

# **The Influence of Leadership Style on Knowledge Transfer and Organizational Culture for Improving Employee Performance**

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## **Abstract**

This research was carried out to evaluate and understand the magnitude of the effect of the leadership style and information transfer process, the impact of leadership on strengthening the organizational culture, and enhancing the Sungguminasa Women's Prison Class's performance IIA workers. Analysis that has been carried out using a quantitative approach uses a questionnaire to collect information on study-related variables, which is then analysed using Smarts 3.2.8 software to recapitulate the distribution of questionnaires using the Structural Equation Model (SEM) system. The leadership style of the Agency has had a significant positive effect on the transition of expertise to employees and the enhancement of the organizational culture but has not had a substantial impact on the performance of employees. The effect of mediation indicates that corporate culture can have a significant impact as a mediating variable. However, information transfer has not substantially affected the influence of leadership style on organizational performance when used as a mediating variable.

**Keywords:** employee performance, organizational culture, knowledge transfer, leadership style

## **1. Introduction**

Employees are one of the essential parts of an organization. An organization cannot accomplish the anticipated objectives since they also decide the back and forth of an organization. Any government entity is obliged to optimize the output of its employees (Rahawarin et al., 2020; Sawitri et al., 2019; A Umar et al., 2020; Akmal Umar et al., 2019). Employee success is inseparable from its leadership, the information transfer process, and the organizational culture underway (Gani et al., 2019; Tamsah et al., 2020).

Employee output is the product of the implementation method, which has been calculated in both quantity and quality (Darwis et al., 2018). Besides (Sembe et al., 2018), in their study, it was found that the impact of a leader with a healthy leadership style had an extraordinary effect on the performance of employees. Subsequent research

indicates a significant influence of information transfer on performance enhancement (Chalifa & Nugrohoseno, 2013; Maulida Batubara, 2017).

Employee performance is the work ability that is achieved and desired from employee behavior in carrying out and completing work tasks that are the responsibility of individuals or groups. Performance can be a means for an agency to measure the ability of employees in an agency. The State Civil Apparatus (ASN) has the duty to be a public servant and provide services for the community. Employees must be able to carry out their duties properly, so employee development needs to be directed at improving the quality of human resources. Leadership Style is an activity to influence other people's behavior so that they want to be directed to achieve certain goals. Leadership style is also a process of influencing or setting an example by leaders to their subordinates in an effort to achieve organizational goals. As a process, the leadership style is focused on what the leaders do, namely the process where leaders use their influence to clarify organizational goals for employees, subordinates, or those they lead, motivate them to achieve these goals, and help create a productive culture in the organization.

Supervision is a process of monitoring, examination and evaluation carried out efficiently by the leadership of the organization on work sources to find out the weaknesses or shortcomings so that it can be corrected by the authorized leadership at a higher level in order to achieve the previously formulated goals (A'yun et al., 2017). Supervision in general can be defined as a way for an organization to achieve effective and efficient performance, and to further support the realization of the organization's vision and mission (Fahmi and Irham, 2013: 96).

Work discipline is one of the important human resource management functions and is the key to the realization of goals, because without discipline it is difficult to achieve the maximum (Sedarmayanti, 2010: 221). According to Rivai and Veithzal (2010: 825), work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and someone's willingness to obey all company regulations and social norms applies.

Research that is also linked to organizational culture variables in this study is the product of research (Maier et al., 2012; Kanto et al., 2020; Umanailo, 2020; Umanailo et al., 2021) that found a significant positive impact of the right leadership style on improving organizational culture. Besides, his research indicates that when an excellent corporate culture is developed and adopted by employees as guidance for job support, it can optimize employee efficiency.

Herawati, Suputra and Budiasih (2016) The Effect of Supervision of Leadership, Discipline and Employee Competence on Employee Performance of the Inspectorate of Tabanan Regency, this study aims to determine the effect of leadership supervision, work discipline and employee competence on employee performance. The results in this study prove that supervision has a positive and significant effect on employee performance. Sondole, Nelwan and Palandeng (2015) Effect of Work Discipline, Motivation and Supervision on Employee Performance at PT. PERTAMINA (PERSERO) Marketing Unit VII, Bitung BBM Terminal, this study aims to determine the effect of work discipline, motivation and supervision on employee performance. The results in this study prove that work discipline has an effect on employee performance. Cecilia, Tewaldan Tulung (2017) The Influence of Work Discipline, Career Planning and Competence on Employee Performance at the Pratama Manado Tax Office (KPP). This study aims to determine the effect of work discipline, career planning and competence on employee performance. The results showed that work discipline had an effect on employee performance.

Based on pre-observance findings, the circumstances under which the leaders of Class IIA Sungguminasa Women's Prison enable competent workers with educational backgrounds from different work-related departments to promote the transfer of expertise to all current staff. Besides, the chief of the IIA Class Women's Jail, Sungguminasa, also takes time to pass information to his subordinates to complete work. One of the corporate cultures linked to information transfer is the morning coffee community, which is regularly conducted every week when the leader is not out of town.

The organizational culture that is also prevalent in the Sungguminasa Class IIA Women's Prison Office is supporting each other to complete work and the culture of exchanging information from old employees to new employees. Besides, the leaders of Class IIA Sungguminasa Women's Prison often hold family gatherings over a while to reduce employee exhaustion, particularly at the end of the year, to strengthen relationships between variables while simultaneously reducing employee stress before resuming work.

This study aims to determine if leadership style affects the transfer of information, organizational culture, and employee performance in the IIA Sungguminasa Women's Prison class.

## 2. Literature Review

The definition of leadership style according to Hersey and Blanchard in Nawawi (2008: 115) is a pattern of behavior when someone tries to influence others and they accept it. Meanwhile, according to Dharma in Nawawi (2008: 115) leadership style is a pattern of behavior that is shown when influencing others. Leadership in an organization is a factor that determines the success or failure of an organization or business because successful leadership shows that the management of an organization has been carried out successfully. Leadership is needed by humans, because there are certain limitations or advantages in humans. On the one hand, humans have limited ability to lead, on the other hand there are people who have the superior ability to lead. Leadership Style Indicators: 1) Instruction Leadership Style, 2) Consulting Leadership Style, 3) Participation Leadership Style, and 4) Delegation Leadership Style.

Supervision in general can be defined as a way for an organization to achieve effective and efficient performance, and to further support the realization of the organization's vision and mission. Fahmi and Irham (2013: 96). Manullang (2011) states that the main purpose of supervision is to make what is planned come true. It can be understood, that how exactly the planning is made will not achieve maximum results without a supervisory function. Therefore, even though this supervisory position is at the end of the management functions it is not less important, but more meaningful as the key to the success of the entire implementation of the management function. Supervision carried out by superiors is a comprehensive supervision of the implementation of activities by subordinates with the intention that superiors are aware of the real activities and every aspect of the implementation of duties or the environment of each organizational unit and do not deviate from efforts to achieve the goals and objectives that have been set. Supervision Indicators: 1) Determination of Work Standards, 2) Job Assessment, and 3) Correcting Work.

Rivai and Veithzal (2010) state that work discipline is a tool used by managers to change behavior and as an effort to increase one's awareness and willingness to obey all company regulations and prevailing social norms (Bin Tahir & Rinantanti, 2016). Moekijat, (2001: 139) said that Discipline is a force that develops in the worker's own body which causes him to be able to adjust voluntarily to decisions, regulations, and high values of work and behaviour (Bin Tahir, 2015). Thus work discipline can be concluded as an attitude of respect, respect, obedience, and obedience to the applicable regulations, both written and unwritten and able to carry out them and not avoid receiving sanctions if he violates the duties and authorities given to him. Work Discipline Indicators: 1) Compliance with working hours, 2) Compliance with orders and rules, 3) Adherence to work standards, 4) Working responsibly and honestly, and 5) Using and maintaining office equipment.

An organization, both government and private, is always driven by a group of people who play an active role in achieving the goals to be achieved from the organization. Organizational goals will certainly not be achieved if the performance of members or employees is not optimal. According to Mangkunegara (2010) in Pasolong (2010: 176) performance is the result of work in quality and quantity achieved by a person in carrying out his function in accordance with the responsibilities given to him. Prawirosentono in Pasolong (2010: 176) tends to use the word performance in referring to the word performance. According to him, performance is a result that can be achieved by a person or group of people in an organization, in accordance with their respective responsibilities in order to achieve the goals of the organization concerned legally, does not violate the law and is in accordance with morals or ethics. Employee Performance Indicators: 1) Quality, 2) Quantity, 3) Working Time, and 4) Cooperation.

## 3. Research Method

This type of analysis is quantitative. In the data collection, questionnaires were distributed to all Class IIA Sungguminasa Women's Prison employees with a total number of up to 40 participants. The research was conducted for approximately two months, from December 2019 to February 2020. The results of the questionnaire data were then processed using the SEM analysis methods. In the data processing phase, Smart PLS version 3.2.8 becomes predictive software to evaluate predetermined theories and complement the shortcomings of quantitative analysis findings. The researcher also performs an interview process with agency representatives on the variable information transfer process and the organizational culture that has been established.

## 4. Results

### 4.1 Data Analysis

After distributing questionnaires to 40 respondents to the workers of the Class IIA Sungguminasa Women's Jail, a validation test was carried out on the quality of the statement and the reliability test related to the quality of the variables raised in the report. It was found that all indicators or statements and constitutive variables had been deemed valid and feasible for that era.

**Table 1.** Relationship between variables

Hypothesis	Coefficient	T Statistical	P Value	Research Results
Leadership style towards knowledge transfer	0.673	8.073	0.000	Positive significant
Leadership style towards organizational culture	0.475	4.157	0.000	Positive significant
Leadership style on employee performance	-0.056	0.219	0.827	Negative Not significant
Transfer of knowledge to employee performance	0.035	0.136	0.892	Positive and insignificant
Organizational culture towards employee performance	0.508	3.102	0.000	Positive significant
Leadership style towards employee performance through knowledge transfer	0.024	0.131	0.896	Positive and insignificant
Leadership style towards employee performance through organizational culture	0.242	2.763	0.006	Positive significant

**Source:** Output SmartPLS (2020)

By looking at the coefficient value (original sample) to determine the magnitude of the impact between the variables, it is more generous than 1.96. The p-value must be less than 0.05 to be considered significant. The results of the hypothesis tests carried out using the SEM method with SmartPLS software aid show the output as shown in the table above. The style of leadership has a positive and meaningful direct impact on information transfer and organizational culture but has a negative and negligible effect on employees' performance. Leadership style has a positive and vital impact on performance when mediated by corporate culture but has a positive but not significant impact on performance when mediated by information transfer.

## 5. Discussion

### 5.1 Influence of the Leadership Style on the Transition of Knowledge in Class II A Sungguminasa Women's Civilization Institution (Lapas).

Based on the questionnaires' distribution results, which then processed the data from the respondents' answers using the SMAT PLS, empiric findings were obtained that the leadership style had a positive and significant influence on the transfer of information. This demonstrates that the new leadership style can substantially transfer information to workers at the Sungguminasa Women's Civil Service Institution Class II. These findings help the study of Solu.

The findings of this study are consistent with (Angraeni et al., 2019), which states that leadership can influence a group towards the achievement of a goal (Trang, 2013). Leadership is a person who is engaged in certain circumstances and is guided through the communication process towards achieving one or more particular objectives. Leadership concerns the mechanism of social control that someone against others purposely carries out to structure activities and influence within a community or organization (Ilyas et al., 2017).

### **5.2 The Impact of the Leadership Style on Organizational Culture in Class II and Sungguminosa Women's Civil Service Institutions (Lapas).**

The data test results indicate that leadership style has a significant positive impact on the organizational culture. This shows that the current kind of leadership has succeeded in establishing a healthy corporate culture among the employees of the Sungguminasa Women's Institution for Parenting, Class II (Lapas). The findings of this study are in line with the hypothesis put forward by Robbins that the organizational culture, as the prevailing principles disseminated in the organization, is transformed into the working philosophy of employees, which becomes a guide for corporate policies in the management of employees (Fachreza et al., 2018; Rismayadi & Maemunah, 2016). Therefore, the role of the leader in the direction of culture is to try to understand in-depth how the current cultural strengths and their influence on organizational objectives are affected (Lina, 2014). Failure to control culture because it finds human actions and the working environment an integral part of civilization itself.

This research's empiric condition shows the positive and meaningful effect of the leadership style on organizational culture. It is reinforced by the observations made during the study that saw the firm and disciplined nature of the leadership of the Sungguminasa Women's Prison Class IIA, which can be conveyed to employees as organizational culture.

### **5.3 The Effect of Leadership Style on Employee Performance in Class II and Sungguminasa Women's Civilization Institution (Lapas).**

This research has presented empirical evidence that the leadership style has a negative and negligible influence on the performance of employees. This confirms research (Haryanto, 2013) and (Azizi, 2019), which also suggests that the style of leadership does not directly influence the performance of employees. This shows that no matter how good the Class II-A Sungguminasa Women's Institution (Lapas) leadership style is. It cannot significantly impact employee performance because employees have performed well even though leadership sometimes changes relatively short.

### **5.4 Impact of Knowledge Transfer on Employee Performance in Class II A Sungguminasa Women's Civilization Institution (Lapas).**

The transfer of the information described in the Class II-A study phase of the Sungguminasa Women's Institution for Civilization cannot significantly impact employees' performance. As employees already have specific skills related to working tasks and functions acquired during pre-service or training and training. This result does not support the argument (Ahmad et al., 2018) in (Chalifa & Nugrohoseno, 2018) that information transfer would be a set of processes in an organization with a position to optimize the output of human resources.

### **5.5 The Effect of Organizational Culture on the Output of Employees in Class II A Sungguminosa Women's Civilization Institution (Lapas).**

Results also suggest that a healthy organizational culture at the Sungguminasa Class II A Women's Institution can directly affect employee performance as workers have a disciplined corporate culture that can be role models for prison tenants to have an impact on employee results.

### **5.6 The Effect of Leadership Style on Employee Performance Through Information Transfer at Class II and Sungguminasa Women's Civil Service Institutions (Lapas).**

Based on the results of the distribution of questionnaires, which then processed the respondent's response data using the SMAT PLS, empiric findings were obtained that leadership style, knowledge transfer, and employee performance had negligible positive effects. It could be shown that knowledge transfer could not be a mediating variable to increase leadership style's impact on performance.

### **5.7 Influence of the Leadership Style on Employee Performance by Organizational Culture in Class II and Sungguminasa Women's Civil Service Institutions (Lapas).**

Data processing findings also indicate that leadership style, organizational culture, and employee performance have a significant positive effect. It can be shown that, empirically, corporate culture can be a mediating variable that significantly enhances leadership style's influence on performance because good leadership styles impact improving organizational culture. A successful orientation to work improves employee efficiency (Al Ariss et al., 2014;

Editors, 2017; Hitalessy et al., 2018). Therefore, organizational culture may be a perfect mediating variable of the effect of leadership style on the performance of workers in the Sungguminasa Women's Prison Class IIA.

## 6. Conclusion

Leadership style has a significant positive effect on the transition and organizational culture of knowledge, which indicates that, as leadership style improves, it will substantially impact the knowledge transfer process and strengthen the corporate culture. In contrast, when it comes to results, the influence of leadership style in Class IIA Women's Prison is not maxing. Knowledge transfer often has a favorable but negligible effect on employees' performance, which means that the transfer of knowledge would not significantly impact the performance of employees as it improves. Furthermore, when the corporate culture is well underway, success can have a considerable impact. Leadership style does not have a significant favorable influence on employee performance is mediated by information transfer and has a significant positive effect on employee performance if mediated by organizational culture.

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