The Influence of Leadership on the Knowledge Transfer and Work Effectiveness at Secretariat Office in Boven Digoel Regency

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Abstract
The research objective is to analyze the direct impact of leadership toward transfer knowledge and work effectiveness in Boven Digoel. Data analysis in this research is quantitative using a path analysis model (path analysis) with the help of Smart PLS Software version 3.2.8. The research distributed questionnaires to 89 respondents of officers assigned at the secretariat office in Boven Digoel Regency. On the basis of statistical results, it was found that leadership can be said to have impacted positively and significant knowledge transfer and work effectiveness. The knowledge transfer also has a positive impact on work effectiveness.

Keywords: leadership style; knowledge transfer; work effectiveness

INTRODUCTION
Regional autonomy is a very strategic choice in order to maintain the Unitary State of the Republic of Indonesia which has long been built and maintained. With the implementation of Regional Autonomy, the central government has restored the dignity, dignity, and self-esteem of the people in the region. This is because local communities for decades even since post-independence have undergone a marginalization process. Local government is only an object of exploitation of the interests of the central government, all forms of public policy that are nationally determined by a small group of communities that exist at the central level, while communities in the area are required to succeed in the form of policy implementation.

Human Resources is one of the invaluable assets for any organization because it can make a meaningful contribution to the task force effectively and efficiently. Therefore how to develop, maintain, and improve employee effectiveness is one of the factors that needs to be considered for each organization. Similarly, in a strategic environmental change, it is necessary to demand the ability of professional government officials in carrying out their duties.

Problem that often occurs in the current government bureaucracy is that there is a public response to the effectiveness of the work of government officials who have not demonstrated high capabilities and are not professional in carrying out their duties. This can be seen through various irregularities that occur in the bureaucracy that are getting worse and resulting in the level of trust in the community towards the bureaucracy decreasing. The ineffectiveness of employees in carrying out tasks seems to be one indicator for measuring leadership.

Leadership is the deciding factor in succeeding or not in a platform in achieving goals. The quality of the leader correlation also affects the quality of work in a unit of work. To achieve success in the organization a leader must have sufficient ability to carry out his or her steps. The authority that has, then a leader not only has the duty and authority to run the wheels of government but more than that must be able to make policy and have a very high capacity to mobilize his employees.

DOI: http://doi.org/10.26487/hjbs.v2i4.365

Volume 2 No 4 October 2020
failure of the organization to achieve its goals is often due to the established leadership style of a leader unable to mobilize his employees. Especially in driving the potential of human resources.

The conditions in Boven Digoel Regency still show that many leaders of the government bureaucracy in running the leadership do not have a clear pattern so they are confused in running the wheels of the organization, this is possible because many leaders occupy such positions simply because they have the support of the regional head regardless of the background of the ability and experience. With such a limited capacity that not a few leaders are wrong in translating his leadership.

To answer the challenges presented above, then the very basic demands are located on the level of leadership's ability to run the organization, especially the leadership style and knowledge transfer process. Leadership factors have a major influence on the effectiveness of subordinate work. For in any organization of any kind both large and small it must require a leader. Therefore good leaders can be role models or role models for subordinates in work and at the same time can provide motivation and spirit of work within the organization.

A leader in a formal organization in addition to having to be obeyed by his subordinates he must also have more achievements in order to strengthen subordinate obedience towards him. More potential can be in the form of personal dignity or in the form of excess knowledge or proficiency especially when it comes to the field of duty, this ability is often called managerial skill. The application of power, dignity, and managerial skills will be seen from the style or behavior of leadership felt by his subordinates and the ability to transfer knowledge.

Theoretically knowledge transfer can occur in various models or forms in discussions in employment, internships, training or education as well as ongoing mentoring programs. Information has become the basis of individual knowledge, so it becomes the foundation of the organization. The individual knowledge that arises is a collection of all information, data, reflections, and experiences in real and concrete terms. Many previous studies have revealed the influence or relationship between knowledge transfer to performance such as Palacios-Marqués et al (2013) that the application of knowledge transfer is proven to have an impact on performance improvement.

Based on the author's initial observations, it appears that the Head of the Regional Secretariat of Boven Digoel District in running the wheels of the organization does not yet have a clear standard of leadership style so that there are often mistakes in the decision-making process, even often using feelings in issuing policies especially in taking action to subordinates who are less disciplined in the work and less assertive in issuing sanctions to employees so that employees often take actions that do not comply with staffing regulations, for example lack of discipline, weak responsibility. In addition, often also make changes to decisions that have been taken suddenly without coordinating to the relevant parties so as to complicate the course of subordinate activities in working.

When leadership quality is poor in the organization it will cause the effectiveness of the organization to be difficult to achieve. This is analogous to the main issue of public organization, namely seeking resources both human and non-human optimally. Leadership is human behavior in balancing the needs of employees with the achievement of organizational goals that greatly affect the effectiveness of their work. Since employees are the most important asset for the achievement of organizational effectiveness, maximum utilization is necessary with regard to employee behavior.

Related to this, the authors are interested in reviewing more in-depth research with the title "Influence of Leadership Style on Knowledge Transfer and Effectiveness of Employees at Secretariat Office in Boven Digoel Regency".

LITERATURE REVIEW

Transformational Leadership

Syafe’i (2003:1) notes that leadership which means one's ability and personality in influencing and persuading others to take action to achieve common goals, thus becoming the
beginning of the structure and process of the group. According to Robbins (2007:24) there are four approaches to leadership theory, among them: leadership attribution theory, charismatic leadership theory, visionary leadership theory, and transactional leadership theory versus transformational leadership.

According to Robbins (2007:24) there are four approaches to leadership theory, among them: leadership attribution theory, charismatic leadership theory, visionary leadership theory, and transactional leadership theory versus transformational leadership. The managerial grid model presented by Blake and Mouton in Robbins (2007: 97) introduces a leadership model that is reviewed from its attention to tasks and attention to people. A leader cannot only think about the achievement of their task without taking into account the factors of the relationship with their subordinates, so that a leader in taking a stance on the task, the policies to be taken, the process and procedure of completion of the task, then the leader must also pay attention to the pattern of relations with the staff.

Leadership style is leadership consisting of transactional and transformational, leadership moves and motivates employees to carry out their duties and obligations to the company. Indicators of leadership style include rewarding subordinates, control over subordinates, giving the leader confidence in subordinate abilities, leadership charisma, Intellectual abilities and Individual considerations.

The relationship between leadership and knowledge Transfer

Khan & Nawaz (2016) in his research suggested that leadership style is a way of giving direction, implementing strategies and motivating individuals towards achieving their desired goals. Leadership styles are replicated in attitudes and behaviors, but this in turn is the result of complex interactions between ways of thinking and feeling. The role of leaders in creating a culture of knowledge sharing determines the effectiveness of the knowledge transfer process within the organization. Clarke (2001) and Goh (2002), stated that leaders should play an important role in establishing some of the key conditions needed to facilitate knowledge transfer within the organization. Research conducted by Sukmawati et al., (2019) on leadership variables and knowledge transfer shows that leadership is shown to have a significant positive effect on knowledge transfer. The results of research from Antoro D (2014) found that leadership has not proven to have a significant effect on knowledge transfer.

The Relationship between leadership and work effectiveness

The term effectiveness varies greatly where the explanation concerns various dimensions that focus on various evaluation criteria. Furthermore, the measurements are relatively diverse where different criteria are carried out in unison. Effectiveness is a successful measure of not achieving the organization's goals. If an organization succeeds in achieving its goals, it has run effectively. One of the criteria for leadership effectiveness is the ability to make decisions. The ability to make decisions is not primarily measured by quantitative measures, in the sense of the number of decisions taken, but the number of decisions taken that are practical, realistic and enforceable and facilitate efforts to achieve the organization's goals.

According to Siagian (2007: 47), in carrying out leadership towards achieving the objectives of the organization required 5 (five) leadership functions are: (1) Direction Decider; (2) Representative and Spokesperson of the Organization; (3) effective communicators; (4) Mediator; and (5) Integrators.

Knowledge Transfer

Knowledge is not just knowledge, but knowledge is defined as follows: "Knowledge is a mix of experience, value, contextual information, expert views and fundamental intuition that provides an environment and framework for evaluating and bringing new experiences together with information. Knowledge is classified according to Wijaya (2015) divided into two types, namely explicit knowledge and tacit knowledge.
Zurnali in Rasyid, A., & Firdayani, P. (2018) research adds that individual knowledge that arises is synergistic from information, interpretation, reflection, and experience in a clear context and explains that individual knowledge is created at a time when information runs through internal processes that include interpretation, reflection and linking new information with existing knowledge in individuals so that it can be applied to new situations or contexts. He is transferring a combination of tacit and explicit knowledge. Knowledge transfer is very important because without it, any such problem-solving approach or operating skills must be reinvented whenever knowledge is urgently needed. Indeed, it may not exaggerate the case for saying that knowledge transfer is a basic process of civilization. Of course, it is the focus of learning, which is very important for all progress.

Transfer of knowledge in the field of organizational development and organizational learning is a practical matter of moving knowledge from one part of the organization to another.

**The Relationship between knowledge transfer and work effectiveness**

The notion of knowledge is still debated, because in this case knowledge is not translated (Marr & Spender, 2004). Knowledge is not just knowledge, but knowledge is defined as follows: "Knowledge is a mix of experience, value, contextual information, expert views and fundamental intuition that provides an environment and framework for evaluating and bringing new experiences together with information. In organizations, knowledge is often related not only to documents or storage of valuables, but also to the routines, processes, practices and norms of the organization".

**Work Effectiveness**

According to Davis & Newstrom (1981) the understanding of effectiveness is an assessment made with respect to the achievements of individuals, groups, and organizations. The closer their achievements to expected achievements (standards), the more effective they are in assessing them. Effectiveness is the relationship between output and purpose. In a sense effectiveness is a measure of how far the output levels, policies and procedures of the organization achieve the goals set. In a theoretical or practical sense, there is no universal agreement on what "Effectiveness" means.

The effectiveness of Work is a successful measure of not achieving the goal of the work. If an organization succeeds in achieving its goals, it has run effectively. One of the criteria for leadership effectiveness is the ability to make decisions.

**Conceptual Model**

The conceptual framework of the research can be pictured as the following

![Figure 1. The Conceptual Model](10.26487/hjbs.v2i4.47)

**RESEARCH METHOD**

**Location and Research Design**

This research uses a quantitative approach, namely by collecting primary data obtained through the method of disseminating questionnaires in the employees of the Boven Digoel District Secretariat Office. Sugiyono (2013:13) explains that quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research in specific populations...
or samples.

**Population or Samples**

The population of this study is all employees of the Boven Digoel District Secretariat Office which numbered 89 people. Sukmadinata (2011:250) states that the population is a large group and the region that is the scope of the research. The number of respondents in this study used saturated sampling techniques so that the number of respondents as a sample in this study was 89 employees.

**Data Collection Method**

The data used in this study is required two types of data, namely primary data obtained directly from the research site and secondary data obtained based on literature references related to research problems. This research uses data collection methods through observations, interviews, documentation, and questionnaires.

**Data Analysis Method**

This research is relational research, which focuses an explanation on how free variables/predictors influence bound/response variables (the effectiveness of employee work). From the above data, analyzed descriptive and inferenceal.

In analyzing data, researchers collect, classify, analyze, and induce data to provide a clear picture of the problems studied. The analysis method used in this study is descriptive qualitative analysis and quantitative analysis using path analysis method processed using statistical software smart PLS 3.2.8. The results of the data process can help to test the hypothesis that is in this study.

**EMPIRICAL RESULTS**

**Validity and Reliability Test**

The validity test in Smart PLS is assessed based on the loading factor of the indicators that measure the construct, the rule of thumb used for the maximum initial research factor if the value ≥ 0.30 (minimum level of minimum), for loading factor ± 0.40 is better and > 0.50 is considered to be very good. The validity test results for respondents' responses can be seen in the following table.

<table>
<thead>
<tr>
<th>Variables/predictors</th>
<th>Original Sample</th>
<th>Standard Deviation</th>
<th>t-Statistics</th>
<th>P Value</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1.1 &lt;- Transformational leadership style</td>
<td>0.778</td>
<td>0.115</td>
<td>6.749</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.2 &lt;- Transformational leadership style</td>
<td>0.867</td>
<td>0.039</td>
<td>22.16</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.3 &lt;- Transformational leadership style</td>
<td>0.885</td>
<td>0.069</td>
<td>12.891</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>Y1.1 &lt;- Knowledge Transfer</td>
<td>0.864</td>
<td>0.036</td>
<td>23.938</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>Y1.2 &lt;- Knowledge Transfer</td>
<td>0.718</td>
<td>0.166</td>
<td>4.33</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>Y1.3 &lt;- Knowledge Transfer</td>
<td>0.851</td>
<td>0.06</td>
<td>14.126</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>Y2.1 &lt;- Work Effectiveness</td>
<td>0.863</td>
<td>0.092</td>
<td>9.336</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>Y2.2 &lt;- Work Effectiveness</td>
<td>0.759</td>
<td>0.166</td>
<td>4.572</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>Y2.3 &lt;- Work Effectiveness</td>
<td>0.728</td>
<td>0.179</td>
<td>4.064</td>
<td>0.000</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Source: Smart PLS (2020)

The table above shows that the transformational leadership style variables, knowledge transfer and effectiveness of each work have a loading value of factor above 0.5 and are categorized as very good (valid) for further hypothesis testing.

Reliability tests in Smart Partial Least Square are used to measure the accuracy, consistency and accuracy of a measuring instrument. Reliability test measured by composite reliability. The results of the variable rehab test in this study can be seen in the following table.

**Table 2. Reliability Test**
The table above shows a description of each variable in this study as high or good for statements variable in this study conducted at the Boven Digoel Regional Secretariat which can be presented.

**Hypothesis Test**

The hypothetical test results from the study can be described as follows:

1. **Influence of Transformational Leadership Style on Knowledge Transfer**
   - Based on the table above, the influence of transformational leadership styles on knowledge transfer shows a coefficient value of 0.781 (positive), a statistical t value of 10.057 greater than 1.96 and P Values of 0.000 which is smaller than 0.05. It can be said that the transformational leadership style positively affects the transfer of knowledge to the Regional Secretariat Boven Digoel, so in this case the research hypothesis is accepted.

2. **Effect of Transformational Leadership Style on Work Effectiveness**
   - Based on the table above, the effect of transformational leadership style on work effectiveness shows a coefficient value of 0.21 (positive), a statistical t value of 0.78 which is smaller than 1.96 and P Values which is 0.435 greater than 0.05. It can be said that the transformational leadership style positively affects the work effectiveness at the Boven Digoel Regional Secretariat, so in this case the research hypothesis was rejected.

3. **Effect of Knowledge Transfer on Work Effectiveness**
   - Based on the table above, the effect of knowledge transfer on the effectiveness of work shows a coefficient value of 0.542 (positive), a statistical t value of 2.349 greater than 1.96 and P Values which is 0.019 which is smaller than 0.05. It can be said that the knowledge transfer positively affects the work effectiveness at the Boven Digoel Regional Secretariat, so in this case the research hypothesis was accepted.

### Main Data Analysis Results

In the study conducted bootstrapping calculations for hypothetical test use with Smart PLS 3.2.8. Hypothetical test results from the study can be seen in the following table:

**Table 4. Hypothesis Test**

<table>
<thead>
<tr>
<th>Variable Description</th>
<th>Original Sample</th>
<th>Sample Mean</th>
<th>Standard Deviation</th>
<th>t-Statistic</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership Style -&gt; Knowledge Transfer</td>
<td>0.781</td>
<td>0.793</td>
<td>0.078</td>
<td>10.057</td>
<td>0.000</td>
</tr>
<tr>
<td>Transformational Leadership Style -&gt; Effectiveness of Work</td>
<td>0.21</td>
<td>0.21</td>
<td>0.27</td>
<td>0.78</td>
<td>0.435</td>
</tr>
<tr>
<td>Knowledge Transfer -&gt; Effectiveness of Work</td>
<td>0.542</td>
<td>0.546</td>
<td>0.231</td>
<td>2.349</td>
<td>0.019</td>
</tr>
</tbody>
</table>

Source: Smart PLS (2020)
0.019 which is smaller than 0.05. It can be said that the transfer of knowledge has a positive and significant effect on the effectiveness of work on the Regional Secretariat of Boven Digoel, so in this case the research hypothesis is accepted.

The indirect effect (mediation) can be seen from the bootstrapping calculation results in the specific indirect effects section whose results can be seen in the following table:

Table 4. Indirect Influence (Mediation)

<table>
<thead>
<tr>
<th>Transformational Leadership Style -&gt; Knowledge Transfer</th>
<th>Original Sample Mean</th>
<th>Sample Mean</th>
<th>Deviation</th>
<th>t-statistic</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of Work</td>
<td>0.423</td>
<td>0.435</td>
<td>0.192</td>
<td>2.197</td>
<td>0.028</td>
</tr>
</tbody>
</table>

Source: Smart PLS (2020)

Based on the table above, it can be known the effect of transformational leadership style on knowledge transfer and work effectiveness shows a coefficient value of 0.5423 (positive), a statistical t value of 2.197 greater than 1.96 and P Values of 0.028 which is smaller than 0.05. It can be said that the leadership style positively and significantly affects the effectiveness of work at the Boven Digoel Regional Secretariat if mediated by the transfer of knowledge, so in this case the research hypothesis is accepted.

DISCUSSION

The Influence of Transformational Leadership Style on Knowledge Transfer

The results of analysis of transformational leadership styles with knowledge transfer obtained empirically findings that transformational leadership styles have a positive and significant effect on knowledge transfer. Where the transformational leadership style is better it will be able to improve the quality of employee knowledge transfer. Seen from respondents' responses to transformational leadership styles and knowledge transfers that show high or good averages. In addition, at the time of the research also found the head of the Regional Secretariat Boven Digoel was briefing his employees. According to interviews conducted with the head of the Regional Secretariat Boven Digoel suggested that the leadership always briefing the officers when they have done training or training so that the knowledge obtained is also shared with the officers..

The theory supporting this research put forward by Martoyo (2006: 33) that the leader in a broad sense is a leader, by way of promoting social behavior by regulating, directing, organizing or controlling the efforts of others, or through prestige, power or position. One way to assess the success or failure of the leader in the lead can be done by observing and recording the traits and qualities/qualities of his behavior used as criteria to assess his leadership. As suggested by Sugandha (1986) that a leader has superior qualities so as to effectively place himself in his position against any relationship struck between fellow members or between groups. The problems faced as well as the conditions and situations of the organization he led. Therefore in an effort to influence the people who are led to be willing to carry out the task of the work in the best possible way.

The Effect of Transformational Leadership Style on Work Effectiveness

The results of the analysis of transformational leadership styles with the effectiveness of work obtained empirical findings that transformational leadership styles have a positive and insignificant effect on the effectiveness of work. Where the transformational leadership style is better it cannot improve the effectiveness of employee work despite the respondent's responses regarding transformational leadership style and work effectiveness indicating high or good averages. This is because the effectiveness of the work of Boven Digoel regional secretariat employees has been well formed before the leaders change. According to interviews conducted with the head of the Regional Secretariat Boven Digoel suggested that in terms of the effectiveness of the work the employees have had competency standards that support so that the effectiveness of the work is not too dependent on the influence of the leadership.

Another theory supporting this research was put forward by Lian Gie (2007:73) which suggested that effectiveness is the ability to choose the right goals or the right equipment for
achieving the goals that have been set. An effective leader can choose the work to do or the right method to achieve the goal. While work is the whole implementation of physical and spiritual activities carried out by man to achieve certain goals especially related to his survival.

**The Effect of Knowledge Transfer on Work Effectiveness**

The results of the analysis on the transfer of knowledge with the effectiveness of work obtained empirical findings that the transfer of knowledge has a positive and significant effect on the effectiveness of the work. Where the better transfer of knowledge eats will increase the effectiveness of employee work although seen from respondents' responses regarding knowledge transfer style and effectiveness of work that shows a high or good average. It was also seen when researchers were in a research object environment that found conditions where there was transfer knowledge from the leadership and fellow employees. According to interviews conducted with the head of the Regional Secretariat Boven Digoel suggested that there is a culture of knowledge transfer when there are employees / leaders who follow the training can help other employees to update new rules or work guidelines that can improve the effectiveness of work based on the results of competency improvement owned by employees or leaders.

**The Effect of Transformational Leadership Style on Effectiveness of Work Through Knowledge Transfer**

The results of the analysis of transformational leadership styles with knowledge transfer and work effectiveness obtained empirical findings that transformational leadership styles have a positive and significant effect on knowledge transfer as a mediation variable to the effectiveness of employee work. Where the transformational leadership style is better it will be able to improve the quality of knowledge transfer and impact on employee effectiveness. Seen from respondents' responses regarding transformational leadership style, knowledge transfer, and effectiveness of work that shows high or fine averages. Thanks to the transfer of knowledge from the leadership indirectly to the effectiveness of the employee's work.

**CONCLUSION**

Based on the results of the data analysis, the conclusions of the results of this study can be concluded that transformational leadership style has a positive and significant effect on knowledge transfer and indicates a positive and insignificant effect on work effectiveness. The transfer of knowledge has a positive and insignificant effect on the effectiveness of the work. Transformational leadership style has a positive and significant effect on the effectiveness of work through knowledge transfer.

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