Archives of Business Research – Vol. 9, No. 11
Publication Date: November 25, 2021
DOI:10.14738/abr.911.11067.
Iman, N., Nurwati, Hatani, L., & Juharsah. (2021). Effect Of Leadership and Work Motivation on Employee Performance Through Knowledge Sharing Behavior. Archives of Business Research, 9(11). 34-50.

Effect Of Leadership and Work Motivation on Employee Performance Through Knowledge Sharing Behavior

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ABSTRACT

This study explains the influence of leadership and work motivation on employee performance at private universities (PTS) within the province of Southeast Sulawesi which is mediated by knowledge-sharing behavior. Research method uses a survey approach and explanatory research. The sampling technique is probability sampling with the unit of analysis, namely the employees of private universities (PTS). Data analysis was conducted to test the hypothesis by using PLS software. Results show that leadership has a positive and significant effect on knowledge sharing behavior and employee performance. Work motivation has a significant positive effect on knowledge sharing behavior and employee performance. Knowledge sharing behavior has a positive effect on employee performance. Finally, research can prove that leadership and work motivation together have a positive and significant effect on employee performance and knowledge sharing behavior acts as a mediation of the relationship between leadership and work motivation with employee performance.

Keywords: Leadership, Work Motivation, Knowledge Sharing Behavior, employee performance.

INTRODUCTION

Discussions about performance are still a trend in public, government and private organizations. Performance in educational institutions in this case, namely private universities (PTS) cannot be separated from the resources owned by these institutions, one of which is employees. Various aspects that are widely discussed as success factors for employee performance are leadership, work motivation, knowledge sharing behavior and others. Implementation of tasks and governance that is influenced by leadership and work motivation

will improve employee performance and is the key to organizational success (Dahlan Habba, 2017). In addition, organizational success is also supported by work commitment and knowledge sharing behavior as an important asset of the organization, it is in accordance with the totality theory of the organization Smith and Meyer in Ishak Runi (2017) which states that organizational commitment is the totality of behavior of organizational members to advance, implement the rules, achieve knowledge and realize organizational goals.

To realize the goals of the organization, it is necessary to build cooperation from various stakeholders, namely internal institutions and stakeholders. The collaboration can be started from the internal organization which of course requires the role of an organizational leader, as has been stated by the minister of education and culture that university leaders must support innovation to face global changes and meet the needs of employees who are creative, innovative and competitive with reference to the system. digital age education.

Leadership is the key as the captain in all types of organizations. Good leadership will have a good impact on the progress of the organization he leads. Leadership theory provides an explanation that the maturity level of subordinates is binding in carrying out specific tasks. A leader must have the skills to influence or drive the behavior of others and be able to work effectively and efficiently to achieve organizational goals (Yoshi Tania, 2017; Robbins, 2013). Activities interact with each other between employees will mutually influence each other in the organization. All actions taken in each activity are initiated and determined by humans who are members of the organization. A good organization is an organization that seeks to improve the ability of its employees, because the ability of knowledge in employees is a key factor to improve employee performance (Ramadhani, 2016).

Higher education institutions are a place for the formation of superior quality human resources. So that the management of high schools even though they are managed in a healthy and credible manner, namely by not prioritizing solely on profitability where the current phenomenon shows that the management system of Private Higher Education (PTS) in the scope of the province of Southeast Sulawesi is managed like a company or commercial organization so that it prioritizes results or profit rather than the quality of education itself (source: researchers' observations), higher education institutions should be managed like public organizations that refer to Undang Undang Dasar (UUD) Republic of Indonesia Number 12 of 2012 concerning higher education, implementation of higher education and management of higher education.

One of the interesting phenomena in leadership within the scope of private universities (PTS) where the management of universities consists of campus leaders in this case the chairman or director and also elements of the foundation as decision makers as top management, but organizational management policy making often occurs disagreements between campus leadership policies with policies taken by elements of the foundation. This is one of the interesting phenomena in terms of the leadership function as one of the key factors for organizational growth and the success of organizational goals, especially private higher education institutions in Southeast Sulawesi. Higher education institutions should be able to make a positive contribution in increasing the nation's competitiveness if the higher education organization is healthy. The characteristics of a healthy university include: (1) being able to guarantee quality (Quality Assurance), (2) having authority or autonomy (Autonomy), (3)

URL: http://dx.doi.org/10.14738/abr.911.11067

having an entrepreneurial spirit (Enterpreneurialism) and (4) strong leadership (Leadership), Brodjonegoro (2020)

This research was conducted with the consideration that the outcomes offered to the researched institutions are the creation of a new generation of competitive, accountable, educative, and competitive human resources, so that every employee is required to be professional and smart in carrying out their main tasks. So the focus of this research will be to examine the independent factors that affect the performance of employees at private universities in the province of Southeast Sulawesi, namely leadership, work motivation and knowledge sharing behavior, it is suspected that these independent factors have a positive effect on employee performance, in the sense of better leadership, motivation work and share employee work knowledge, the better the level of employee performance will be.

The research objectives are to test and explain the influence of leadership and work motivation variables on knowledge sharing behavior, leadership and work motivation variables on employee performance and to test and explain knowledge sharing behavior as a mediating variable between leadership and work motivation and employee performance. The results of this study are expected to provide consideration for the management of private universities within the province of Southeast Sulawesi in making policies, decisions, and institutional development programs. With the hope that with changes in leadership and performance of employees who are well motivated, they will be able to contribute to the advancement of good education, especially universities in the province of Southeast Sulawesi and Indonesia in general.

LITERATURE REVIEW

Leadership

Leadership in higher education is the main capital, so that the potential for change is very significant. Leadership factors will determine the success or failure of an organization "*Everything rises and falls on leadership*" (Syafarudin, A. (2011), Fathul Wahid & Suwarsono Muhammad (2018), John C Maxwell (2011).

Leadership is the process of other people understanding and agreeing on what is needed to carry out a task and how to do that task, as well as the process of facilitating individual and collective efforts to achieve a common goal. (Yukl, 2015, p.9,18). Therefore, the leadership policies in the organization can have a positive impact on the progress of the organization. The leadership's role in the institutional development activities they lead can foster positive things for the members. Effective leadership can foster teamwork, foster work commitment, motivate subordinates' work, a conducive work environment, knowledge sharing behavior between members or members and their leaders.

Leadership theory provides an explanation that the maturity level of subordinates is binding in carrying out specific tasks. A leader must have the skills to influence or drive the behavior of others and be able to work effectively and efficiently to achieve organizational goals. A leader is required to understand the behavior of the employees who become the authority and move in accordance with the vision and mission of the organization, meaning that someone who is appointed as a leader must have competence (Robbins, 2013).

Alex Koohang (2017), suggested that effective leadership (leading organizations, leading people and leading oneself) contributes to increasing trust among people, promoting successful implementation of knowledge management processes, and in turn improving organizational performance. Good leadership can improve the performance objectives of subordinates which can have an impact on good performance, the involvement of a leader can improve employee performance.

Leaders need extra energy in maintaining their determination to achieve high achievements and are able to influence the behavior of their subordinates well so that they get progress in their organization. To achieve a moderate level of maturity of employees, the leader must improve good relations between individuals or groups within the organization through interacting activities that will influence each other so as to improve the ability of their employees, because this is a key factor to improve employee performance (Yoshi Tania (2017); Ramadhani (2016).

Based on the theory stated above, the role of leadership is an important factor to achieve successful employee performance. Good leadership is the variable that has the most impact on improving employee performance in an organization, in this case leadership acts as a policy maker for organizational development.

Work Motivation

Organizations that have high individual performance will make a major contribution to organizational performance. Thoha, M (2017) said that individual performance is largely determined by individual characteristics such as abilities, needs, beliefs, determination, willingness, experience, knowledge and expectations. Motivation grows from the attitude of an employee who faces a work situation. Motivation is a condition that moves employees who are directed to achieve company goals (Yoshi Tania, 2017; Winandi, 2002; Maslow 2013, Robbins, 2013). Work motivation is one of the important determinants of individual achievement in an organization. The impact of work motivation is the creation of employee work passion so that employee work productivity will increase and is a set of behaviors to want to work that provides a basis for someone to act specifically according to the goals directed (Dharma Yulius, 2017).

Motivation is the driving force that exists within the individual that gives the driving force to do something as well as possible. If the individual has high motivation, he will perform high so that the goals to be achieved and what the institution wants can be realized. So, the starting point of motivation is the individual because motivation resides in each individual. Diversity of motivation will create a diversity of employee behavior patterns in an educational institution (Luthans, 2011)

Knowledge Sharing Behavior

Knowledge is an important intangible asset of every organization and is an important resource for building a sustainable competitive advantage in a dynamic environment, knowledge sharing behavior has a huge influence on employee performance. (Rohana Ngah and Abdul Razak Ibrahim, 2015; Cheng et al., 2015). The main focus of knowledge sharing is people who are willing to be invited to exchange information and knowledge, be it other people, groups or

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organizations. Knowledge sharing is an interaction and communication activity between two or more people as a process to increase knowledge and efforts to improve self-development, so that knowledge sharing behavior is a systematic process in delivering messages between individuals and organizations through various media (Triana dkk.,2016).

Knowledge Sharing Behavior allows individuals to work or achieve goals more efficiently, it is useful to identify factors that can help leaders create a culture of Knowledge Sharing Behavior and encourage Knowledge Sharing Behavior activities among organizational members (Titi Amayah, 2013; Wang dan Noe, 2010). Brčić and Mihelič (2015) Knowledge is the most important resource and the main resource of the organization. This means that knowledge is an important factor for a person or organization to be able to compete in an increasingly competitive environment. Every individual must know how to use knowledge to increase competitive advantage for himself and others.

> *Knowledge Sharing Behavior is part of the current organizational life cycle, which is an anticipatory step in dealing with change, therefore a reliable work organization must be able to face challenges and changes in preparing human resources who are capable and responsive and agile in providing the best products and services. , so that it becomes a very important thing to be carried out in order to achieve organizational goals through increasing the ability of individualism to become a collective ability that will have an impact on organizational performance. (Nonaka & Agarwal, 2018; Nur Iman & Ervina 2018)*

Knowledge sharing is considered the most important process for knowledge management (Bock & Kim, 2005). Knowledge sharing is a reciprocal process of exchanging knowledge and examining factors that help explain why individuals are willing to engage in this process. Sharing knowledge is a fragile process (Renzl 2008). Most researchers argue that knowledge sharing can improve performance (Lesser & Storck 2001), promote competitive advantage (Argote & Ingram, 2000), organizational learning (Argote, 2000), innovation (Ade Irma dan Iriani, 2015) and individual competence (Arina Idzna Mardillah dan Kusdi Raharjo, 2017).

Based on the theory put forward, the knowledge sharing behavior among members within the organization becomes a very important part to achieve high employee performance within the scope of the organization, so to improve employee performance in educational organizations or private universities, it is necessary to build a knowledge-sharing behavior among others. individual members of the organization. So that researchers can conclude that knowledge sharing behavior is the process of forming new knowledge in the work environment and is the key to the success of an organization to realize the goals to be achieved. To realize good knowledge sharing behavior among organizational members, a good leadership role is also needed, in the sense that good leadership can foster motivation at work and motivation to share and someone's leadership will be a mentor for the employees they lead.

Employee Performance

Performance is the most important aspect in organizational management. Employee performance can provide information for the benefit of giving salaries, promotions, and observing employee behavior. Meanwhile, in terms of employee performance, it is the answer

to the success or failure of the organizational goals that have been set (Barry Cushway, 2002; Mahsun, Hasibuan, 2010; Mangkunegara A.P, 2015; Sedarmayanti, 2014).

Employee performance can be interpreted as the work of employees measured in quality, quantity, efficiency and effectiveness achieved by a worker in carrying out his duties in accordance with the responsibilities given to him (Gibson *et al.,*1982;). Theoretically, the factors that influence the achievement of performance are the ability factor and the motivation factor. Ability is the determination of knowledge and skills. Meanwhile, motivation is formed from attitude in dealing with work situations (Mangkunegara, 2015:79).

According to Sutrisno (2010:150) provide a definition of performance, which is a record of the results obtained from certain job functions over a certain period of time. Hasibuan (2010) Performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and on time. Next according to Anwar Prabu Mangkunegara (2010) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Based on the above definitions, a systematic conclusion can be drawn on employee performance, namely an embodiment of the employee's work in terms of quantity, quality, efficiency, timeliness and responsibility given based on ability or workload and job description. This can be seen from his personality, contribution and potential by a person for one or several specific goals to be achieved.

CONCEPTUAL FRAMEWORK

Based on the theoretical studies that have been described, this study aims to explain the influence of leadership and work motivation on employee performance through knowledge sharing behavior at universities within the province of Southeast Sulawesi. It is expected that the leadership and work motivation factors, either partially or simultaneously, have a positive and significant effect on employee performance, either directly or indirectly. In the sense that the better the implementation of leadership (KP) and work motivation (MK) owned by employees at Private Universities in Southeast Sulawesi province, the better the performance of the employee (KP) will be. Likewise, the mediating role of knowledge sharing behavior (KS) will have a positive influence on improving employee performance which in turn can improve the performance of the organization. Hasibuan (2013:170), Leadership is the way a leader influences the behavior of subordinates to work together and work productively to achieve organizational goals. Swasto (2011: 100), Work motivation is a psychological state in a person to be more active at work that arises because of the urge to meet the needs to be achieved.

URL: http://dx.doi.org/10.14738/abr.911.11067

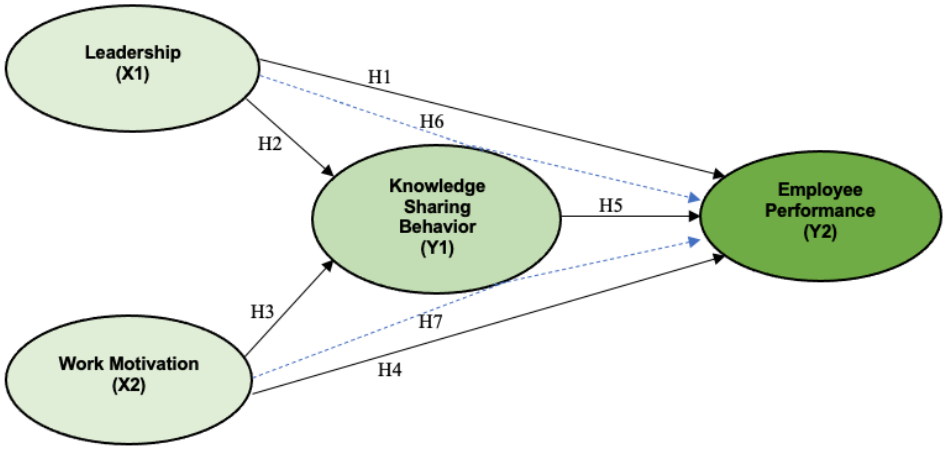


Fig. 1. Research Conceptual Framework
Source: from various research results that researchers developed.

Hypothesis Description:

H1: Ida Ayu Putu Widani Sugianingrat (2019), Ishak Runi, et, al (2017), Dahlan Haba, et, al (2017); H2: Sunyoung Park, Eun-Jee Kim, (2021) Soo Jeoung Han, Yunsoo Lee, Michael Beyerlein, Judith Kolb, (2017); H3: Madhurima Mishra dan Agrata Pandey (2019); Matzler et. al 2008) Wang et al., 2010; N. Iman dan Vina (2018); H4: N. Iman & Widhi L. 2019, Fatih Çetin, Duysal Aşkun (2018); H5: Dharma Yulius, (2019), Muhammad Al-Musadieq (et al, 2018); H6: Iman Nugraha Setiadi1, et al. 2021; H7: Marwan, et al. 2021.

RESEARCH METHODS

The research method uses descriptive quantitative methods with a survey approach. The total number of research samples was 154 from a total population of 2,121 respondents who came from 38 private universities within the scope of Southeast Sulawesi Province. The sampling technique used sampling probability with the unit of analysis, namely employees of private universities (PTS) in the province of Southeast Sulawesi. The analytical equipment used for hypothesis testing uses Structure Equation Modeling (SEM) with smart PLS. The research variables, namely leadership (X_1) and work motivation (X_2) are exogenous variables; knowledge sharing behavior (Y_1) is an intervening variable, and employee performance variable (Y_2) is an endogenous variable.

RESEARCH RESULT

Validity test

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions and questionnaires are able to reveal something that will be measured by the questionnaire (Ghozali, Imam. 2012). As a measuring tool used, this analysis was carried out using SPSS 23. The validity test was carried out by correlating the item score with the total item score. In this case the correlation coefficient whose significance value is less than 5% (Level of significance) indicates that these items are valid as indicator formation.

Reliability Test

Reliability is a tool to measure a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable or reliable if the answer to the question is consistent or stable over time (Ghozali, Imam. 2012). The reliability test shows the consistency and stability of one score from a measuring instrument. Reliability test is only carried out on questions that are considered valid. Measurement reliability test in this study was carried out using Cronbach`s alpha with the help of SPSS software. Cronbach`s alpha coefficient which is more than the r-table value is called reliable. There is also a reliable opinion if the alpha is greater than 0.60. This indicates the reliability of the instrument. In addition, cronbach's alpha which is closer to 1 indicates the higher the internal consistency of the reliability.

Partial Least Square Analysis (PLS)

Partial Least Square (PLS) is a powerful analytical method because it does not have to assume data with certain measurements, can be applied to all data scales, does not require a lot of assumptions and the sample size used, the help of the Smart PLS program is used (Ghozali, Imam. 2012).

Evaluation of the outer model is also needed to determine the feasibility of the model. This test consists of a validity test and a reliability test. The validity test can be seen from the loading factor value, discriminant validity (using the square foot of average variance extracted / AVE). While reliability can be seen from the value of composite reliability, Cronbach's Alpha, and communality and redundancy.

Path Coefficient Testing and Hypothesis Testing

Hypothesis testing and path coefficients of direct influence between variables can be seen from the path coefficient values and critical points (t-statistics) which are presented in the following path diagram:

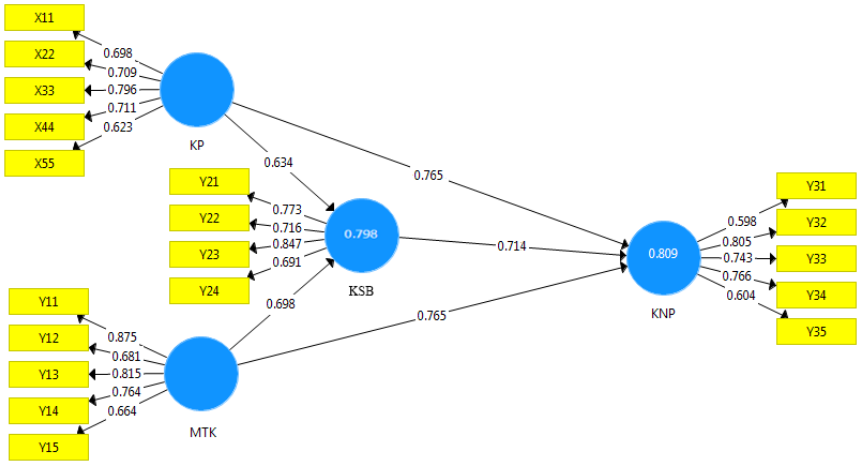


Fig. 2. path coefficient diagrams and hypothesis testing
Source: Primary data processed in 2021

URL: http://dx.doi.org/10.14738/abr.911.11067

Hypothesis Testing Results

Table 1 Direct influence between variables

Hipotesis	Hubungan Antara Variabel	Koofesien Jalur	t-statistik	p-*value*	Keterangan
H1	KP -> KSB	0.634	1.432	0.000	Signifikan diterima
H2	KP -> KNP	0.765	2.264	0.000	Signifikan diterima
H3	MTK -> KSB	0.698	1.630	0.003	Signifikan diterima
H4	MTK -> KNP	0.765	2.261	0.002	Signifikan diterima
H5	KSB -> KNP	0.714	2.720	0.000	Signifikan diterima

Indirect Influence (Mediation)

Table 2 Indirect influence between variables

Hipotesis	Variabel Independen	Variabel Intervening	Variabel Dependen	Koefisien Jalur	Sifat Mediasi	Keterangan
H7	KP ->	KSB ->	KNP	0,674	*Complite Mediation*	Signifikan diterima
H8	MTK ->	KSB ->	KNP	0,706	*Complite Mediation*	Signifikan diterima

Source: processed data, 2021

Information: KP (Leadership), MTK (Work Motivation), KSB (Knowlagde Sharing Behavior) and KNP (Employee Performance).

The results of testing the direct influence of leadership on knowledge sharing behavior, leadership on employee performance, work motivation on knowledge sharing behavior, work motivation on employee performance and knowledge sharing behavior on employee performance can be proven by the estimated path coefficient value in a positive direction. The positive path coefficient means that the relationship between leadership, work motivation, knowledge sharing behavior and employee performance is unidirectional. Then it can be proven by the critical point value (t-statistics) with a probability value of p-value < ($\alpha = 0.05$) indicating the relationship between the variables has a positive and significant relationship.

The results of hypothesis testing prove that the better the leadership model, the knowledge sharing behavior among employees increases. That is, the increase in leadership is directional and real to the improvement of employee performance. Therefore, the hypothesis proposed in this study can be accepted or supported by facts. Likewise, the relationship between work motivation and knowledge-sharing behavior. The results of the direct influence test prove that there is a strong relationship between work motivation and knowledge-sharing behavior, so that better work motivation at the employee level can increase knowledge-sharing behavior which in turn will improve employee performance.

Testing the indirect effect (mediation) aims to detect the position of the intervening variable in the model. Mediation testing was carried out to determine the nature of the relationship between variables, both as perfect variables, imperfect mediating variables and not as mediating variables. The indirect effect of the leadership variable (X1) on the employee performance variable (Y2) through the knowledge-sharing behavior variable (Y1) is 0.674.

Based on this value, it means that good leadership can trigger the formation of knowledge sharing behavior among employees within the scope of the organization which in the end can also have an impact on increasing employee performance at private higher education institutions (PTS) within the scope of Southeast Sulawesi province by 67.4%, This means that knowledge sharing behavior among employees is proven to mediate between leadership variables on employee performance. The indirect effect of work motivation variable (X2) on employee performance variable (Y2) through knowledge sharing behavior variable (Y1) is 0.706. A value of 0.706 means that the work motivation variable has a significant effect on employee performance which is mediated by knowledge sharing behavior which can trigger an increase in employee performance at private higher education institutions (PTS) within the scope of the province of Southeast Sulawesi by 70.6%, which also means that The knowledge sharing behavior variable is proven to act as a mediator between the work motivation variable and the employee performance variable.

DISCUSSION

The deepening of the study of leadership development, work motivation, knowledge sharing behavior and employee performance in this study is an effort to see whether or not respondents' assessment of the role of knowledge sharing behavior variables in mediating the influence of leadership and work motivation on employee performance in private universities in the province of Southeast Sulawesi. Thus, the discussion of this research includes: discussion of the mean (mean), measurement model (outer loading), discussion of path coefficients and results of hypothesis testing.

The Influence of Leadership Variables on Employee Performance

Employee performance studies in this study are more focused on the level of achievement of work results in totality. The theoretical study that became the basis for reviewing and measuring the concept of performance in this study was proposed by Robbins (2003) that employee performance as a function of the interaction between leadership, ability and motivation. Dahlan Habba (2017) argued that the implementation of tasks and governance influenced by leadership and motivation will improve performance and is the key to organizational success. Alex Koohang (2017), suggested that effective leadership (leading organizations, leading people and leading oneself) contributes to increasing trust among people, promoting successful implementation of knowledge management processes, and in turn improving organizational performance. Therefore, leadership training and development should be a top strategic priority for any organization.

Empirical facts based on the average value (mean) of employee performance according to respondents' perceptions of quality indicators possessed by a leader are considered the most priority in their implementation compared to other indicators. The results of research on employee performance based on testing are more reflected by indicators of work quantity, but empirical facts cannot be used as the main consideration in its application because according to respondents, the priority in its implementation is the indicator of work quality. This means that if viewed from the actual empirical facts to improve employee performance, it is an indicator of work quality which is realized in the form of work given that is in accordance with their respective duties and employees working in accordance with their field competencies.

URL: http://dx.doi.org/10.14738/abr.911.11067

The results of the hypothesis test of the influence of leadership on performance can be proven by the estimated value of the path coefficient showing a positive and significant effect (shown in Figure 2). This means that the better the leadership model that is applied, the employee's performance will increase. This research is supported by previous researchers, namely research by Dahlan Habba (2017), Ishak Runi (2017) and Alex Kohang, et all. (2017), provide empirical evidence that leadership has a significant effect on employee performance.

The Influence of Leadership Variables on Knowledge Sharing Behavior

The importance of leadership assessment on knowledge sharing behavior is based on the opinion expressed by Brčić dan Mihelič (2015), Triana, dkk (2016) and Park dan Kim (2015, p.773) Knowledge is the most important resource and the main resource of the organization. This means that knowledge is an important factor for a person or organization to be able to compete in an increasingly competitive environment. The process of systematically sharing knowledge in delivering messages between individuals and organizations through various media to increase the knowledge possessed by individuals or groups. Every individual must know how to use knowledge to increase competitive advantage for himself and others. Therefore, through the behavior of sharing knowledge at work, it will have a very good impact on the quality and quantity of employee work.

The results of testing the influence of leadership on knowledge sharing behavior can be proven by the estimated path coefficient value showing a positive and significant influence. The test results show that the better the leadership model applied, the higher the knowledge-sharing behavior that exists among employees. This research is strengthened by the results of research conducted by Nur Iman and Ervina (2018), Silvanita (2015), Sunyoung Park dan Eun-Jee Kim (2018) which states that leadership has a significant effect on the climate and knowledge-sharing behavior, which in turn will have an impact on improving employee performance.

The Influence of Work Motivation Variables on Employee Performance

The work motivation referred to in this study is the employee's response to the encouragement that causes an employee to behave so that he wants to work hard and enthusiastically achieve maximum work results. The measurement of work motivation in this study was measured through five measurement indicators consisting of task orientation, time utilization, leader trust, discipline and appreciation. Robbins (2013, p.202) states that employee motivation is very effective in fulfilling and improving employee performance. Steers & Porter (in Miftahun & Sugiyanto 2010) states that work motivation is an effort that can lead to a behavior, direct behavior, and maintain or maintain behavior that is in accordance with the work environment in the organization. Dharma Yulius, 2017), Work motivation is a set of behaviors to want to work that provides a basis for someone to act specifically according to the goals that are directed. Employees who have high work motivation will try to get the job done as well as possible. Work motivation is an individual motivation that moves employees who are directed or focused on achieving their personal goals which are implemented in the expectations of the performance they have in the organization. The results of the hypothesis test of the effect of work motivation on employee performance can be proven by the estimated value of the path coefficient showing a positive and significant effect. This means that the better the work motivation, the employee's performance will increase. This research is supported by previous researchers, namely research by Alborz Gheitani, et all. (2018), Sofia Kjellström, et all. (2018)

Dharma Yulius (2019), proves that work motivation has a positive and significant effect on employee performance.

The Influence of Work Motivation Variables on Knowledge Sharing Behavior

The work motivation referred to in this research is the employee's response to the desire from within the employee voluntarily to behave in his work to share knowledge in supporting his work either directly or through certain media in the work environment as measured by five indicators t namely task orientation, time utilization, leader trust, discipline and appreciation, Munandar dan Winandi (in Ella, 2015).

The results of testing the direct influence of work motivation on knowledge sharing behavior as evidenced by the estimated path coefficient value has a positive influence with the critical point value (t-statistics) and probability value (p-value) greater than , which means that the formation of employee behavior to share their knowledge which is reflected in the five indicators of motivation has a good influence on improving employee behavior to share knowledge with each other. This is supported by previous research by Laila Marouf (2016), found that the culture of employee behavior in the organization supports the progress of business organizations both through knowledge management and individual behavior and culture. Other research was also conducted by Phong Ba Le, Hui Lei, (2019) found that there was a positive relationship between knoladge sharing and motivational factors on specific aspects of ability and depending on the extent of employee POS. Zhichen Xia and Fan Yang (2020) The results show that the role of prosocial motivation, together with the two aspects of awareness, deserves to be highlighted when studying knowledge-sharing behavior in correlation with ethical leadership. Thus the study of measuring work motivation variables on knowledge sharing behavior has a positive influence, the high and low levels of work motivation in employees will have an impact on employee behavior in sharing work knowledge.

The Influence of Knowledge Sharing Behavior Variables on Employee Performance

Knowledge sharing behavior (KSB) referred to in this study is an employee's response to his work or an employee's general attitude towards his work which is sourced from the behavior or culture that exists between them or their superiors to share knowledge to support them in carrying out their work (Pramono dan Susanty, 2015). KSB in this study is reflected through indicators of sharing opportunities, employee communication, employee attitudes and motivation to share. The basis for measuring the knowledge-sharing behavior indicators is based on the theory put forward by Rafiei and Davari (2015) namely the performance of human resources in the organization reflects the knowledge, skills, behavior, commitment and values. Because abilities and skills will help organizations through better performance and productivity. Silvianita (2015) that knowledge sharing behavior in employee performance will contribute to employee performance, especially in improving service quality. So that the main focus in knowledge sharing behavior is individuals or employees, groups or teams, and knowledge within the organization to encourage ability and potential development. While the performance of employees in this study focuses on the level of achievement of results in totality. The theoretical study of the concept of performance in this study is in accordance with that proposed by Robbins (2003) that employee performance as a function of the interaction between leadership, ability, knowledge and motivation. Dahlan Habba (2017) argued that the

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implementation of tasks and governance influenced by leadership, high motivation and good knowledge will improve performance and are the key to organizational success.

The results of the hypothesis test on the effect of knowledge sharing behavior on employee performance can be proven by the estimated path coefficient value which shows a positive and significant influence between knowledge sharing behavior on employee performance, meaning that the higher the knowledge possessed by employees, the higher the level of employee performance at higher education institutions. private sector in the province of Southeast Sulawesi. This research strengthens the results of research that has been carried out by Wang et al., 2010; Nur Iman and Vina (2018), Ahmad Suffian Mohd Zahari, et al (2014), Shabrina and Silvianita (2015), Brčić and Mihelič (2015); Maryam Philsoophian and Peyman A, (2015) which states that knowledge sharing has a significant effect on employee performance.

The Role of Knowledge Sharing Behavior in Mediating between Leadership and Work Motivation on Employee Performance

The results of testing the influence of leadership and work motivation variables on employee performance in the initial model without involving mediating variables show that leadership and work motivation directly have a significant effect on employee performance. In order to conclude the nature of the mediating variable of knowledge-sharing behavior in the model, then leadership and work motivation were re-tested by involving mediating variables in the model and the test results can be seen the influence of leadership and work motivation on employee performance through knowledge-sharing behavior is partial mediation. The results of the study indicate that the relationship between leadership and work motivation in this study can directly affect employee performance and also through the mediating role of knowledge-sharing behavior. The results of these tests have sufficient empirical evidence that leadership and work motivation have a significant effect on employee performance which is mediated by knowledge sharing behavior. This means that employee performance is significantly influenced by leadership, work motivation and knowledge sharing behavior by showing significant results. This is also supported by previous research conducted by Dahlan Habba (2017), Eun-Jee Kim (2018), Dharma Yulius (2019), Zhichen Xia and Fan Yang (2020), Maryam Philsoophian and Peyman A, (2015). research shows that both leadership, work motivation and knowledge sharing have an effect on improving employee performance. So this study can conclude that knowledge sharing behavior can play a role in mediating between leadership on employee performance and work motivation on employee performance.

Research Limitations

The study in this study was only conducted on private universities (PTS) within the province of Southeast Sulawesi. Therefore, a more in-depth study is needed, especially at State Universities (PTN) in Southeast Sulawesi, which may produce different conclusions. Therefore, the research results may not be generalized to similar institutions or organizations that have the same characteristics. This study only examines a number of limited measurement variables, namely using only leadership variables, work motivation, knowledge sharing behavior and employee performance, namely the exogenous construct of leadership and work motivation. Therefore, it is hoped that further research will be carried out to look more broadly at the factors that influence knowledge sharing behavior and employee performance. Further research is recommended to expand the scope of study and can also add variables that can have an impact

on human resource performance, it is recommended to include the variables of work commitment, work competence or job satisfaction because these variables are thought to affect performance at the individual or group level within the organization. It is advisable to investigate the mediating relationship of these variables. This is in accordance with the opinion expressed by Davis and J.W Newstrom (2002: 40-41) that employee performance can be influenced by factors of ability or competence, commitment to work, work motivation, knowledge and job satisfaction felt by employees.

CONCLUSIONS

Good leadership can contribute to improving employee performance. The results of this research show that leadership is more reflected through influence indicators with a value of 79.6%, while employee performance is reflected more through quantity indicators with a value of 80.5%, meaning that in improving employee performance through leadership roles, they must increase their influence which has a real contribution in improving employee performance through leadership roles. improve the overall performance of employees towards the implementation of the tasks assigned and completed through supervision, quality of work, on time, and based on attitudes and responsibilities. Good leadership can increase knowledge sharing behavior. Implementation in improving knowledge sharing behavior through leadership which is reflected through direction, relationships, influence, control and example has an important role in the implementation of a good and effective leadership model so that it can make a real contribution in improving employee knowledge sharing behavior within the scope of Private Universities (PTS). in the province of Southeast Sulawesi.

Good work motivation can have a good impact on the formation of knowledge sharing behavior and is proven to be able to improve employee performance. The measurement of work motivation which is reflected through task orientation, time utilization, leader trust, discipline and appreciation has an important influence in improving employee performance. The results of this study note that work motivation is reflected more by awards with a value of 81.5% given to the performance produced by employees. However, the empirical facts on respondents' responses are that work motivation is mostly reflected by colleagues who are the biggest motivation.

Knowledge sharing behavior as a mediation of the relationship between the influence of leadership variables and work motivation on employee performance can make a real contribution to improving employee performance. The results of the research on leadership and work motivation variables on employee performance through knowledge sharing behavior is partial mediation. With each value of 67.4% for the role of mediating knowledge-sharing behavior between leadership and employee performance and 70.6% for the mediating role of knowledge-sharing behavior between work motivation and employee performance. This means that employee performance is significantly influenced by leadership, work motivation and knowledge-sharing behavior in a positive and significant way, either directly or through a mediating role.

Suggestion

The leadership of a leader in the scope of PTS institutions within the province of Southeast Sulawesi is perceived to have little influence on employee performance. So it is necessary to

URL: http://dx.doi.org/10.14738/abr.911.11067

strengthen the role of future leadership in dealing with system changes and technological advances in order to continue to support performance at the employee and organizational level. Employees' work motivation according to some employees is perceived as good, but needs serious attention and continuous development is carried out in order to increase employee professionalism, although some employees consider it good but need to be improved in quality and more internalized to become the inner motivation of employees. Knowledge as an organizational asset in supporting efforts to establish the quality of employee work results in institutions needs management attention so that it can form a habit to share knowledge both between fellow employees and leaders and subordinates, so that the formation of knowledge sharing behavior can help employees in carrying out tasks and functions that are needed. in essence can have an impact on employee performance in totality.

The accuracy and precision of the analytical model is 0.9167. This means that the diversity of leadership, work motivation, and knowledge sharing behavior on employee performance can be explained by 91.7% and the remaining 8.3% is explained by other variables. Therefore, further studies are expected to be able to develop a research model by adding other variables related to the development of human resource performance.

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