



The Leadership As One Of Key Success Factors Of Knowledge Management: Transformational Digital

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ARTICLE INFO ABSTRACT

Knowledge Management is viewed as a way or process to govern knowledge in organizations, including in government agencies. It enables all employees at municipalities to share experience and knowledge and to become more active, creative, innovative, and productive. It enables the municipalities to manage knowledge better and to manage organizational systems effectively and efficiently, so that the municipalities can deliver the services to the public reasonably. This study aims to assess and evaluate the influence of leadership as one of Key Success factors (KSFs) on knowledge management (KM) implementation so that the municipalities can be clear and focus on enhancing the factors influencing the effectiveness of knowledge management. This is a verification-causal-relationship research with a survey-explanatory approach. The study focused on municipalities in West Java, using employees from the regional secretariat as participants. Employing a power test analysis method, a total of 305 respondents were chosen through simple random sampling. Data gathering involved interviews, observations, and a trustworthy questionnaire. Structural Equation Modeling (SEM) - second order was utilized for in-depth analysis, aiming to provide a more comprehensive understanding of leadership as a KSF in KM within West Java's municipalities.

The findings is that leadership, which consists of charisma, inspiration, intellectual stimulation and individualized consideration, has influence on effectiveness of knowledge management implementation, partially and simultaneously, where the inspirational motivation and individualized consideration has a dominant influence.

Keywords: knowledge management, leadership, key success factors, knowledge,
JEL Classification: D23, M10, M12

1. Introduction

Its ability to produce and use new knowledge solutions will create the firms's competitive advantage. Sharing knowledge to disseminate ideas, information, expertise, and advice among individuals in the organization to address issues, generate fresh concepts, or put into action policies or protocols and economic development of a nation. Knowledge management (KM) became a special concern in the knowledge management both in private companies and in government organizations. It is considered as a method for managing knowledge within the organization and become a major activity to start a successful business.

To improve its innovation capability, the organization must optimally manage the knowledge within the organization, and the valuable knowledge within an organization can be used to create a variety of advantages and can achieve its competitive edge (Pinelli et al, 2007; Han, 2006; Cong and Pandya, 2003; Hall, 2005; Liao et al, 2007).

Changes in the era of globalization and autonomy became the challenge and great responsibility of government in implementing public services. This requires the creation of an increasingly intelligent government organization and capable of performing various creations and innovations, that can improve the performance, therefore the government organizations need to implement KM effectively (Amriani, 2014; Ramin, 2013). Implementation of KM, especially in the government organization in Indonesia until the beginning of 2012,

has been declared not yet massive because the guidelines of program implementation of KM by State Minister for Administrative Reform and Bureaucracy Reform was recently published in 2011. Besides that, the KM implementation has not yet reached the units of government organization, namely Offices/Institutions/Local Governments/Agencies (O/I/L/A). Ideally, the KM can be implemented in all or several O/I/L/A that mostly manage the knowledge in terms of innovations or rules. The KM here is required to enable government organizations to implement their functions effectively so that there will be no gap of knowledge on every element of the organization (State Minister for Administrative Reform and Bureaucracy Reform, 2011).

Furthermore, in the management of civil servants, the information system of human resource management (HRM) has not been reliable. There is no principle of check and balance in the implementation of HRM which encourages duplication at both the central and regional levels that ultimately impede the principle of accountability, so that it has negative influence on the process of decision making in HRM (Keban, 2004).

Meanwhile, to implement the KM effectively and efficiently, it needs a high commitment from the leader of the municipality. Nevertheless, there are still some regency/municipality leaders who do not have high commitment to implement some rules that encourage the performance of the civil servants, and there are still many regency/municipality leaders who abuse the authority and responsibility, caught in jail for corruption, collusion, nepotism and others (Saragih, 2012; Siagian, 2004; Islamy, 2008; Effendy, 2007).

In West Java, the phenomenon that occurs is the problem of civil servants, which is viewed from three perspectives, namely: system perspective (rule of law and policy), institutional, and human resources. From the aspect of legislation, there are still many civil servant management regulations that are considered out of date so that they are no longer appropriate with the demands of global environmental development. Although Law No. 43 of 1999 concerning the Principles of Human Resources has replaced Law No. 8 of 1974, most of the implementing regulations are still not adjusted to the demands and developments of the times. The civil servants, as the spearheading the creation of good governance, are still struggling with the lack of professionalism (Effendi, 2010). Nevertheless, the reality is that the implementation of KM is run quite effectively, which means the knowledge management on the Municipalities in West Java has not been optimally implemented (Indiyati, et al., 2014).

This research aims to investigate and assess how charisma, inspiration, intellectual stimulation, and individualized consideration, as elements of leadership, influence the successful execution of knowledge management within the municipalities located in West Java, both partially and simultaneously.

2. Literature Review

Knowledge management encompasses business strategies, the transfer of best practices, personal learning, customer intelligence, intellectual asset management, and fostering innovation (Retzer, 2010). KM is the mechanism used to manage intangible resources to conform to the objectives of the organization, is the system in organization to acquire, organize, and manage the knowledge among the employees, so that the employees can use it, become more effective and productive in completing the work (Kankanhalli, Tan and Wei, 2005). Meanwhile, KM is not only the mechanism to acquire, store, and retrieve the data (data processing or DP), but also is an integrated thinking process and that KM is an important step toward achieving long-term objectives (Rosmaini, et al, 2010).

To achieve the objectives of organization, KM must be implemented effectively so that the organization needs to understand about KM as a whole, as a knowledge chain or integrated KM model, where KM is the series of stages and development processes that are all connected to one another. In KM, there are three main components: knowledge management enabler, knowledge management process and organizational performance (Kant and Singh, 2008; and Lee and Choi, 2003).

An integrated KM Model as knowledge chain is presented on Figure 1.

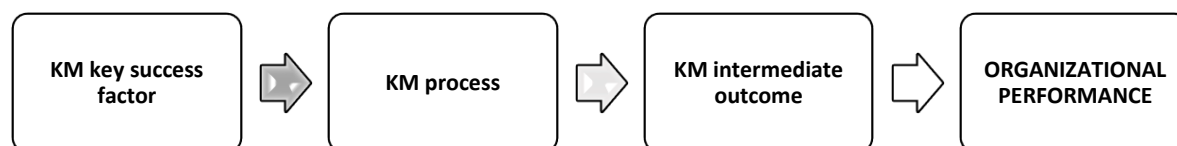


Fig. 1. Knowledge Chain Model (Lee & Choi, 2003)

The implementation process of KM is influenced by many factors, which is called as critical success factor (CSF) or key success factor (KSF), or enabler as important factors that enhance, which must be considered as the decisive factors in successful implementation of knowledge management. Analysis of Critical Success Factor (CSF) provides an important indication for the organization to effectively reflect the performance of KM (Retzer, 2010; Lee and Choi, 2003; Kant and Singh, 2008).

Lee and Choi (2003) reveals that enabler of KM in business organizations in Korea, namely organizational context (organizational culture, organizational culture, people) and technological context (information technology, support of IT). The result of their research is that KM enabler has significant influence on KM implementation (KM Process). Furthermore, Anantatmula (2007) points out the enabler in universities,

namely strategic focus, leadership, top management support, culture, measurement of result, technology infrastructure, top management involvement, content quality, collaboration, formalization, communication, budgetary support, with the conclusion that the KM enabler has influence on KM implementation, where the top management involvement has the dominant influence on the KM implementation. Similar study by Kumar and Idris (2006) assert the enablers in the educational institutions are leadership, learning, and organization system. The other enablers are leadership, organization roles, people engagement, technology enablement (Hariheran, 2005) and also organizational culture, organizational structure, people networks, technology process (Elliot and O'Dell, 1999).

Theriou, et al (2011) contend that KM enabler consists of leadership, organizational culture, intangible (people) and tangible (information technology), and KM strategy, and the result of their study is that the KM enablers simultaneously have significant influence on KM implementation, and impact the company performance effectively, and the organizational culture has the dominant influence. Partially, leadership and organizational culture have significant influence, while technology, people, and KM strategy have no significant influence on KM implementation. Ramin (2013), in line with the model of Kant and Singh (2008) emphasize that enablers in government organizations are organization, people, and technology.

Knowledge Management Process

describes the sequence of steps of the event specifically and more focused on the sequence of events from the creation of innovation, in which the steps are the key steps consist of knowledge generation, knowledge representation, knowledge storage, knowledge access and knowledge transfer (Nonaka, 2007; Davenport, 1998). Furthermore, Dalkir (2005) avers three elements in KM implementation: knowledge creation, knowledge transfer and knowledge utilization. According to Hsu (2006), Nguyen, et al (2009), Moharman (2003), Nonaka (2007), Birkinshaw (2002), Indiyati and Nuyman (2015), Indiyati (2014), Indiyati (2016) there are four keys in the KM process: knowledge creation/knowledge acquisition (acquiring knowledge, seeking new knowledge and redesigning knowledge), knowledge conversion (ability to detect knowledge to be more useful), knowledge application (effectively storing and retrieving knowledge that enable organization to quickly access the storing knowledge), knowledge protection (Designed to protect knowledge within an organization from illegal stuffs or stealing). Szulanski (2003) and Nonaka (2007) support that knowledge sharing consists of Socialization, Externalization, Combination and Internalization (SECI). This research utilizes the measurement of KM Process that consists of knowledge creation, knowledge sharing, knowledge application, and knowledge protection.

Leadership is considered as the ability to influence a group to achieve a defined vision or set of goals. Leadership is the process of interaction between a leader and a group of people who cause the person or group to act in accordance with the will of the leader, is the process affecting the activity of a person or group of people to achieve goals in certain situations so that the leadership process includes the function of leaders, followers, and other situational variables (Yukl, 2013; Robbins, 2013; Luthans, 2010; Schermerhorn, 2011). In essence, leadership is the effort to achieve goals with and through people. Therefore, a leader must consider the relation between task and man. The leadership style is the consistent patterns of behavior they apply to working with and through others as perceived by people. These patterns arise in people as they begin responding in the same way under similar circumstances so that the patterns form the habit of action that is at least predictable to those who work on those people (Hersey and Blanchard, 1969; Yukl, 2013).

Burn (1978), Bass & Riggio (2006), Yukl (2013), Robbins (2013) and several authors identify two types of leadership approach: transactional and transformational. Transactional leadership is the type of leadership that motivates the followers in the direction of enforced purpose by clarifying the role and task demands, is the approach that greatly supervise the process of employees in performing their duties, while the transformational leadership is the leadership style that has the integrity to change the employee perspective in terms of doing the job. Transformational leadership inspires the employees to set aside their personal interests for the benefit of the organization and the leader has an extraordinary ability to influence their followers. Transformational leader will improve the relationship with the employees, professionally or personally (Robbins, 2013; Cacioppe, 2000; Bass et al, 2003).

Crawford (2009) identify the characteristic of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, dan vision explanation. Construct of transformational leadership in this research adopts the construct from Robbins (2013), Bass, et al (2003), Avolio, Bass & Jung (1999), that suggests four characteristic of transformational leadership: 1) Charisma/Idealized Influence (leader as a role model or reference behavior for the followers, as admired, honored, trusted figure by the followers); 2) Inspirational Motivation (the degree to which the leader is able to articulate attractive vision for the followers, challenges the followers through setting high standards, communicating optimistically about future goals, and providing assistance in the execution of tasks. Thus, the followers can be motivated to act); 3) Intellectual Stimulation (the degree to which the leader faces assumptions, takes risks and gathers ideas from the followers. Leader provides stimulus and encourages the creativity of the followers. For a leader, learning is a precious value, and unexpected events are considered opportunities for learning); and 4) Individualized Consideration (the degree to which the leader understands

the needs of the followers, acts as an advisor or coach for the followers, and hears the affairs and the needs of the followers. This dimension is also concerned with the importance of appreciation and celebration of the contribution of members/followers to their group).

3. Methods

This study focused on analyzing municipalities in West Java as its organizational unit. It employed a verification-causal-relationship research methodology using a survey-explanatory approach. The research population consisted of municipalities in West Java, with respondents being employees from the regional secretariat. Through a power test analysis, 305 respondents were chosen using simple random sampling (MacCallum, et al, 1996). Data collection involved interviews, observations, and reliable questionnaires. The data was then analyzed using Structural Equation Modeling (SEM) - second-order methodology.

4. Results and Discussion

Based on the validity and reliability test, all indices of validity are greater than the critical value of 0.30. It is concluded that all statement items to measure five variables are valid so that they can be used for the next analysis. Moreover, the reliability coefficient is greater than 0.70 so that the overall statement is reliable.

Testing Assumption in SEM: Before analyzing SEM, the Normality Testing and Goodness of Fit Model Testing are conducted, as presented on the Table 1 and Table 2.

Table. 1. Test of Multivariate Normality for Continuous Variables

Skewness			Kurtosis			Skewness and Kurtosis	
Value	Z-Score	P-Value	Value	Z-Score	P-Value	Chi-Square	P-Value
2256.401	105.762	0.000	6389.354	26.784	0.000	11902.920	0.000

In the test of multivariate normality, the chi-square is 11902.920 with p-value of 0.000. When p-value is smaller than 0.05, it is concluded that the data of manifest variables (indicators) are not multivariate normally distributed. Based on this test, the suitable estimation method is the robust maximum likelihood.

The Goodness of Fit Model Testing in the SEM can be seen from several criteria, as presented in Table 2.

Table 2. Goodness of Fit Model Testing

Measurement of Goodness of Fit	Estimation
Chi-Square	1495.41 (p-value = 0.000)*
RMSEA	0.086*
Norm Chi-Square	1639.237*
GFI	0.52
AGFI	0.49
Root Mean Square Residual (RMR)	0.061*

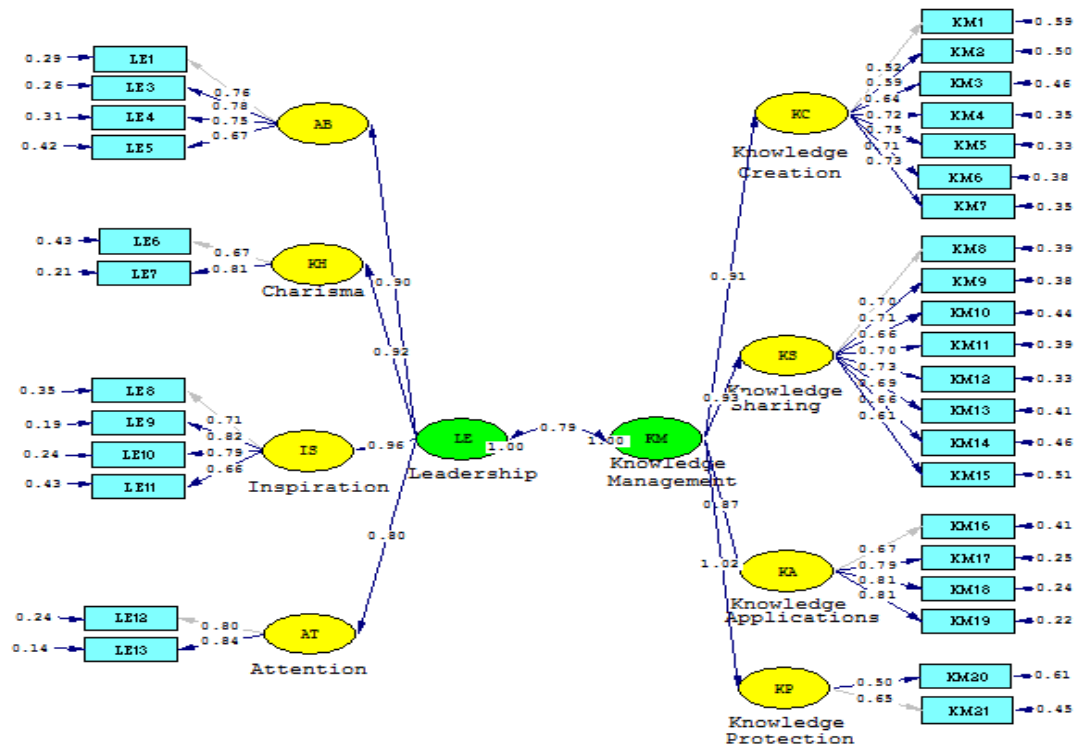
Source: Data Processing

*) meet the good of fit model

The chi-square value for the model stands at 1495.41 with a p-value of 0.000. Since the p-value is greater than 0.05, it suggests that the chi-square test is not significant, indicating a statistically suitable fit for the model.

- The RMSEA (Root Mean Square Error of Approximation) value for this model is 0.086, meeting the criterion (< 0.10). This RMSEA value signifies that the model appropriately fits the provided data.
- The outcome from the absolute conformity measure demonstrates that the model adheres to the goodness-of-fit criterion, given the relatively low RMSEA value ($0.086 < 0.10$). Hence, it can be inferred that the empirical model aligns with the theoretical model.

Based on Figure 2 and Table 3, it is noticeable that the path coefficient from leadership to knowledge management is 0.79. It indicates that the direct influence of leadership on knowledge management is 79%, or that the variance of knowledge management that can be explained directly by leadership is 79%. It implies that simultaneously the charisma, inspiration, intellectual stimulation and individualized consideration as the dimensions of transformational leadership can explain the 79% variation of knowledge management at municipalities in West Java.



Chi-Square=1495.41, df=456, P-value=0.00000, RMSEA=0.086

Figure 2. The Influence of Leadership on Knowledge Management at Municipalities in West Java (Standardized Coefficient)

Table 3. The Influence of Leadership on Knowledge Management

Variables	Effect	t-value	t-table	Description
Leadership to Knowledge Management	0,79	34,88	1.967	Significant
Charisma (CH)	0,82	11,83	1.967	Significant
Inspiration (INS)	0,85	14,21	1.967	Significant
Stimulation (STI)	0,82	12,47	1.967	Significant
Attention (ATT)	0,62	13,87	1.967	Significant
R² = 0,79				

Source: Data Processing

If the leaders of the municipalities in West Java apply the leadership style with the transformational approach, they may make changes in every areas (Pawar, 2003; Pearce et al, 2003; Robbins, 2013; Jalilian et al, 2010; Abbasi, 2017; Pieterse, et al, 2010) so they can motivate all employees to implement the KM effectively. When the leaders of the municipalities in West Java are able to inspire all employees to reach the vision, mission, and objectives, always having visionary thinking, and always conveying creative ideas, they may create the new rules and redesign the government regulations that are not compliant with the present conditions. When the leaders provide regular guidance, all employees can be more effective in doing knowledge creation so they can be more creative and innovative. When the leader is able to motivate all employees, they can be more effective in managing various training needs analysis, can be more effective in the knowledge storage and can better apply knowledge into the work, be creative in sharing knowledge, and increase in knowledge protection. It is in line with the research of Singh (2008); Nguyen (2009); Paliszkiewicz, Gotuchowski, Koohang (2015); Hayat, et al (2015); Yaghoubi, et al (2014); Ward J and Aurum A (2004), Tse and Mitchell (2010), that leadership is the key success of implementation of KM process, in which the effective leadership will improve the other "key success factors" for the effectiveness of KM. If an organization applies KM, organizational leaders play an important role in cultural change, which starts changing beliefs that will change values, then changes in behavior change that cause cultural changes. Managing culture, requires change management and leadership that need to drive organizational change that can increase competitive advantage, shown in figure 3:

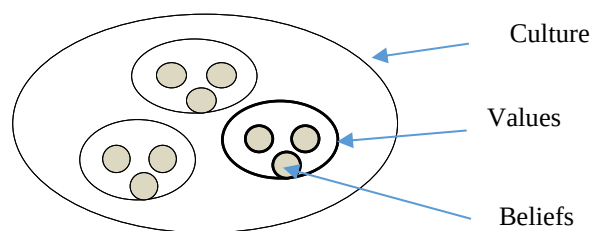


Figure 3. From beliefs to culture change (Kusumastuti,2017).

Transformational leaders will influence a stronger organizational culture. The leaders usually have strong charisma, clear vision, respected, and trusted by the subordinates, inspiring, intelligent, meticulous, and attentive. These leaders can create a stronger organizational culture of government, a more adaptive/flexible structure of government organizations, clearer job standardization, and more flexible departmentalization. From Kusumastuti (2018), job competency requirement of leadership in higher education organizations as an enterprise knowledge is shown in Table 4.

Table 4. Leadership Competency for Knowledge Enterprise.

Dealing with Self	Dealing with People	Dealing with Job
Self Awareness (SA)	Teamwork (TW)	Planning (PL)
Self Management (SM)	Communication (CO)	Execution (EX)
Personal Mastery (PM)	Conflict Management (CM)	Improving Organization (IO)
Adaptability (AD)	Managing People & Coaching (MP)	Managing System (MT)
Creative Thinking (CT)	Self Confidence (SC)	Entrepreneurship (ET)

An effective leader must be able to manage himself, be able to deal with others people and be able to handle his own job. Fifteen competencies from the three categories become a dictionary of leadership competencies where the level of ability is expressed by proficiency level, the explanation of which can be seen in the journal written in references below. Competency represents a collection of skills, knowledge, capabilities, and conduct essential for performing a specific role. Typically, various jobs demand a distinct blend of competencies utilized concurrently, where each competency is defined by a narrative and observable behavioral markers (Kusumastuti,2020). Furthermore, Leadership competencies can be assessed and become an important factor in the successful practice of KM.

Meanwhile, the rest of 21% is influenced by other factors such as people, IT, communication, learning, and organizational culture (Lee and Choi, 2003; Hung, et al, 2005; Yu, et al, 2007; Harihean, 2005; Kumar and Idris, 2006; Kumar, et al, 2013).

It is found that the intellectual stimulation are the dominant factors to influence the KM process. The result of this research supports the opinion of Bass (1985) that the individualized consideration will provide the supportive atmosphere and opportunity to learn together about the new things, sharing knowledge about the best practices.

Smart, careful, rational, and careful leaders can create new ideas and effective solutions to encourage their followers to be more involved in knowledge management activities, from knowledge creation, knowledge sharing, knowledge application, and knowledge protection.

The result of this research is also in line with the research by Yaghoubi, et al (2014); Hayat, et al (2015); Crawford, (2009); Bryan (2003).

5. Conclusion and Recommendation

The key success factor in terms of leadership has a significant influence on the KM process. Inspirational motivation and individualized consideration have dominant influence on KM process at the municipalities in West Java. From the findings of this research, it is recommended the leaders of the municipalities in West Java to encourage the civil servants to be more aggressive by conveying various ideas and thoughts to achieve the objective of organization. The leaders should give routine attention to the civil servants in the form of non-financial rewards and spend more time personally guiding civil servants, so that the activities of knowledge creation, knowledge sharing, knowledge application, and knowledge protection can be implemented more effectively. For subsequent research, it is suggested to extend the object of research or the unit of analysis to the municipalities of Java to compare the implementation of KM in West Java, Central Java, and East Java.

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