



THE ROLE OF LEADERSHIP AS MODERATION: THE RELATIONSHIP OF KNOWLEDGE MANAGEMENT TO LECTURER PERFORMANCE

PERAN KEPEMIMPINAN SEBAGAI MODERASI: HUBUNGAN MANAJEMEN PENGETAHUAN TERHADAP KINERJA DOSEN

Ilham Safar, Wahyu, Abdul Samad A, Nasyirah Nurdin, Ariska

¹⁻⁵Management Departement, Fajar University

Email: ilhamsafar25@gmail.com, wahyu@unifa.ac.id, somsomad@gmail.com, nasyirahnurdin@gmail.com

Abstract

This research aims to determine the moderating role of leadership on the influence of knowledge management on the performance of Fajar University lecturers. The approach used in this research is a quantitative approach. The population in this study were lecturers at the Faculty of Economics and Social Sciences at Fajar University with a sample size of 46 people. The technique used in collecting data is a survey method in the form of a questionnaire which will then be processed in the SPSS application. The results of the research show that the t count for knowledge management is 3.968 with a significance of 0.000 with a regression coefficient of 0.526, this shows that knowledge management has a positive and significant influence on the performance of Fajar University lecturers, and the results of the research show that the XZ variable (the interaction between the knowledge management variables with leadership), obtained a calculated t value of 1.489 at a significance of 0.144 (not moderated), meaning that the leadership variable was unable to strengthen the influence of knowledge management on the performance of Fajar University lecturers. This research shows that the findings regarding existing leadership positions have not strengthened the relationship between knowledge management and lecturer performance. The strongest aspect shows that the knowledge possessed by lecturers is still developed independently and in practice the organization has not been involved much so it is unable to encourage this relationship to occur.

Keywords: Leadership; Knowledge Management; Lecturer Performance

Abstract

Penelitian ini bertujuan untuk mengetahui peran moderasi kepemimpinan terhadap pengaruh manajemen pengetahuan pada kinerja dosen Universitas Fajar. Pendekatan yang digunakan dalam penelitian ini adalah pendekatan kuantitatif. Populasi dalam penelitian ini adalah dosen Fakultas Ekonomi dan Ilmu Sosial Universitas Fajar dengan sampel sebanyak 46 orang. Teknik yang digunakan dalam pengumpulan data adalah metode survei berupa kuesioner yang selanjutnya akan diolah pada aplikasi SPSS. Hasil penelitian menunjukkan t hitung manajemen pengetahuan sebesar 3,968 dengan signifikansi 0,000 dengan koefisien regresi sebesar 0,526 hal ini menunjukkan bahwa manajemen pengetahuan mempunyai pengaruh positif dan signifikan terhadap kinerja dosen Universitas Fajar, dan hasil penelitian menunjukkan bahwa variabel XZ (interaksi antara variabel manajemen pengetahuan dengan kepemimpinan), mendapatkan nilai t hitung sebesar 1,489 pada signifikansi 0,144 (tidak dimoderasi) artinya variabel kepemimpinan tidak mampu memperkuat pengaruh antara manajemen pengetahuan terhadap kinerja dosen Universitas Fajar. Pada penelitian ini ditemukan temuan jabatan kepemimpinan yang ada belum memperkuat hubungan manajemen pengetahuan terhadap kinerja dosen, aspek yang paling kuat menunjukkan bahwa ilmu yang dimiliki dosen masih dikembangkan secara mandiri dan organisasi dalam praktiknya belum banyak terlibat sehingga tidak mampu. untuk mendorong terjadinya hubungan ini.

Kata kunci: Kepemimpinan; Manajemen Pengetahuan; Kinerja Dosen

INTRODUCTION

Increased competition between agencies can encourage an organization to make improvements to its management system. Because in the process of forming an organization in accordance with its goals, an organization or institution must be able to handle and maintain human resources in the organization (Imron, 2019). Human resources are one of the implementing elements in organizational activities and are responsible for carrying out



organizational operational activities. One of the factors that influence the optimization of human resources is leadership.

Leadership or *leadership* is included in the applied sciences of the social sciences, because its principles and formulations help improve human welfare. Leadership consists of influence, and leadership is concerned with how a leader influences his members. Influence is a very important part of leadership.

According to Stoner in Hardani (2018) there are three levels of management in leading a company or agency, namely the first, *top management* where at this level there are several people who have good knowledge of concepts in order to run an agency as a whole. Second, *middle management* (middle management) which at this level is responsible as an intermediary between upper management and lower level management. Third, *first line management* which at this level will be directly related to the workforce and become a liaison between operational personnel and middle management.

At present, universities in Indonesia have developed a lot of information and communication technology, including its application in the processing of learning systems. The excellence of a university depends a lot on its ability to process information and communication systems properly in order to improve university operations in decision making for management.

Fajar University is one of the universities in the Makassar area. Since 2008 Yayasan Pendidikan Fajar Ujung Pandang merged three universities. This can be seen by the issuance of a decree, on July 14, 2008 with Prof. DR. Halide. MA. He was appointed as the first leader or rector of Fajar University. The university has an Institute for Research and Community Service (LPPM), where almost all existing tertiary institutions have this official research institute. The vision of Universitas Fajar is to become a leading university in Indonesia that produces graduates who are accomplished, innovative, independent, dignified and cultured. In line with that, Universitas Fajar has a mission to produce research in accordance with the development of science, technology and art for the benefit of society and industry.

The application of *knowledge management* is important, so that an organization or university can gain a sustainable competitive advantage, because its implementation provides benefits both in the operational and service fields, can improve individual competence and maintain the availability of knowledge and innovation. Through *knowledge management*, it means that knowledge will be processed effectively, in order to facilitate the integration of diverse knowledge of someone into organizational knowledge (Masduki, 2019).

Knowledge management is the process of maximizing intellectual property by looking at employee performance within the organization for the benefit of the organization itself (Arfati, 2017). Abramovskikh (2019) in Wahyudi (2021) works a function that an individual has (resources) under normal circumstances to be able to complete a job. Hazriyanto (2019) in Wahyudi (2021) said that the performance of a lecturer can be seen directly, if in education it can be shown by attendance, in research it can be shown by journals, and in service it can be seen from the report. There is previous research conducted by Masduki (2019) explaining that knowledge management has an influence on the performance of private universities. Thus, it can be said that if the application of *knowledge management* is getting better, it will have an impact on improving the performance of Private Universities.

LITERATURE REVIEW

Leadership

Leadership is an important factor that affects the survival of a company. Sutikno (2014) in Andayani (2019) leadership in an organization is aimed at influencing the members it leads, so that they are willing to do what they want or are ordered by the person who leads it. Kartono (2017) in Harahap (2019) states that *leadership* is someone who has the ability to influence



subordinates or groups, by providing direction to behave in accordance with the organization so that the goals of the organization or group can be achieved.

Based on the views of some of these experts, it can be concluded that *leadership* refers to the ability to direct, influence and supervise subordinates to be willing to act, implement and work so that they can provide good and useful work for the achievement of common goals.

Knowledge Management

In essence, knowledge is information or information that is studied further as a determinant of the right decision making in delivering more effective direction for conversation and increasing creativity in an organization. Iskandar and Subekan (2018) in Shasena (2021) knowledge management is an organizational skill that manages knowledge from the environment and integrates that knowledge in the company's business processes. Knowledge Management also has the aim of assembling the development process in an organization to generate, collect, maintain and disseminate various kinds of knowledge information into the organization. In general, the role of knowledge management requires the workforce to do a good job, be talented and have qualified skills, and have an understanding of the internal and external conditions of the company as a whole. Theories about human knowledge and skills underscore how important education is in the corporate environment, such as education that as a whole, speaks according to the framework of conversation and has an impact on society.

Based on the definition above, it can be seen that *knowledge management* activities are an action by managing knowledge with the aim of obtaining and using useful intelligence resources to complement the needs of the company.

Lecturer Performance

Moehariono (2012) in Hasibuan (2018) performance is the result of work that can be achieved quantitatively and qualitatively from a person or group of people in an organization, in accordance with their respective authorities and responsibilities. In an effort to achieve the objectives of the organization concerned lawfully and ethically without violating the law. Santos (2018) in Adhan (2020) explained that performance is a person's ability to carry out activities that have contributed to the technological development of a company. Work results or performance refer to attitudes related to the company's wishes, measured in terms of its contribution to organizational effectiveness (Kartini in Adhan, 2020). Mangkunegara (2020) in Balik (2020) stated that the drive to excel and the leadership of the rector can affect the performance of lecturers.

RESEARCH METHODS

The respondents in this study were lecturers at Fajar University at the Faculty of Economics and Social Sciences. This research is a descriptive quantitative type where later it will see the influence of the independent variable on the dependent variable and to test the interaction of the independent variable and moderation variable on the dependent variable. In this study, the population is an active lecturer at Fajar University, especially lecturers at the faculty of economics and social sciences (FEIS). The samples taken in this study were lecturers who had the status of permanent lecturers of Unifa and foundations. In this study, the sample used amounted to 46 people. Data collection is carried out by survey method in the form of questionnaires. The development of research thinking is described through the following framework:

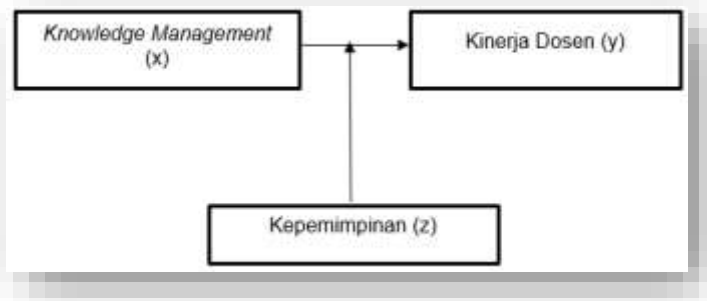


Figure 1. Research Framework

RESULTS AND DISCUSSION

This study encourages findings that show the position of each variable has a different role, so that in conducting a hypothesis test, several steps are carried out in data processing that has been carried out by researchers. The steps start with the following:

1. Partial Test (Direct Relationship Test)

In testing this first hypothesis, a partial test was carried out to see the effect of each independent variable on the dependent variable using a significance level of 5%.

Table 1. Partial Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.425	3.814		.636	.528
	KNOWLEDGE MANAGEMENT	.526	.133	.513	3.968	.000

The partial test results show that t count knowledge management is 3.968 > t table 1.68107 at a significance of 0.000. This shows that knowledge management has a significant positive effect on the performance of Fajar University lecturers. In simple linear regression testing can be known through the equation below:

$$Y = a + bX_1 + e$$

$$Y = 2.425 + 0.526X_1 + 0.05$$

From a simple linear regression equation it can be seen that:

- a. The constant value of 2.425 means that if the knowledge management variable is 0, then the performance of lecturers at Fajar University will remain constant at 2.425.
- b. The regression coefficient X1 is 0.526 which means that knowledge management has a positive effect on the performance of lecturers at Fajar University. It can be known, namely by adding *knowledge management* by one unit, the performance of dawn university lecturers is 0.526.

2. Coefficient of Determination Test

Testing the coefficient of determination is also needed to determine how much the independent variable (*knowledge management*) can explain the dependent variable (lecturer performance). The results of the coefficient of determination test can be seen in the table below:



Table 2 Coefficient of Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.513 ^a	.263	.247	1.781

It can be seen from the table, it can be seen that the R square value of 0.263 which shows the amount of contribution that has been given by the *knowledge management* variable to lecturer performance is 26.3%. Although in the count it does not seem to achieve a high score, knowledge management makes a real contribution and has a fairly good impact in influencing the performance of lecturers.

3. Uji Moderated Regression Analysis (MRA)

In testing this second hypothesis, an MRA test was carried out to see the interaction between leadership variables and *knowledge management* variables on lecturer performance variables, can be seen in the table below:

Table 3 MRA Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579 ^a	.335	.288	1.732

Table 3 shows the adjusted square value showing the coefficient of determination, there is an increase in the adjusted R-square value from regression model I to regression model II by 4% (adjusted R-square in regression model I by 24.7%, data in table 2). The adjusted R-square value of 0.288 shows that only 28.8% of lecturer performance can be explained by *knowledge management* variables moderated by leadership variables. Interestingly, the value or contribution of knowledge management in this study shows an increase in lecturer performance if moderated by leadership, although the relationship does not show a significant interaction relationship. The results of the interaction test can be seen as follows:

Table 4 Interaction Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	37.212	23.591		1.577	.122
KNOWLEDGE_MANAGEMENT	-.790	.837	-.770	-.943	.351
KEPEMIMPINAN	-1.364	.981	-3.052	-1.391	.172
KNOWLEDGEMANAGEMENT_KEPEMIMPINAN	.051	.034	3.908	1.489	.144



After the interaction test can be seen in table 4 above, showing the results of significant values have increased quite high. The significant value is 0.144 where this value is greater than 0.05 (insignificant), so it is known that leadership is not able to strengthen the influence of *knowledge management* on lecturer performance.

CONCLUSION

This research provides a conclusive picture and provides interesting information to readers and academics who will conduct further research, that in practice, especially in educational organizations, in this case universities or colleges which are the source of the birth of knowledge have an important task in its management, namely practicing the concept of maximum knowledge management, so that what is owned as strong capital, namely knowledge can be managed well and used to the maximum. Of course this gives an illustration, that the source of knowledge can be owned individually but not owned organizationally, also vice versa so that this can inhibit the process of sharing knowledge that can encourage performance in the organization.

This is what was found in the study, that knowledge management directly has a positive and significant influence on lecturer performance, but the position of leadership as a moderation variable that is expected to strengthen the relationship of knowledge management to performance actually looks insignificant.

REFERENCES

- Adhan, M., Jufrizen, Prayogi, M. A., & Siswadi, Y. (2020). The Mediating Role of Organizational Commitment on the Effect of Job Satisfaction on the Performance of Permanent Lecturers of Private University in Medan City. *Jurnal Ekonomi dan Bisnis*.
- Andayani, I., & Tirtayasa, S. (2019). The influence of leadership, organizational culture, and motivation on employee performance. *Scientific Journal of Master of Management*.
- Arfati, R. (2017). The influence of knowledge management, organizational culture on organizational performance. *Journal of Accounting*.
- Balik, D. (2020). The effect of moderation of morale between the influence of work family conflict on the performance of female lecturers. *Journal of Economics*.
- Harahap, D. S., & Khair, H. (2019). The influence of leadership and compensation on job satisfaction through work motivation. *Scientific Journal of Master of Management*.
- Hardani, S., Auliya, Grad.Cert.Biotech, N. H., & Andriani. (2020). *Qualitative and quantitative research methods*. Yogyakarta: Science Library.
- Hasibuan, S. M., & Bahri, S. (2018). The Influence of Leadership, Work Environment and Work Motivation on Performance. *Scientific Journal of Master of Management*.



Imron, & Suhardi. (2019). The Influence of Leadership Style, Teamwork and Organizational Culture on Work Performance and Its Impact on Employee Work. *Journal of Economics and Management*.

Masduki. (2019). Improving the Performance of Private Universities through the Application of Knowledge Management and Strengthening Organizational Culture. *Scientific Journal of Management*.

Safar, I., Mujahid, & Andini. (2022). The Effect of Talent Management on Employee Performance with Organizational Commitment as a Moderation Variable at PT. Borwita Citra Prima Makassar. *Journal of Sinar Manajemen*.

Shasena, D. R. (2021). The Influence of Servant Leadership, Talent Management, and Knowledge Management on Employee Performance of PT. Diara Kediri. *Journal of Management*.

Revelation. (2020). Lecturer Performance: Their Contribution to Higher Education Accreditation. *Journal of Economics and Business*.