Influence of Leadership Style to Transfer Knowledge and Culture Organization to Improve Performance of Office Officer

The Case of Boven Digoel Regency

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Abstract

The purpose of this study was to determine and analyze the influence of leadership style, organizational culture on knowledge transfer and employee performance. This research was conducted at the Boven Digoel Regent's office. The sample used in this study is the entire population or saturated sample as many as 90 respondents. The collection methods in this study were questionnaires and interviews. The data analysis method used path analysis with the Smart PLS application. The results showed that leadership style has no significant effect on knowledge transfer and employee performance. When mediated by knowledge transfer, the leadership style to affect employee performance was also insignificant. Organizational culture has a significant positive effect on knowledge transfer, but interestingly has no significant effect on employee performance. Organizational culture has a significant positive effect on employee performance if it is mediated by knowledge transfer. Transfer knowledge has a positive and significant effect on employee performance.

Keywords: leadership style; organizational culture; knowledge transfer; performance

INTRODUCTION

Human resource management as a management activity can never be ignored from the management of a government agency. Profit and non-profit organizations need sound resource management. Private and government organizations need good human resource management. Likewise, large and small organizations need good human resource management. Yani (2012: 2) states that human resource management has the meaning of planning, procurement, development, maintenance and use of human resources in an effort to achieve individual or organizational goals.

In the process of developing human resources, good leadership is needed in providing knowledge transfer, shaping organizational culture and improving employee performance. Leadership is the ability to influence a group towards the achievement of a goal. Leadership is a person who is carried out in certain situations, and is directed through the communication process towards the achievement of one or several specific goals. Leadership involves the process of social influence that is deliberately carried out by a person on another to structure activities and influence within a group or organization (Robbins, 2006).

Nonaka and Takeuchi (1995) in Antoro's research, D. (2014) divide knowledge into two, namely tacit knowledge and explicit knowledge. Tacit knowledge is knowledge that resides in the human mind in the form of intuition, judgment, skill, values, and belief. very difficult to formulate and share with others. Meanwhile explicit knowledge is knowledge that can be or has been codified
in the form of documents or other tangible forms so that it can be easily transferred and distributed using various media. Both types of knowledge can be converted through four types of conversion, namely socialization, externalization, combination, and internalization.

Robbins (2006) in Antoro's research, D. (2014) defines organizational culture as a system of shared meanings adopted by members who differentiate these organizations from other organizations. Therefore, a system of shared meaning is formed by its citizens which is also a differentiator from other organizations.

The results of research from Antoro, D. (2014) found that leadership and knowledge transfer showed that leadership was not proven to have a significant effect on knowledge transfer. This shows that the transfer of knowledge is more received from other parties such as colleagues than from the leadership. Research results from Sollu, O., Maupa, H., & Taba, M. I (2019) found that leadership style has a positive but not significant effect on knowledge transfer.

Based on pre-observation observations, it can be seen that the conditions in which the leadership of BovenDigoel Regency empower professional employees with educational backgrounds from government departments to facilitate the process of transferring knowledge to all existing employees. In addition, the leadership of BovenDigoel Regency, in this case, the Regent often spends time transferring knowledge to his subordinates to complete work. One of the organizational cultures related to knowledge transfer is the morning coffee culture which is routinely carried out every week when the leader is not on duty out of town.

The organizational culture that is also prominent in the Boven Digoel Regent's office is a culture of helping each other in completing work and a culture of sharing knowledge from old employees to new employees. In addition, the leadership of BovenDigoel also held family gatherings at a certain time period to reduce employee fatigue, especially at the end of the year with the aim of strengthening the relationship between variables while reducing employee work stress before resuming work.

For the phenomena associated with the performance of that da ri results of observations directly on the performance of the employees of the government district Digoel, there are some indications that show the problems of performance, among others: (1) There is no visible employees who like to postpone the work, (2) pegawai work work another on hours of work such as playing media social.

The problem issue performance as described above is theoretically influenced by factor-factor of internal organization. In addition, other studies have concluded that employee performance is influenced by organizational / company culture (Chen, 2004; Heather et.al, 2001 in Syaharuddin (2019). Employee performance is influenced by leadership style (Yammarino et.al, 1993; Humphreys, 2002; Bass et.al, 2003 in Syaharuddin (2019).

The purpose of this study was to determine and analyze the direct influence of leadership style, organizational culture on the transfer of knowledge and employee performance, as well as the indirect influence of leadership, organizational culture on employee performance through knowledge transfer.

LITERATURE REVIEW

Leadership Style

According to VeitzhalRivai (2012: 53) leadership is the ability of a leader to influence others by provoking positive feelings in the people he leads to achieve the desired goals. Meanwhile, according to Terry George R, which is translated by Kartini Kartono (2011: 57) leadership is an activity to influence people so that they like to try to achieve group goals. In addition, according to Miftah Thoha (2011: 9) leadership is an activity to influence the behavior of others, or the art of influencing human behavior, both individually and in groups. leadership indicators according to Thoha (2011: 52) are as follows:

a) The function of leadership as an innovator

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b) The function of leadership as a communicator
c) The function of leadership as a motivator
d) The leadership function as a controller

Organizational culture

Tika (2010) suggests that organizational culture is a value that guides human resources to deal with external problems and adjustments to the organization, so that each member of the organization must understand the values that exist and how brands should act and behave.

The indicators of organizational culture raised by Tika (2010: 10-11) are described as follows:
1. Individual initiative
2. Tolerance for risky actions
3. Briefing
4. Integration
5. Management Support

Knowledge transfer

Knowledge transfer is a process or way in which a person disseminates evidence of a theory or spreads new knowledge (Profetto, 2004). According to Jacobson et al (2004) in Profetto (2004), knowledge transfer is the exchange, synthesis and ethical application of knowledge in a complex system of relationships between researchers and users.

Another indicator of knowledge transfer put forward by Martin Kenaite (2012: 172), namely Difficulty (difficulty), namely difficulties or obstacles faced in the process of transferring knowledge; Extent (extent), is the extent of the variety of knowledge transferred; Intensity (intensity), the power level of knowledge transfer; and Quality (quality), is the quality or superiority of the knowledge transferred.

Employee Performance

Edison, et al (2016: 190) state that performance is the result of a process that is referred to and measured over a certain period of time based on predetermined terms or agreements.

The indicators used to measure employee performance according to Gomes (2003: 142) can be described as follows:
Quality of workers (Quality of work)
Work knowledge (Job Knowledge)
Cooperation (Cooperation)
Firmness (Dependability)

Conceptual Model

The framework in this research can be seen in the following:

![Figure 1. The Conceptual Model](image)

RESEARCH METHOD

Location and Research Design

This research was conducted at the Boven Digoel Regent's office. This study uses a quantitative approach which aims to explain the position of the variables under study and the
relationship between one variable and another.

Population or Samples

The population in this study were all employees of the Regent of BovenDigoel Regency as many as 90 people. The sample used in this study is the entire population or saturated sample so that the sample in this study was determined as many as 90 respondents.

Data Collection Method

The collection method in this research is 1) Interview, which is a data collection technique by means of direct question and answer with authorized officials who are related to the object of research. 2) Questionnaires, namely data collection techniques by distributing a list of questions to obtain written answers about problems the problems faced.

Data Analysis Method

The analytical methods used in this research are: 1) Descriptive analysis. Descriptive analysis is used to analyze data by describing or describing the collected data as it is without intending to make generalized conclusions or generalizations. 2) To achieve the quality of the data, it is done by testing the validity and reliability testing using the Smart Partial Least Square (PLS) 3.2.8 software. The data validity test is used to measure valid of data. The method used in this study is path analysis with four relationships. This method is common for researchers (e.g. Maharani, Maupa, and Aswan, 2020).

EMPIRICAL RESULTS

Statistik Deskriptif

Based on the research data that has been collected, data regarding the amount is obtained As many as 90 questionnaires have been distributed, the descriptions of respondents' responses can be described as follows

Table 1. Description of Respondents' Responses About Leadership Style

| Statement                                      | AVE |
|------------------------------------------------|-----|
| Leaders always provide work innovation during their tenure | 3.78 |
| Leaders have good communication skills         | 3.73 |
| Leaders often provide motivation for employees | 3.77 |
| Leaders supervise employees well               | 3.80 |

Leadership Style

3.77

Source: Primary Data Processed by Smart PLS

Based on the above table can be seen if the average respondents to the variable of leadership style of 3.77 categorized as high or better. This shows that the leadership in this agency is in the good category. The highest response score is in the very high category (very good) with a score of 3.80 on the statement "The leadership supervises employees well " which is in the high or already good category so it is important to be maintained . The statement with the lowest score is 3.7e in the statement " Leaders have good communication skills ". Although it is the lowest response value, it is in the high (good) category.

Table 2. Description of Respondents' Responses About Organizational Culture

| Statement                                      | AVE |
|------------------------------------------------|-----|
| Employees have individual initiative to get work done | 3.97 |
| Leaders tolerate risky actions in completing work | 3.84 |
| Briefings are carried out regularly             | 3.80 |
| There is integration between employees in completing work | 3.81 |
| Employees provide support to each other to complete work | 3.83 |
| Organizational culture                          | 3.85 |

Source: Primary Data Processed by Smart PLS
Based on the table above, it can be seen that the average respondent's response to the organizational culture variable is 3.85 which is in the high or good category. This shows that in general the organizational culture prevailing in this agency is in the good category. The highest response score is in the very high category (very good) with a score of 3.97 on the statement "Employees have individual initiative to complete the job" which is in the good category. The statement with the lowest score is 3.80 in the statement "The briefing is carried out routinely". This shows that the routine direction carried out by the leadership is in the good category according to the respondents' assessment. Although it is the lowest response value, it is in the high (good) category.

**Table 3. Description of Respondents' Responses About Knowledge Transfer**

| Statement                                                   | AVE  |
|-------------------------------------------------------------|------|
| Employees have no difficulty in sharing knowledge with others | 3.94 |
| Share knowledge that can support the work process           | 3.90 |
| Leaders often provide direction to employees                | 3.80 |
| Q: What Knowledge is very useful from the knowledge transfer process | 3.81 |
| Knowledge transfer                                          | 3.86 |

Source: Primary Data Processed by Smart PLS

Based on the above table can be seen if the average respondents to the variable transfer of knowledge by 3.86 categorized as high or better. This shows that the transfer of knowledge has taken place in this institution and has entered the good category. The highest response score is in the very high category (very good) with a score of 3.95 on the statement "Leaders have no difficulty in sharing knowledge with subordinates". The statement with the lowest score is 3.80 in the statement "Leaders often give directions to employees". Although it is the lowest response score, it is in the good category.

**Table 4. Description of Respondents' Responses About Employee Performance**

| Statement                                                      | AVE  |
|---------------------------------------------------------------|------|
| I can complete a job of good quality                         | 4.00 |
| Employees have knowledge that supports work                   | 3.90 |
| Good cooperation is done to get the job done                  | 3.81 |
| Employees carry out work to completion                        | 3.77 |
| Employee Performance                                          | 3.87 |

Source: Primary Data Processed by Smart PLS

Based on the table above, it can be seen that the average respondent's response to the employee performance variable is 3.87 that is in the high or good category. This shows that in general the performance of employees in this agency is in the good category. The highest response score is in the very high category (very good) with a score of 4.00 on the statement "I can complete work with good quality". The statement with the lowest score is 3.77 in the statement "Employees carry out work to completion". Although it is the lowest response score, it is in the good category.

**Table 5. Direct Effect Hypothesis Test**

|                                           | Original sample (O) | T Statics | P Value |
|-------------------------------------------|---------------------|-----------|---------|
| Organizational Culture - employee performance | 0.044               | 0.956     | 0.551   |
| Organizational Culture - Knowledge Transfer | 0.966               | 62.552    | 0.000   |
| Leadership Style - employee performance    | 0.006               | 0.478     | 0.633   |
| Leadership Style - Knowledge Transfer      | 0.031               | 1.505     | 0.133   |
| Knowledge Transfer - employee performance   | 0.939               | 11.843    | 0.000   |

Source: Primary Data Processed by Smart PLS
The Effect of Leadership Style on the Knowledge Transfer

Based on Table 5, leadership style has a positive effect with the original sample value (coefficient) of 0.031 or 3.1% on the transfer of knowledge with the t statistic, namely 1.505 which is smaller than 1.96 and a p value of 0.133 which is greater than 0.05 so that the leadership style has no significant effect on knowledge transfer. This shows that when the leadership style is improved, it will not significantly affect the transfer of knowledge by looking at the large number of employees, namely 90 people.

Based on the results of the study, it was found that the condition of the leadership style had no significant positive effect on knowledge transfer at the BovenDigoel Regent's Office. Although the leadership style in this agency is good, as well as the transfer of knowledge, if it is related to the leadership style with the transfer of knowledge, it does not have a significant effect because the transfer of knowledge that takes place in this government agency does not only come from the leadership but also from fellow employees who share knowledge. Leaders in this agency will be directly involved in the process of transferring knowledge when there are conditions where employees cannot complete work or at work meetings, but the intensity is not done often.

Leadership is the ability to influence a group towards the achievement of a goal. Leadership is a person who is carried out in certain situations, and is directed through the communication process towards the achievement of one or several specific goals. Leadership involves the process of social influence that is deliberately carried out by a person on another to structure activities and influence within a group or organization (Robbins, 2006).

Trang (2013) in his research suggests that leaders are one of the critical indicators of success in achieving organizational goals. A reformist leader must be sensitive to change, be able to analyze what are the weaknesses and strengths of both his internal and external organizations, so that they are able to solve the problems faced, and further improve employee performance and organizational performance. In all situations the leader has a very important role. Leaders are symbols, role models, drivers as well as sources of influence, which can direct various activities and resources to achieve their goals. The ability to unify human aspects is a difficulty in itself, and it is one of the duties of a leader.

The test results on the leadership variables and knowledge transfer that have been carried out by Antoro (2014) show that leadership has not been shown to have a significant effect on knowledge transfer so that the results of this study support the results of previous studies. Furthermore, the results of research conducted by Otto Sollu, et al. (2019) found that leadership style has a positive and significant effect on knowledge transfer, so the results of this study are different from the results of previous studies.

The Influence of Organizational Culture on Knowledge Transfer

Based on Table 5, organizational culture has a positive effect with the original sample value (coefficient) of 0.966 or 96.6% on the transfer of knowledge with the t statistic which is 0.596 which is smaller than 1.96 and a p value of 0.133 which is greater than 0.05 so that organizational culture has a significant effect on the transfer. Knowledge. This shows that when the organizational culture increases, the transfer of knowledge from employees will increase significantly.

Based on the research results, it was found that organizational culture had a significant positive effect on knowledge transfer at the BovenDigoel Regent's Office. During the research process, it was seen that several employees shared knowledge in completing work. This is an

### Table 6. Hypothesis Test Indirect Effect

| Variables | Original Sample (O) | T Statics | P Value |
|-----------|---------------------|-----------|---------|
| Organizational Culture - Knowledge Transfer - Employee performance | 0.907 | 12.005 | 0.000 |
| Leadership Style - Knowledge Transfer - Employee performance | 0.029 | 1.465 | 0.144 |

Source: Primary Data Processed by Smart PLS

**DISCUSSION**

**The Effect of Leadership Style on the Knowledge Transfer**

Based on Table 5, leadership style has a positive effect with the original sample value (coefficient) of 0.031 or 3.1% on the transfer of knowledge with the t statistic, namely 1.505 which is smaller than 1.96 and a p value of 0.133 which is greater than 0.05 so that the leadership style has no significant effect on knowledge transfer. This shows that when the leadership style is improved, it will not significantly affect the transfer of knowledge by looking at the large number of employees, namely 90 people.

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Leadership is the ability to influence a group towards the achievement of a goal. Leadership is a person who is carried out in certain situations, and is directed through the communication process towards the achievement of one or several specific goals. Leadership involves the process of social influence that is deliberately carried out by a person on another to structure activities and influence within a group or organization (Robbins, 2006).

Trang (2013) in his research suggests that leaders are one of the critical indicators of success in achieving organizational goals. A reformist leader must be sensitive to change, be able to analyze what are the weaknesses and strengths of both his internal and external organizations, so that they are able to solve the problems faced, and further improve employee performance and organizational performance. In all situations the leader has a very important role. Leaders are symbols, role models, drivers as well as sources of influence, which can direct various activities and resources to achieve their goals. The ability to unify human aspects is a difficulty in itself, and it is one of the duties of a leader.

The test results on the leadership variables and knowledge transfer that have been carried out by Antoro (2014) show that leadership has not been shown to have a significant effect on knowledge transfer so that the results of this study support the results of previous studies. Furthermore, the results of research conducted by Otto Sollu, et al. (2019) found that leadership style has a positive and significant effect on knowledge transfer, so the results of this study are different from the results of previous studies.

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Based on the research results, it was found that organizational culture had a significant positive effect on knowledge transfer at the BovenDigoel Regent's Office. During the research process, it was seen that several employees shared knowledge in completing work. This is an
organizational culture that can have a significant effect on the knowledge transfer process in an organization.

Leadership is the ability to influence a group towards the achievement of a goal. Leadership is a person who is carried out in certain situations, and is directed through the communication process towards the achievement of one or several specific goals. Leadership involves the process of social influence that is deliberately carried out by a person on another to structure activities and influence within a group or organization (Robbins, 2006).

Trang (2013) in his research suggests that leaders are one of the critical indicators of success in achieving organizational goals. A reformist leader must be sensitive to change, be able to analyze what are the weaknesses and strengths of both his internal and external organizations, so that they are able to solve the problems faced, and further improve employee performance and organizational performance. In all situations the leader has a very important role. Leaders are symbols, role models, drivers as well as sources of influence, which can direct various activities and resources to achieve their goals. The ability to unify human aspects is a difficulty in itself, and it is one of the duties of a leader.

Amalia and Ika (2017) in their research found that organizational culture has a significant positive effect on knowledge sharing so that the results of this study support the results of previous research. As for the opinion of Wirawan (2015) organizational culture is the norms, values, assumptions, beliefs, philosophy, organizational habits, etc. (the content of organizational culture) developed for a long time by the founders, leaders, and members of the socialized organization. and taught to new members and applied in organizational organizational activities so as to influence the mindset, attitudes and behavior of the organization in producing products, serving consumers and achieving organizational goals. Furthermore Darmawan (2013: 143) organizational culture is a series of main belief values and attitudes that are enforced among organizational members so that knowledge sharing habits in this organization become a constructive organizational culture for employees and for achieving organizational goals.

**The Effect of Leadership Style on Employee Performance**

Based on table 5, leadership style has a positive effect with the original sample value (coefficient) of 0.06 or 6% on employee performance with a t statistic of 0.478 which is smaller than 1.96 and a p value of 0.633 which is greater than 0.05 so that the leadership style has no effect. significant to employee performance. This shows that when the leadership style is improved, it will not significantly affect employee performance improvement.

Based on the results of the study, it was found that the condition of the leadership style had no significant positive effect on employee performance at the BovenDigoel Regent's Office. Even though the leadership style in this agency does not have a significant impact on employee performance, it does not mean that employee performance in this agency is bad because from the start, employees have been provided with the ability to complete work and the knowledge gained in the learning process before working so that even though the leadership style does not have a significant impact, employee performance is still good in this agency.

As it is known that leadership is the ability to influence a group towards the achievement of a goal. Leadership involves the process of social influence that is deliberately carried out by a person on another to structure activities and influence within a group or organization (Robbins, 2006).

Ogobonna & Haris (2000) in their research found that research shows that leadership style is not directly related to performance but only indirectly so that the results of this study support the results of previous studies. The results of this study do not support the results of previous research conducted by Otto Sollu et al (2019) where the results of their research found that leadership style had no significant effect on performance.

**The Influence of Organizational Culture on Employee Performance**

Based on table 5, organizational culture has a positive effect with the original sample value (coefficient) of 0.44 or 4.4% on employee performance with a t statistic of 65,552 which is smaller
than 1.96 and a p value of 0.551 which is greater than 0.05 so that organizational culture has no significant effect on the performance of employees in this government agency. This shows that when the organizational culture increases, the performance of employees will not increase significantly.

Based on the results of the study, it was found that organizational culture had no significant positive effect on employee performance at the BovenDigoel Regent's Office. The results of distributing questionnaires show that the condition of organizational culture and employee performance is in the good category, but organizational culture is not the main variable that makes the performance of these government agencies maximized.

Darodjat (2015: 238) suggests that organizational culture is a value that guides human resources to deal with external problems and adjustments to the organization, so that each member of the organization must understand the values that exist and how the brand should be. act and behave. Managing culture means that we seek to understand deeply how the forces of culture exist and their effects on organizational goals. Failure in managing culture because it considers individual behavior and work climate an integral part of the culture itself. This is wrong identification. Managing an effective culture must engender and sustain behaviors that serve in a pleasant work climate.

Research that has been conducted by Dewi Lina (2014) found that organizational culture has no significant effect on performance. This shows that the results of this study support the results of previous studies. Different things examined by Amalia and Ika (2017) and Trang (2013) found that organizational culture has a significant positive effect on employee performance so that the results of this study do not support the results of previous studies.

**The Effect of Knowledge Transfer on Employee Performance**

Based on table 5, knowledge transfer has a positive effect with the original sample value (coefficient) of 0.939 or 93.9% on employee performance with a t statistic of 11,843 which is greater than 1.96 and a p value of 0.000 which is smaller than 0.05 so that the transfer of knowledge has a significant effect on performance. employees in this government agency. This shows that when the knowledge transfer process is improved, the performance of the employees will not increase significantly.

Based on the research results, it is found that the condition that knowledge transfer has a significant positive effect on the performance of employees at the BovenDigoel Regent's Office. The results of distributing questionnaires indicate that the condition of knowledge transfer and employee performance is in good category. At the time of the study, it was seen that the conditions of knowledge transfer in the work environment and this in this study showed good correlation so that a significant effect was achieved from the transfer of knowledge on employee performance in this agency.

Nonaka and Takeuchi (1995) explain that knowledge transfer is divided into two, namely tacit knowledge and explicit knowledge. Tacit knowledge is knowledge that resides in the minds of humans in the form of intuition, judgment, skill, values, and belief which is very difficult to formulate and share with others. Meanwhile, explicit knowledge is knowledge that can be or has been codified in the form of documents or other tangible forms so that it can be easily transferred and distributed using various media. Both types of knowledge can be converted through four types of conversion, namely socialization, externalization, combination, and internalization.

Ilmaniar, H., & Djastuti, I. (2018) in their research found that knowledge management has a positive and significant effect on employee performance. Furthermore, research conducted by Amalia and Ika (2017) found that knowledge sharing has a significant positive effect on employee performance so that the results of this study support the results of previous research. In contrast to the results of research by Marina Ulfa (2018), it is found that knowledge transfer does not have a significant effect on performance so that the results of this study do not support the results of previous studies.
The Influence of Leadership Style on Employee Performance Through Knowledge Transfer

Based on table 6, leadership style has a positive effect with the original sample value (coefficient) of 0.029 or 2.9% on employee performance if it is mediated by the transfer of knowledge with the t statistic which is 1.465 which is smaller than 1.96 and a p value of 0.144 which is greater than 0.05 so that the leadership does not have a significant effect on employee performance if it is mediated by knowledge transfer.

Based on the research results, it is found that the condition of leadership style has no significant positive effect on employee performance if it is mediated by the transfer of knowledge at the BovenDigoel Regent's Office. Even though the leadership style in this agency does not have a significant influence on employee performance, it does not mean that the performance of employees in this agency is bad because the process of transferring knowledge in this government agency does not only come from the leadership but is mostly carried out among fellow employees so that the leadership style does not have a significant impact on performance if mediated by the transfer of knowledge, but the employees' performance is still in good category. Ogobonna & Haris (2000) in their research found that the research shows that leadership style is not directly related to performance but only indirectly and there are other variables that affect the optimization of employee performance so that the results of this study support the results of previous studies.

The Influence of Organizational Culture on Employee Performance through Knowledge Transfer

Based on table 6, organizational culture has a positive effect with the original sample value (coefficient) of 0.907 or 90.7% on employee performance if it is mediated by the transfer of knowledge with the t statistic which is 12.005 which is greater than 1.96 and a p value of 0.000 which is smaller than 0.05 so that culture organization has a significant effect on employee performance in this government agency when it is mediated by the knowledge transfer variable. This shows that when the organizational culture is improved towards the transfer of knowledge, the performance of employees will increase significantly.

Based on the research results, it was found that organizational culture had a significant positive effect on employee performance at the BovenDigoel Regent's Office. The results of the questionnaire distribution show that the condition of organizational culture, knowledge transfer and employee performance is in a good category so that knowledge transfer can perfectly mediate the influence of organizational culture on employee performance in this agency.

Fahmi (2013: 50) says that organizational culture is a habit that has lasted a long time and is used and applied in the life of work activities as one of the driving forces to improve the work quality of employees and organizational managers. Darodjat (2015: 238) further states that organizational culture is a value that guides human resources to deal with external problems and adjustments to the organization, so that each member of the organization must understand the existing values and how the brand must act and behave. Managing culture means that we seek to understand deeply how the forces of culture exist and their effects on organizational goals. Failure in managing culture because it considers individual behavior and work climate an integral part of the culture itself. This is wrong identification. Managing an effective culture must engender and sustain behaviors that serve in a pleasant work climate.

Research results from Ilmaniar and Djastuti (2018) found that organizational culture has a positive and significant effect on knowledge management and also has a positive and significant effect on employee performance. The results of research conducted by Otto Sollu, et al. (2019) found that organizational culture does not have a significant effect on knowledge performance through knowledge transfer, so the results of this study are different from the results of previous studies.
CONCLUSION

Based on the results of research and discussion, the conclusions of this study can be said that the leadership style has a positive and insignificant effect on the transfer of knowledge at the Boven Digoel Regent's Office, where the better the leadership style, the higher the knowledge transfer of employees at the BovenDigoel Regent's Office. Organizational culture has a significant positive effect on knowledge transfer at the BovenDigoel Regent's Office, where the better the organizational culture, the higher the knowledge transfer of employees at the BovenDigoel Regent's Office. Leadership style has no significant positive effect on employee performance at the BovenDigoel Regent's Office, where the better the leadership style, the higher the employee performance at the BovenDigoel Regent's Office. Organizational culture has no significant positive effect on the performance of employees at the BovenDigoel Regent's Office, where the better the organizational culture, the higher the employee performance at the BovenDigoel Regent's Office. Knowledge transfer has a positive and significant effect on employee performance at the BovenDigoel Regent's Office, where the better the transfer of knowledge, the higher the employee's performance at the BovenDigoel Regent's Office. Leadership style has a positive and insignificant effect on employee performance if it is mediated by the transfer of knowledge at the BovenDigoel Regent's Office, where the better the leadership style, the higher the employee's performance if it is mediated by the transfer of knowledge at the BovenDigoel Regent's Office. Organizational culture has a significant positive effect on employee performance if it is mediated by the transfer of knowledge at the BovenDigoel Regent's Office, where the better the organizational culture, the higher the employee's performance if mediated by the transfer of knowledge at the BovenDigoel Regent's Office.

Based on the conclusions previously described, the suggestions for this research are that it is appealed to the leadership of the BovenDigoel Regent's Office regarding their leadership style to make a policy that further increases the intensity of the quality knowledge transfer process to their subordinates. It is appealed to the leadership of the BovenDigoel Regent's Office regarding organizational culture to make a policy so that the implementation of directives is carried out more frequently in every part of the BovenDigoel Regent's office to improve a constructive organizational culture. It is appealed to the leadership of the BovenDigoel Regent's Office regarding the transfer of knowledge in order to improve the culture to share useful knowledge both from the leadership and from fellow employees, such as regular briefing activities such as morning coffee. It is appealed to the leadership of the BovenDigoel Regent's Office regarding performance to make policies for each unit and division in the BovenDigoel Regent's Office so that every employee with more experience should work together to solve difficult jobs.

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