo.2020040105>
- Banks, G.C., McCauley, K. D., Gardner, W. L., & Guler, C. E. (2016). A meta-analytic review of authentic and transformational leadership: A test for redundancy. *Leadership Quarterly*, 27(4), 634–652. <https://doi.org/10.1016/j.leaqua.2016.02.006>
- Bin Shmailan, A. (2016). Compare the Characteristics of Male and Female Entrepreneurs as Explorative Study. *Journal of Entrepreneurship & Organization Management*, 05(04). <https://doi.org/10.4172/2169-026x.1000203>
- Cahyono, U. T., Maarif, M. S., & Suharjono. (2015). Effect of Transformational Leadership on Employee Performance in Jember Plantation Regional Company. *Journal of Management & Agribusiness*, 11(2), 68–76. <https://doi.org/10.17358/jma.11.2.68-76>
- Chaudhry, S., & Joshi, C. (2017). Transformational Leadership, HR Practices and Affective Commitment to Change: A Theoretical Perspective. *Journal of Organisation and Human Behaviour*, 6(3), 37–45.
- Dawson, R. (2000). Knowledge capabilities as the focus of organisational development and strategy. *Journal of Knowledge Management*, 4(4), 320–327. <https://doi.org/10.1108/13673270010379876>
- Dvir, B. S.B. A. T. (2002). AMJ_45_735.pdf. © *Academy of Management Journal*, 45(4), 735–744.
- Dwivedi, P., Chaturvedi, V., & Vashist, J. K. (2020). Transformational leadership and employee efficiency: knowledge sharing as mediator. *Benchmarking*, 27(4), 1571–1590. <https://doi.org/10.1108/BIJ-08-2019-0356>
- Elprida Sidabutar, Tantri Yanuar Rahmat Shah, R. A. (2020). The impact of design components and job satisfaction on employee performance. *International Business Management*, 10(20), 4907–4916. <https://doi.org/10.3923/ibm.2016.4907.4916>
- Farid Ahmad et al. (2006). Principle of Management. Saghir Hussain Proprieto. *Journal of Management Policies and Practices*, 2(2), 11–25. <https://doi.org/10.1038/166711a0>

- Ferdinand, A. (2011). Management Research Methods Research Guidelines for Thesis Thesis Writing and accompanied by Management Science. In *Semarang: Diponegoro University*.
- Gupta, N., & Sharma, V. (2016). Exploring Employee Engagement—A Way to Better Business Performance. *Global Business Review*, 17, 45S-63S. <https://doi.org/10.1177/0972150916631082>
- Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Han, S. H., Seo, G., Li, J., & Yoon, S.W. (2016). The mediating effect of organizational commitment and employee empowerment: How transformational leadership impacts employee knowledge sharing intention. *Human Resource Development International*, 19(2), 98–115. <https://doi.org/10.1080/13678868.2015.1099357>
- Hansen, M. T. (1999). The search-transfer problem: The role of weak ties in sharing knowledge across organization subunits. *Administrative Science Quarterly*, 44(1), 82–111. <https://doi.org/10.2307/2667032>
- Harwiki, W. (2016). The Impact of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behaviour (OCB) and Employee Performance in Women Cooperatives. *Procedia - Social and Behavioral Sciences*, 219, 283–290. <https://doi.org/10.1016/j.sbspro.2016.04.032>
- Henttonen, K., Kianto, A., & Ritala, P. (2016). Knowledge sharing and individual work performance: an empirical study of a public sector organisation. *Journal of Knowledge Management*, 20(4), 749–768. <https://doi.org/10.1108/JKM-10-2015-0414>
- Indah H, Al Asy, V. A. (2019). *The Influence of Knowledge Sharing and Transfer Of Training on the Performance of River Region Staffers*. 8, 128-142.
- Iqbal, S., Toulson, P., & Tweed, D. (2015). Employees as performers in knowledge intensive firms: role of knowledge sharing. *International Journal of Manpower*, 36(7), 1072–1094. <https://doi.org/10.1108/IJM-10-2013-0241>
- Jamal, M. (2011). Job Stress, Job Performance and Organizational Commitment in a Multinational Company: An Empirical Study in Two Countries. *International Journal of Business and Social Sciences*, 2(20), 20–29.
- Jaramillo, F., Mulki, J. P., & Marshall, G. W. (2005). A meta-analysis of the relationship between organizational commitment and salesperson job performance: 25 years of research. *Journal of Business Research*, 58(6), 705–714. <https://doi.org/10.1016/j.jbusres.2003.10.004>
- Karaca, H., Kapucu, N., & Van Wart, M. (2012). Examining the Role of Transformational Leadership in Emergency Management: The Case of FEMA. *Risk, Hazards & Crisis in Public Policy*, 3(3), 19–37. <https://doi.org/10.1002/rhc3.10>
- Leroy, H., Palanski, M. E., & Simons, T. (2012). Authentic Leadership and Behavioral Integrity as Drivers of Follower Commitment and Performance. *Journal of Business Ethics*, 107(3), 255–264. <https://doi.org/10.1007/s10551-011-1036-1>
- Lin, R. S.-J. (2014). The Relationships between Transformational Leadership, Knowledge Sharing, Trust and Organizational Citizenship Behavior. *International Journal of Innovation, Management and Technology*, 5(3), 3–6. <https://doi.org/10.7763/ijimt.2014.v5.508>
- Luturlean, B. S., Prasetio, A. P., Firli, A., Mikola, G. A., & Darmawan, M. A. (2019). Transformational Leadership, Job Satisfaction, and Affective Commitment to

- Employees of Government-Owned Construction Companies in Medan. *Indonesian Management Journal*, 18(3), 209. <https://doi.org/10.25124/jmi.v18i3.1733>
- M. Bass. (1987). Leadership and Performance Beyond Expectations. *Academy of Management Review*, 12(4), 756–757. <https://doi.org/10.5465/amr.1987.4306754>
- Masa'deh, D. R., Gharaibeh, E. A. H., Tarhini, D. A., & Obeidat, D.B. Y. (2015). Knowledge Sharing Capability: A Literature Review. *SSRN Electronic Journal*, 2(5), 1–16. <https://doi.org/10.2139/ssrn.2696924>
- Maswani, Shah, T. Y. R., & Anindita, R. (2019). the Relationship Between Organizational Culture and Job Satisfaction Towards Organizational Commitment and Employee Performance. *Russian Journal of Agricultural and Socio-Economic Sciences*, 88(4), 144–152. <https://doi.org/10.18551/rjoas.2019-04.19>
- Matzler, K., Renzl, B., Müller, J., Herting, S., & Mooradian, T. A. (2008). Personality traits and knowledge sharing. *Journal of Economic Psychology*, 29(3), 301–313. <https://doi.org/10.1016/j.joep.2007.06.004>
- Meyer, J. P., & Allen, N. J. (1996). Affective, Continuance, and Normative Commitment to the Organization: An Examination of Construct Validity. *Journal of Vocational Behavior*, 49(3), 252–276.
- MOHAJAN, H. K. (2019). Knowledge Sharing among Employees in Organizations. *Journal of Economic Development, Environment and People*, 8(1), 52. <https://doi.org/10.26458/jedep.v8i1.612>
- Morris, J. H., & Sherman, J. D. (1981). Generalizability of an Organizational Commitment Model. *Academy of Management Journal*, 24(3), 512–526. <https://doi.org/10.2307/255572>
- Nastohar, & Anindita, R. (2019). Transformation Employee Performance During Leadership Motivation Effect Over Kansai Prakarsa Coatings Company. *Journal of Multidisciplinary Academic*, 01(01), 27–30.
- Nazir, T., & Shah, S. F. H. (2014). Mediating effect of knowledge sharing between participative decision making, transformational leadership and organization performance. *Journal of Management Info*, 1(1), 1–5. <https://doi.org/10.31580/jmi.v1i1.2>
- Odunewu, A. O., & Haliso, Y. (2019). Knowledge sharing behaviour and librarians job performance in Nigerian universities. *Library Philosophy and Practice*, 2019(May).
- Park, M. J., Dulambazar, T., & Rho, J. J. (2015). The effect of organizational social factors on employee performance and the mediating role of knowledge sharing: focus on e-government utilization in Mongolia. *Information Development*, 31(1), 53–68. <https://doi.org/10.1177/0266666913494908>
- Part, R.C. (2010). 기사 (Article) 와 안내문 (Information) [. Units 07,1–5.
- Patiar, A., & Wang, Y. (2016). The effects of transformational leadership and organizational commitment on hotel departmental performance. *International Journal of Contemporary Hospitality Management*, 28(3), 586–608. <https://doi.org/10.1108/IJCHM-01-2014-0050>
- Phong Ba Le, Hui Lei, . (2017). 기사 (Article) 와 안내문 (Information) [. Units 07,1–5.
- Porter, L. W., Steers, R.M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603–609. <https://doi.org/10.1037/h0037335>
- Pradhan, S., & Pradhan, R. K. (2016). Transformational Leadership and Job Outcomes: The Mediating Role of Meaningful Work. *Global Business Review*, 17,173S-185S. <https://doi.org/10.1177/0972150916631211>

- Purba, K., Sudibjo, K. (2020). The Effects Analysis of Transformational Leadership, Work Motivation and Compensation on Employee Performance in PT. Sago Nauli. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No 3, Page: 1606-1617
- Rajput, N., & Talan, A. (2018). *the Relation Between Job Insecurity , Turnover.* 19(1), 53–68.
- Rao, M. S. (2014). Transformational leadership - an academic case study. *Industrial and Commercial Training*, 46(3), 150–154. <https://doi.org/10.1108/ICT-07-2013-0043>
- Riansari, T., & Sudiro, Achmad, R. (2012). Effect of Compensation and Work Environment on Work Spirit and Employee Performance (Case Study of PT Bank TabunganPensiunan Nasional, TbkCabang Malang). *Journal of Management Applications*, 10(4),811–820.
- Riaz, M.Naveed, M. T. (2014). www.econstor.eu.
- Ribeiro, N., Yucel, I., & Gomes, D. (2018). How Transformational Leadership predicts Employees' Affective Commitment and Performance", *International Journal of Productivity and Performance Management.* *International Journal of Productivity and Performance Management*, 67(9), 1901–1917.
- Saha, S., & Kumar, S. P. (2018). Organizational culture as a moderator between affective commitment and job satisfaction: Empirical evidence from Indian public sector enterprises. *International Journal of Public Sector Management*, 31(2), 184–206. <https://doi.org/10.1108/IJPSM-03-2017-0078>
- Saragih, S. P. T. I., & Harisno, H. (2015). Influence Of Knowledge Sharing and Information Technology Innovation on Employees Performance at Batamindo Industrial Park. *CommIT (Communication and Information Technology) Journal*, 9(2), 45. <https://doi.org/10.21512/commit.v9i2.1657>
- Seung Hyun Han., et al. (2016). Transformational leadership and knowledge sharing. *International Journal of Information Science and Management*, 14(2), 83–96. <https://doi.org/10.1108/jwl-09-2015-0066>
- Soldner, F., Laganière, J., Cheng, A. W., Hockemeyer, D., Gao, Q., Alagappan, R., Khurana, V., Golbe, L. I., Myers, R. H., Lindquist, S., Zhang, L., Guschin, D., Fong, L. K., Vu, B. J., Meng, X., Urnov, F. D., Rebar, E. J., Gregory, P. D., Zhang, H. S., & Jaenisch, R. (2011). Generation of isogenic pluripotent stem cells differing exclusively at two early onset parkinson point mutations. *Cell*, 146(2), 318–331. <https://doi.org/10.1016/j.cell.2011.06.019>
- Sugiyono. (2012). Quantitative, Qualitative and R &D.Bandung Research Methods: Alfabeta. *Quantitative, Qualitative and R &D.Bandung Research Methods: Alfabeta.* <https://doi.org/10.1017/CBO9781107415324.004>
- Susilowati, S. (2021). Influence of Transformational Leadership Style, Organizational Commitment, and Job Satisfaction on The Performance of Kpp Pratama Magelang Representative Account. *Journal of Management Research School of Economics Widya Wiwaha Master program Master ofManagement*, 8(1), 46–54. <https://doi.org/10.32477/jrm.v8i1.246>
- Thomson, N.B., Rawson, J. V., Slade, C. P., & Bledsoe, M. (2016). Transformation and Transformational Leadership: A Review of the Current and Relevant Literature for Academic Radiologists. *Academic Radiology*, 23(5), 592–599. <https://doi.org/10.1016/j.acra.2016.01.010>
- Tse, H. H.M., & Chiu, W.C. K. (2014). Transformational leadership and job performance: A social identity perspective. *Journal of Business Research*, 67(1), 2827–2835. <https://doi.org/10.1016/j.jbusres.2012.07.018>

- Wang, H., Law, K. S., Hackett, R. D., Wang, D., & Chen, Z. X. (2005). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. *Academy of Management Journal*, 48(3), 420–432. <https://doi.org/10.5465/amj.2005.17407908>
- Wickramasinghe, V., & Widyaratne, R. (2012). Effects of interpersonal trust, team leader support, rewards, and knowledge sharing mechanisms on knowledge sharing in project teams. *Vine*, 42(2), 214–236. <https://doi.org/10.1108/03055721211227255>
- Williams L.J., A. S. E. (1991). *Williams1991 (1). Pdf*.
- Xiao, Y., Zhang, X., & Ordóñez de Pablos, P. (2017). How does individuals' exchange orientation moderate the relationship between transformational leadership and knowledge sharing? *Journal of Knowledge Management*, 21(6), 1622–1639. <https://doi.org/10.1108/JKM-03-2017-0120>
- Yahhoubipoor A., Tee O.P., A. E.M. (2012). *Impact of the relationship*. 11(2), 100–119.
- Yucel, I., McMillan, A., & Richard, O.C. (2014). Does CEO transformational leadership influence top executive normative commitment? *Journal of Business Research*, 67(6), 1170–1177. <https://doi.org/10.1016/j.jbusres.2013.05.005>