

Honorary Teacher Phenomenology: The Role of Knowledge Management and Transformational Leadership



Ilham Safar¹, Mansyur Ramly², Baso Amang³, Ramlawati⁴, Wahyu⁵

¹Management Science Doctoral Program Student, Universitas Muslim Indonesia

^{2,3,4}Management, Universitas Muslim Indonesia

⁵Management, Universitas Fajar

ABSTRACT: This research is a development of the role of knowledge management, transformational leadership and Employee Engagement on the performance of Honorary Teachers from elementary to high school levels in the city of Makassar. The number of respondents who contributed to filling out the questionnaire during this research was 295 with locations of service as teachers divided into several schools in Makassar. Knowledge management is an important thing because its implementation requires follow-up from both parties, namely the organization and the teachers themselves, so it is very interesting to see this phenomenon occur. While transformational leadership is considered an elegant leadership model and is suitable in several types of organizations, this requires further proof. Meanwhile, employee engagement is an interesting issue because the composition of workers in the world of work today has entered various types of generations whose work culture has a different work perspective from previous generations. This research is a quantitative approach using SmartPLS 3.2.9 software. as a tool for managing existing data. The results of the research show that in terms of direct and indirect influence, all independent and dependent variables have an influence and are significant, while the role of the transformational leadership variable as a moderator of the relationship between knowledge management and performance is not able to strengthen this relationship. Based on this research, it can be said that the important role of knowledge management, transformational leadership and employee engagement of every honorary teacher can actually encourage good performance, so it is important to manage this matter well, existing knowledge, the right leadership model and the teacher's sense of attachment to the teacher. Organization and work.

KEYWORDS: Knowledge Management, Transformational Leadership, employee engagement

1. INTRODUCTION

Working conditions that continue to develop and lead to real changes in both the way they work and the work environment make the concept of change management increasingly visible. Ullrichet *al* (2023) explained that the existing conditions of change encourage organizations to look again at the implications of changes to the working style of each existing employee, especially with advances in technology. A similar thing was conveyed by Sayers and Smollan (2009), namely that changes in an organization can trigger various negative or positive reactions which of course will have a direct impact on the company, therefore managing existing changes requires various engagement approaches, both work environment and organizational culture. , leadership, knowledge and also the direct involvement of every existing human resource. An organization's ability to use and utilize knowledge effectively depends greatly on its human resources, how it creates, shares and uses knowledge. Knowledge management looks at managing the processes of creating, storing, accessing, and disseminating organizational resources. Organizations must consider the main objectives in order to increase individual capacity and increase organizational knowledge (Antunes & Pinheiroc, 2019). This must be able to become strong capital in achieving future challenges.

According to Robbins in Basirun (2021) transformational leadership is a modern leadership theory where an idea was originally developed by Burns, who said that clear transformational leadership is a process where the leader and his subordinates always try to achieve a higher level of morality and motivation than previously. Kahn (1990:694) defines employee engagement as Personal Engagement which utilizes themselves as members of the organization to carry out their work roles; In this involvement, employed people express themselves physically, cognitively and emotionally during their performance. This is certainly a good strength if managed well, because the important involvement of an employee makes it easier for the organization to implement various strong aspects in positive ways.

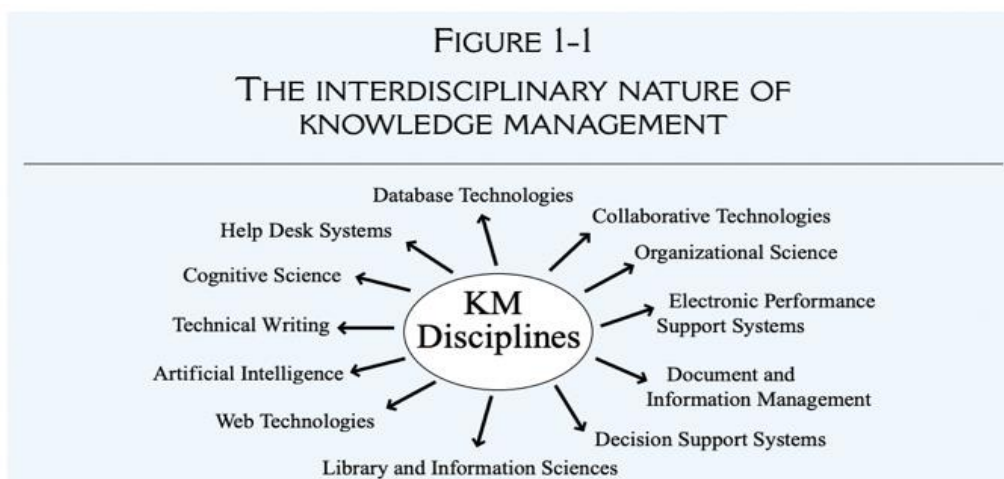
Honorary Teacher Phenomenology: The Role of Knowledge Management and Transformational Leadership

In this research, the position of transformational leadership has had a lot of speculation, both as an independent variable that tests its influence on employee performance and also as a moderator between the relationship between knowledge management and employee performance. This was done as a form of research development related to previous research that has been published. Several studies have shown the relationship between each variable and different research results, giving rise to a real research gap. Laras et al (2019) stated that knowledge management has an influence on employee performance. A similar thing was stated in the results of research conducted by Harmen (2018) and Rachma & Suwarsi (2020) which concluded that knowledge management has an influence on employee performance. However, different things were conveyed by the results of research conducted by Setyawan (2021) and Rahman & Rhilo (2020) which stated that knowledge management has no influence on employee performance. Several empirical studies have found that there is a positive relationship between leadership and performance, including: Sugeng (2004) found that school leadership has a positive and significant effect on teachers' professional competence. Likewise, Absah (2007) found that the role of leadership mediated by organizational learning had a positive and significant effect on increasing lecturer performance, while Soemardjoko (2010) found that leadership was a variable that played a role in increasing lecturer competence in assuring the quality of education.

2. LIBRARY REVIEW

a. Knowledge Management

Dalkir (2005) menuliskan dalam bukunya sebagai berikut Knowledge management is a surprising mix of strategies, tools, and techniques—some of which are nothing new under the sun. Storytelling, peer-to-peer mentoring, and learning from mistakes, for example, all have precedents in education, training, and artificial intelligence practices. Knowledge management makes use of a mixture of techniques from knowledge-based system design, such as structured knowledge acquisition strategies from subject matter experts (McGraw and Harrison-Briggs, 1989) and educational technology (e.g., task and job analysis to design and develop task support systems; see Gery, 1991).



Gambar 1. The Interdisciplinary Knowledge Management

Source: Who We Are Dalkir (2005)

b. Transformational leadership

According to Robbins in Basirun (2021) transformational leadership is a modern leadership theory where an idea was originally developed by Burns, who said that clear transformational leadership is a process where the leader and his subordinates always try to achieve a higher level of morality and motivation than previously. The term Transformational Leadership is the result of a development in the thinking of several leadership theorists. Starting with the thoughts of James Mac Gregor Burns (1979) who used the term Transforming Leadership, it was then developed by Benard M. Bass (1985) in his book entitled Leadership and Performance Beyond Expectations which used the term Transformational Leadership which according to his confession inspired by Burn Thought. Since Bass, the term Transformational Leadership has been the standard term in leadership science.

c. Employe Engagement

Kahn (1990:694) defines employee engagement as Personal Engagement which utilizes themselves as members of the organization to carry out their work roles; In this involvement, employed people express themselves physically, cognitively and emotionally during their performance. This is certainly a good strength if managed well, because the important involvement of an employee makes it easier for the organization to implement various strong aspects in positive ways.

Honorary Teacher Phenomenology: The Role of Knowledge Management and Transformational Leadership

d. Performance

According to Edison (2018:176) "Performance is the result obtained by an organization, whether the organization is profit oriented or non-profit oriented, which is produced over a period of time." According to another opinion, Simamora (2015:339) "Performance refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well an employee meets the requirements of a job. Often misinterpreted as effort, which reflects energy expended, performance is measured in terms of results.

The hypothesis in this research is as follows:

- H1: Knowledge management has a direct and significant influence on the performance of honorary teachers.
- H2: Knowledge management has a significant influence on employee engagement
- H3: Transformational leadership has a direct and significant influence on honorary teachers.
- H4: Transformational leadership has a significant influence on employee engagement.
- H5: Employee engagement has an influence on honorary teachers
- H6: Transformational leadership moderates the relationship between knowledge management and honorary teachers.
- H7: Knowledge management influences honorary teachers through employee engagement
- H8: Transformational leadership influences honorary teachers through employee engagement

3. RESEARCH METHODOLOGY

This research is a type of quantitative research. Sugiyono (2018) explains that the quantitative method is a data analysis method that is carried out by collecting and analyzing data in the form of numbers with the aim of researching populations and samples which are then analyzed and processed using statistics. This research was conducted to determine the influence of each independent variable on the dependent variable by adding a moderating variable as a form of update in the research. Moderating variables are variables used to see the potential/possibility of increasing the influence of the independent variable on the dependent being tested. The approach used in this research is a quantitative approach that is associative in nature. Associative is research that asks about cause and effect between two or more variables. The data analysis technique used in this research is quantitative data analysis and uses the Moderated Regression Analysis (MRA) model and path analysis or *structure equation models* with the help of SmartPLS version 3.2.9. Researchers consider using PLS because PLS can be used to confirm theories (theoretical testing) and recommend relationships for which there is no theoretical basis (exploratory) and PLS can simultaneously analyze constructs formed with reflective indicators and formative indicators. The path analysis model for all latent variables (variables whose quantity cannot be known directly) in PLS consists of 3 (three) sets of relationships, namely: Inner model, Outer model and Weight relationship (Ghozali, 2008).

4. RESEARCH RESULT

1. Uji Outer Model SmartPLS

The PLS test results in this study used an outer model evaluation with a reflective model for each indicator and an inner model evaluation using a significance level of 5%. In this research, the results of the PLS SEM test with the help of SmartPLS software version 3.2.9 in full model can be presented in Figure 2, along with the R2 value of each variable complete with the loading value of each factor. The following is a full image of the structural equation path model.

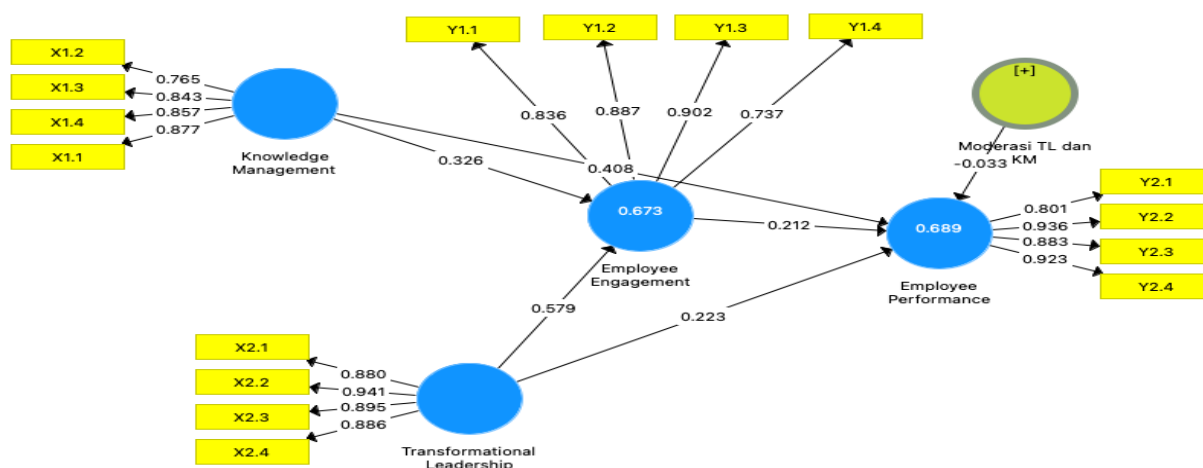


Figure 2. Outer Model Test

Honorary Teacher Phenomenology: The Role of Knowledge Management and Transformational Leadership

The results of the external model test carried out show that the factor loading value seen in each variable has a value above 0.7, which means that each variable has a strong indicator in explaining the relationship between the independent variable and the dependent variable. This has a real impact on the relationships described in the research. After testing the outer model and showing significant results, it can be stated that the model in this research is accepted. Next, construct reliability and validity testing is carried out which can then be used as a reference in evaluating the Goodness of Fit of the PLS model with the aim of evaluating the outer model and inner model.

a. Uji Construct Reliability and Validity

The construct reliability and validity test is a test that looks at the strength of the research instruments used in meeting the needs of the data to be processed, by providing standards for looking at the factor loading values and also the Cronbach Alfa value of each variable used. This is stated in the table below.

Table 1 Uji Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0,863	0,907	0,711
Employee Performance	0,909	0,937	0,788
Knowledge Management	0,857	0,903	0,700
Transformational Leadership	0,922	0,945	0,811

Based on the value of composite reliability that can be seen, it is stated that all the variables in this research are declared reliable and valid. This is proven by looking at the value of composite reliability which is higher than 0.7.

2. Hypothesis testing

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Table 2 provides the estimated output for testing the structural model.

Table 2 Total Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Engagement -> Employee Performance	0,212	0,208	0,084	2,526	0,012
Knowledge Management -> Employee Engagement	0,326	0,317	0,054	6,001	0,000
Knowledge Management -> Employee Performance	0,477	0,477	0,045	10,617	0,000
Moderasi TL dan KM -> Employee Performance	-0,033	-0,030	0,023	1,468	0,143
Transformational Leadership -> Employee Engagement	0,579	0,583	0,039	14,998	0,000
Transformational Leadership -> Employee Performance	0,346	0,347	0,038	9,119	0,000

From the results of hypothesis testing with the PLS program, statistical testing of each hypothesized relationship was carried out using simulation. In this case, the bootstrapping method is used on the sample. Testing using bootstrapping is also intended to minimize the problem of non-normality of research data. The test results with bootstrapping from PLS analysis are as follows:

a. Testing hypothesis 1 (The influence of knowledge management on honorary teachers) the results of hypothesis testing show a calculated t value of 10.617 with a significant value of 0.000 which is smaller than 0.05 and it is stated that knowledge management has a significant influence on honorary teachers in the city of Makassar.

b. Testing hypothesis 2 (The influence of knowledge management on employee engagement) the results of hypothesis testing show a calculated t value of 6.001 with a significant value of 0.000 which is smaller than 0.05 and it is stated that knowledge management has a significant influence on the employee engagement of honorary teachers in the city of Makassar.

c. Testing hypothesis 3 (The influence of transformational leadership on honorary teachers) the results of hypothesis testing show a calculated t value of 9.119 with a significant value of 0.000 which is smaller than 0.05 and it is stated that transformational leadership has a significant influence on the performance of honorary teachers in the city of Makassar.

d. Testing hypothesis 4 (The influence of transformational leadership on employee engagement) the results of hypothesis testing show a calculated t value of 14.998 with a significant value of 0.000 which is smaller than 0.05 and it is stated that transformational leadership has a significant influence on employee engagement.

Honorary Teacher Phenomenology: The Role of Knowledge Management and Transformational Leadership

e. Testing hypothesis 5 (The influence of employee engagement on honorary teachers) the results of hypothesis testing show a calculated t value of 2.526 with a significant value of 0.012 which is smaller than 0.05 and it is stated that employee engagement has a significant influence on the performance of honorary teachers in the city of Makassar.

f. Testing hypothesis 6 (The role of transformational leadership on the influence of knowledge management on the performance of honorary teachers) the results of hypothesis testing show a calculated t value of 1.468 and is relatively low with a significant value of 0.143 which is greater than 0.05 and it is stated that transformational leadership is not able to strengthen the relationship between knowledge management on the performance of honorary teachers in the city of Makassar.

Furthermore, to test the hypothesis which explains the indirect relationship between the independent variable and the dependent variable through the intervening variable, it is explained in the following table:

Table 3 Indirect effect test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Knowledge Management -> Employee Engagement -> Employee Performance	0,069	0,067	0,032	2,160	0,031
Transformational Leadership -> Employee Engagement -> Employee Performance	0,123	0,121	0,048	2,577	0,010

Based on the results of the hypothesis test in the indirect effect test, it was found that:

a. Hypothesis test 7 (The influence of knowledge management on the performance of honorary teachers through employee engagement) the results of the hypothesis test show a t value of 2.160 with a significant value of 0.031 which means it is smaller than 0.05 and it is stated that knowledge management has an influence on the performance of honorary teachers in the city of Makassar through employee engagement.

b. Testing hypothesis 8 (The influence of transformational leadership on employee performance through employee engagement) the results of the hypothesis test show a t value of 2.577 with a significant value of 0.010 which means it is smaller than 0.05 and it is stated that transformational leadership has an influence on the performance of honorary teachers in the city of Makassar through employee engagement.

5. DISCUSSION

a. **Direct influence of the independent variable on the dependent variable:** based on the results of research conducted, it was found that all independent variables have a direct influence on the performance of honorary teachers in the city of Makassar. Knowledge management has a strong role in responding to the good performance of honorary teachers in the city of Makassar. This condition illustrates that employees who have good knowledge about their work and are supported by the availability of information in the work environment and provided by the company provide positive input for each person's performance. existing honorary teachers. Meanwhile, for transformational leadership, it provides an illustration that leaders who have leadership patterns that can be nurturing, can provide motivation and are also good examples for teachers can have a positive influence on the organization, this is in line with the opinion of Komariah (2010) explaining that leadership is an aspect which is very important in the organization, and is the best encouragement through which management changes are implemented, so that a leader is not only a symbol of the company but his position has a very positive influence on the development of the organization. The quality of a leader in this increasingly modern era will be seen when the leader is able or not to apply knowledge to his subordinates. This condition provides an interesting picture that the application of knowledge management and transformational leadership can encourage good performance for teachers and have a positive impact on companies.

b. **The role of intervening variables in explaining the relationship between independent and dependent variables:** in this research, employee engagement is an intervening variable that will explain the relationship between knowledge management and transformational leadership on the performance of private employees in the city of Makassar. The condition of employee engagement in explaining the relationship between each variable shows that each variable has an influence on the performance of honorary teachers.

c. **The role of the Transformational leadership variable as moderation:** the position of transformational leadership in this research is also very important in examining the moderation between the relationship between knowledge management and the performance of honorary teachers. The research results show that leadership is not able to strengthen the relationship between the two variables. This is explained that the leadership and knowledge possessed by teachers cannot be interacted with as a

Honorary Teacher Phenomenology: The Role of Knowledge Management and Transformational Leadership

strength. This is because honorary teachers understand the main tasks in each job they have so that is quite important. , leadership war is considered sufficient to provide motivation without the need to engage in continuous exchange and explanation of knowledge

6. CONCLUSION

This research produces an interesting picture from various other research, this is because the condition of transformational leadership is unable to be a moderation in explaining the relationship between knowledge management and the performance of honorary teachers. This is also a direction for continued research, showing leadership conditions in explaining the knowledge of each human resource in various organizations. As a challenge for the future, how can each of this knowledge be institutionalized and become organizational knowledge which in the future will be developed into an organizational culture with knowledge standards.

REFERENCES

- 1) Antunes, H. de J. G., & Pinheiroc, P. G. (2019). Linking knowledge management, organizational learning and memory Helder. *Journal of Innovation & Knowledge*. <https://doi.org/10.1016/j.jik.2019.04.002>.
- 2) Basirun, & Turimah. (2021). Transformational Leadership Concept. *Journal of Islamic Education Management*, 1-8.
- 3) Dalkir, Kimis. 2005. *Knowledge Management In Theory and Practice*. Elsevier.
- 4) Edison, E. et al (2018), "Human Resource Management". Bandung: Alfabeta.
- 5) Ghozali I. *Structural equation modeling: Alternative method with partial least square (PLS)*. Semarang, Indones. 2008;
- 6) Harmen, Hilma, Muhammad Tri Darma. 2018. The Influence of Talent and Knowledge Management on PT Employee Performance. *Perkebunan Nusantara II (Survey of the Tanjung Morawa Directors' office. Journal of Business and Management Concepts*. Vol. 4 (2), pp. 114-129.
- 7) Komariah, A. and C, Triatna. 2010. *Visionary Leadership Towards Effective Schools*. Literary Earth. Jakarta.
- 8) Lewis, R.E., & Heckman, R.J. (2006). *Talent Management: A Critical Review*. *Human Resoources Management Review*. Vol.16.
- 9) Mathis RL, Jackson JH. *Human resource management*. South-Western College; 2010.
- 10) Oladapo, V. (2014). The Impact of Talent Management On Retention. *Journal of Business Studies Quartely*, 1-18.
- 11) Sayers, Grace Janet and Smollan, K Roy. 2009, *Organizational Culture, Change and Emotions: A Qualitative Study*. *Journal of Change Management*, Vol 9 No 4 (435-457): ResearchGate.
- 12) Schein, Edgar H. 2009. *Corporate Culture Survival Guide*. San Fransisco: John Wiley & Sons.
- 13) Setyawan Agustinus. 2021. The effect of Knowledge Management and Talent Management on Organizational Performance With Organizational Culture as a Mediating Variable. *Jurnal Manajemen Bisnis* Vol. 11, No. 01 (p.1-11).
- 14) Siagian PS. In *Human Resource Management* (pp. 306–307). Jakarta PT Bumi Aksara. 2014;
- 15) Ullrich, Andre. *Et al.* 2023, *Employee Involvement and Participation in Digital Transformation: a Combined Analysis of Literature and Practitioners' Expertise*. *Journal of Organizational Change Management*, Vol 36 No 8 (29-48): Emerald Publishing Limited.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0 (<https://creativecommons.org/licenses/by-nc/4.0/>)), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.