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# THE IMPACT OF KNOWLEDGE MANAGEMENT AND LEADERSHIP ON JOB SATISFACTION PT. WIJAYA KARYA REALTY

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**ABSTRACT:** The aim of this research is to understand the influence of knowledge management and leadership on job satisfaction. The research was conducted at one of State-Owned Enterprises who had a bussines in the field of construction and building on Juni-Agust 2019. The research variables are knowledge management (knowledge acqustion, knowledge codification, knowledge creation, knowledge sharing, knowledge retention), leadership and job satisfaction. Data were analyzed using SEM-PLS by tested validity, reliability test and hypoteses test use path coefficients. The results confirm a significant and positive relationships between knowledge management and leadership on job satisfaction and it also has a significant and positive relationships between leadership on job satisfaction.
.**Keywords  -** *Knowledge Management, Leadership, Job Satisfaction*

## I.        INTRODUCTION

Nowdays, machinery, building, financial capital are not the main capital of an organization in achieving it is purpose. In keeping an organization's existence in business competition and meeting customers' current needs, an organization must have innovative products and services. Innovation is one of corporate strategies to adapt in dynamic enviroment business. Companies or organizations' ability to do an innovation activity is believed to meet customers' needs so that product may be used as an competitive superiority for companies [1]. An innovation is a product of creativity of superior human resources of employees in an organizations. These people will eventually serves as executors and decision-makers in every organizational activity. To maintaion superior human resources, an orgnization gives special attention to job satisfaction. Job satisfaction is a positive attitude toward his or her job. If an employee has a high sense of job satisfaction than that employee is more productive motivated and fueling creativity in carrying out innovation activities. Job satisfaction can encourage employees to get creative [2]. Many factors can influence job saticfaction, work enviroment is one the factor influencing job saticfaction. The relationship between leader and employee is one the factor work enviroment in organization.  The manager or leader has main role to support and coordinate his employees make innovation activities. Numerous of turnover employees are indicated dissatifaction employee in organization. The turnover employees from company can be one of inhibit factor to organizational development because the left employee also bring their experiences and knowledge carrying out company that has potentional can used to aim the organization [3].

Many of research about job satisfcation which compare with another variables such as employees performance, organizational commitment has been researched by scholar. The research of job satiscfation was influenced with Knowledge Management (KM) just a few resercher has been doing it [4]. Knowledge management was expected can figure out problem of task to be more effective and efficient although KM can give job satisfaction on employees. Many of goverment and private organization had been practise KM with organization. They are two State-Owned Enterprises in sector Telecommunication and Electricity such as PT. Telekomunikasi Indonesia (PT. Telkom) and PT. Perusahaan Listrik Negara (PT. PLN) on their organization. Result of KM on PT. PLN is PLN Mobile new application can help to achieve job satisfaction. The topic research of impact knowledge management on job saticfaction with State-Owned Enterprises different sector make author want to studies more.

PT. Wijaya Karya (PT.WIKA) is one of State-Owned Enterprises in sector contruction and cement in Indonesia. PT WIKA was already applied KM practise with organization. Mass Rapid Train (MRT), Light

Rapid Train (LRT) and Simpang Susun Semanggi are products outcome from innovation activity. The author get research is PT. WIKA Realty which had business sector in property as one of entity company PT. WIKA. By Annual Report on 2015-2017 PT. WIKA Realty and PT. Pembangunan Pemerintah Property (PT.PP), number of employee turnover on 2017 PT. WIKA Realty approximately about 5,23%. This number is more higher than employee turnover PT. PP about 0% on 2017. This research will discussed about impact knowldege management on job satisfaction futhermore this research will discussed about correlation knowledge management with leadership.

The aims of research are analysed job satisfaction of employee PT. WIKA Realty, analysed relation knowledge management on job satisfaction, analysed relation leadership on job satisfaction, analysed relation knowledge management on leadership, analysed knowledge management through leadership on job satisfaction.

## II. LITERATURE REVIEW

### 1.1 Job Satisfaction

Job satisfaction is an individual's general attitude about his or her job [5]. A person with high level of job satisfaction has a positive attitude toward his or her job [6]. Job satisfaction is main key of employees behavior with their peformance task, such as employee productivities, absteen of employee, turn-over intens and relation employee with employee, employee with supervisor [7].

Factors influence employees job satisfcation such as works it self, financial compensation, promotion, supervision, co-worker, working enviroment [8,4]. Demography factors also had influence on job satisfaction, such as age, gender, level education,personality stabilize. Employees with high job satisfaction can contibute their knowledge and experiences to support achieve company main goal.

### 1.2 Knowledge Management

Knowledge management is the process of capturing a company's collective expertise wherever it resides in database, on the papper or in people's head, and distributing it to wherever it can help produce the biggest payoff [9]. Knowledge management have roles to convert knowledge into new knowledge which is can easy to document and communicated. Outcome of this process known as Explicit Knowledge [10]. Process of converting knowledge has involved process socialization, Externalization, Combination, and Internalization (SECI). A few of scholar divided process knowledge management into different view types. [11] Process knowledge management divided as knowledge creation, knowledge incorporation and knowledge dissemination. Practise knowledge management this research are knowledge acqustion, knowledge codification, knowledge creation, knowledge retention, knowledge sharing [4].Practice knowledge management in organization has main purposed to employees to distribute their knowledge and experience created inovation [12].

### 1.3 Leadership

Leadership is interpersonal influence that occurs when one person able to gain compliance from another direction of organizationally desired goals [13]. A succesfull organization depend on how their startegies to achieve main goals company. To achieve company goals is needed human capital with good skills and experiences. Theory of leadership generally known as three types. They are trait theory, behaviorl theory and situsional theory. Trait theory explained about character physical and physicology of a leader. The chararacter physical are height, weight, good of look, healthy. The character physcology are discipline intention, self confidence, dilligently,quiet intelectual and many others. Theory of behavioral only focus about how it leadership style. Behavioral theory explained a good leader more effective if leader oriented with downline employees. Situsional theory explained effective leader can not seperated with ability and motivated employees.

Character of leader and work enviroment are support factors enhance employees job satisfaction in company [14]. Internal enviroment condition such as organization climate, scale organization, process making decision and leadership style can influence employees job satisfaction in company.

### 2.4. Knowledge Management and Job Satisfaction

The main sources to practice knowledge management in company are people, knowledge management process and information technology. Purpose of company applied practice knowledge management in their company to achieve efficiency and effective on job. This was measure by knowledge acquisition, knowledge codification, knowledge creation, knowledge retention and knowledge sharing [4]. Five aspects of knowledge management that explained can help out employees to raise their satisfaction when it works.

Knowledge sharing was knowledge management practise enhance employees job satisfaction that is involved socialization process and exchange learning from one employee to anothers. Outcomes this action can elevated employees skills and compentencies [15]. Employees with high competency more effective and efficiencies to dispatch their task. Employees with high job satisfaction were more creative, innovative and completed their task more effective [16].

### 1.4 Leadership and Job Satisfaction

Leader has main role play in organization to achieve purpose company with pay attention to employees job satisfaction. A leader style has enhance employees job satisfaction [17]. Leadership style can divided into two types, Consideration and Initiating Structure. Consideration was more strongly realated to follower satisfaction (leader satisfaction, job satisfaction), motivation and leader effectiveness. Initiating Stucture was slightly more strongly related to leader job performance and group-organization performance [14].

A leader can pay head to task and employees behavior could create employees job satisfaction and creative innovation [13]. A leadership style and employees job satisfaction are fundamental element can influence effectiveness organization [18]. Acknowledgement leader to outcomes task employees achieve actual target to intensify and improve employees when they are working.

### 1.5 Knowledge Management and Leadership

For sucessfully implementation knowledge management in organization, a leader should have ability to mobilize intelectual capacity and human resource underneath to lead for inspiration, arrengement and directly coordination with employees to achieve main goals company. Generally a leader has capabilities to start from scartch created orginization culture with collective and paticipate all organization citizen to reach out company purpose. To equip this capabilty a leader should have high intention and determinacy.

A leader directly involved in coordination knowledge management implementation is main qualification and mandatory-natured. Implementation Knowledge Management in organization as same as implementation changes which is knowledge sharing become culture and organization learning involved citizen organizational. Knowledge management involved oragnization citizen, a leader have a role motivated and influence behavior employees [19].

## III.          METHODOLOGY

The research data were collected from emplyoees in Head Office PT. WIKA Realty located in Jakarta. The research was conducted on Jun-Agust 2019. About 140 quisioners was spread with employees without different gender, ages, tenure, education level and marital status. The quisioners was fullfil complete and deserv ed to analysed about 127 quisioners. The Sample respondent was taken using non-probability sampling which is used purposive sampling. The list of question used Likert Scale which is responden fullfil their choice by numbers from 1 (totally disagree) – 5 (totally agree). Qualitative data were analyzed using descriptive data. Structural Equation Model- Partial Least Square (SEM-PLS) was using to analyze correlation between variables research.

The variable in this research divided 7 variables. Variable dependent (Variable Y) is Job Satisfaction and Variable independent (Variable X) are Knowledge Management and Leadership style. The reserach model was described as show in Figure 1.
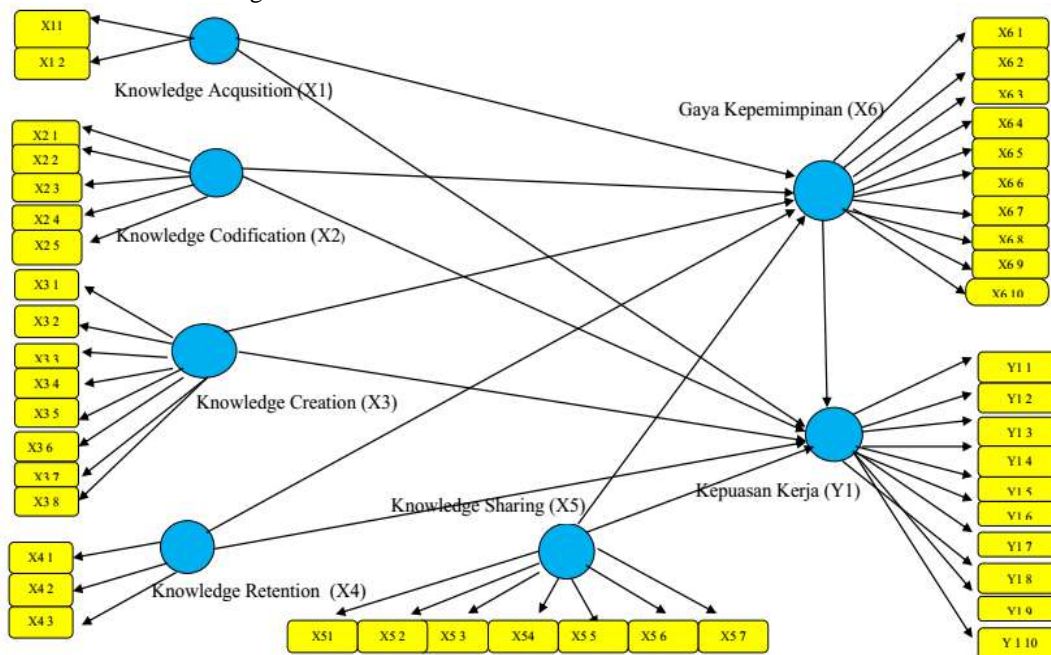


**Figure 1. The Research Model**

# IV.          FINDINGS

## 1.6  Demographic Respondent

Total respondents in this research are 127 employees. Demographic respondent's of this research by gender, ages, level of education, tenure, and marital status. Number of male is 92 employees (72%) and female is 35 employess (28%). Employess with age range 20-30 years old about 73 employees (57%), range 31-40 years old and 41-50 years old have same number of employees about 27 employees (21%). Number of employee had level of education on bachelor degree about 117 employees (92%) and level of master degree about 10 employees. Tenure of employees respondent divided by 3 levels from level staff, supevisor to Managers level. Number of staff in this research are 96 employees (76%), level of supervisor are 20 employees and level of managers are 11 employees. Employee with marital status married are 72 employees (57%)  and single status are 55 employees (43%) as shown in Figure 2.
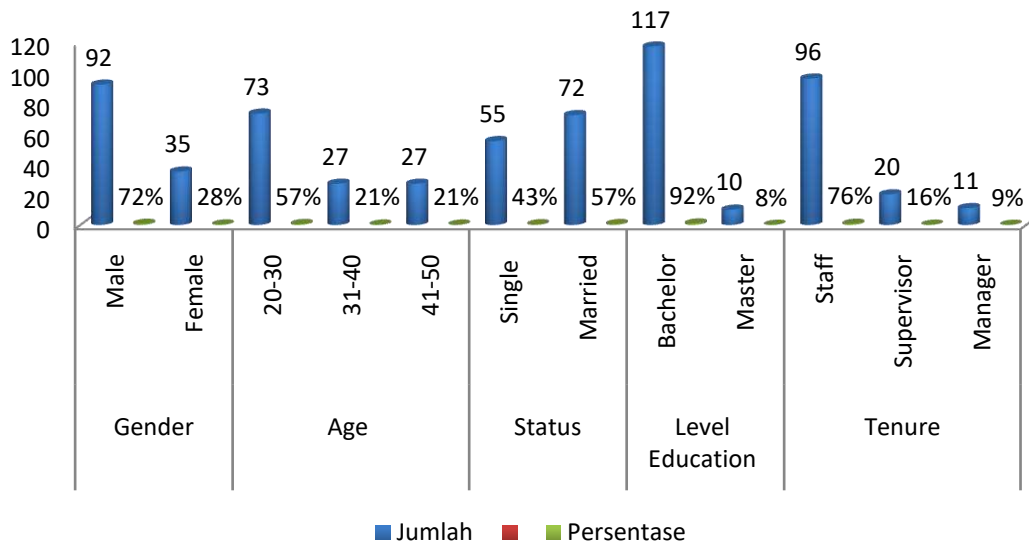


**Figure 2. Demographic Respondent**

## 1.7  Measurement Model

Construct reliability (CR) and convergent validity measures represent internal consistency. Reliability test on SEM-PLS can desribed from Cronbach Alpha and Composite Reliability value. According to CR test, all the constructs showed a value above the threshold more greater than 0.6 to  0.7 [20]. Discriminant validity this indicates the extent to which any contruct differs from the others. The Average Variance Extracted (AVE) should be greater than the variance shared between that construct and the other constructin the model. The consturct in this study fulfil condition valid if the construct has value of outer loading more greater than 0.5, AVE and communality value has more greater than 0.5 [20]. To test convergent validity, CR, factor loading and average variance extracted (AVE) were analysed. The result of analysed as shown in Table 1.

**TABLE 1. The Measurement Model**

| Variable | Cronbach Alpha | Composite Reliabilty | AVE | Communality | Result |
|---|---|---|---|---|---|
| *Knowledge acquisition* (X1) | 0.7051 | 0.8706 | 0.7701 | 0.7708 | Good and Valid |
| *Knowledge codification* (X2) | 0.8634 | 0.9018 | 0.6482 | 0.6482 | Good and Valid |
| *Knowledge creation* (X3) | 0.9051 | 0.9223 | 0.5692 | 0.5692 | Good and Valid |
| *Knowledge retention* (X4) | 0.8319 | 0.6995 | 0.6239 | 0.6235 | Good and Valid |
| *Knowledge sharing* (X5) | 0.9274 | 0.9084 | 0.6465 | 0.6465 | Good and Valid |
| Leadership (X6) | 0.9414 | 0.9492 | 0.6298 | 0.6289 | Good and Valid |
| Job Satisfaction (Y1) | 0.9321 | 0.9184 | 0.5803 | 0.5803 | Good and Valid |

Source : Data Processing Results (2019)

As Table 1 shows, the measure variables research was good and valid. Value of Cronbach Alpha each variables Knowledge Acquisition (0,70), Knowledge Codification (0,86), Knowledge Creation (0,90), Knowledge Retention (0,83), Knowledge Sharing (0,92), Leadership (0,94) and Job Satisfaction(0,93). Value of Cronbach Alpha are greater than standart Reliability test value 0,7 which show these are consistent and reliable in measuring this factor. Value of  Average Variance Extracted (AVE) and Communality standart validity value are greater than 0.5 which show these are consistent and valid in measuring this factor. Value of AVE each

variables Knowledge Acquisition (0,77), Knowledge Codification (0,64), Knowledge Creation (0,56), Knowledge Retention (0,62), Knowledge Sharing (0,64), Leadership (0,962) and Job Satisfaction(0,58).

Analysed structural model research was doing to measure correlation between variables research which is analysed with result bootstrapping analyze. They are three indicators to measure this correlation such as determinant coefficien ($R^2$), Predictive Relevance ($Q^2$) and Goodness of Fit (GoF). Value of determinant coefficien $R^2$ and P Value this research result as shown in Table 2.

**TABLE 2. $R^2$ Value Structural Model Research**

| Construct | $R^2$ Value | P Value | Result |
|---|---|---|---|
| Leadership Style | 0,26 | 0,006 | Significant |
| Job Satisfaction | 0,68 | 0,009 | Significant |

Source : Data Processing Results (2019)

As Table 2 shows, $R^2$ value of variable leadership is 0,26 which is mean the condition leadership in this research has 26 % is influenced by independents variables such as knowledge acqustion, knowledge creation, knowledge codification, knowledge sharing and knowledge retention, while the remaining 74% is influenced by other variables outside of the research model. $R^2$ value of Job Satisfaction is 0,68 which is mean the condition job satisfaction in this research has 68 % is influenced by independent variables such as knowledge acqustion, knowledge creation, knowledge codification, knowledge sharing, knowledge retention and leadership,while the remaining 32% is influenced by other variales outside of the research model. Value of Predictive Relevance ($Q^2$) of this research is 0,76 which is the model categorized Fit when more greater than 0,6. Value of Goodness of Fit (GoF) this research is 0,551 which is the model categories fit if the value results is 0,35 [21].

To test the hypothesis and know about their their relationship between variables correlation analysis is done through SEM-PLS. The connection between job satisfaction, knowledge management processes and leadership were examined using path model analysis. The path estimates from knowledge management processes and leadership to job satisfaction supportted most the hypotheses. Knowledge acqustion enhance the employee job satisfaction (H1), knowledge codification enhance the employee job satisfaction (H2), knowledge creation enhance the employee job satisfaction (H3), knowledge retention enahnce the employee job satisfaction (H4), knowledge sharing enhance the employee job satisfaction (H5), leadership enhance the employee job satisfaction (H6), knowledge management processses enhance the leadership (H7), knowledge mnagement processes through leadership enhance the employee job satisfaction (H8) were as the hypothesis. The results analysis these hypothesis as can be seen in Table 3 below:

**TABLE 3 Path Coefficient Result (Direct Test)**

| Variable | Original Sample (O) | Standart Error (STERR) | T Statistic (O/STERR) | Result |
|---|---|---|---|---|
| Knowledge Acqustion ⟶ Job Satisfaction | 0.073 | 0.009 | 7,822** | Significance |
| Knowledge Codification ⟶ Job Satisfaction | 0.1883 | 0.0144 | 12,998** | Significance |
| Knowledge Creation ⟶ Job Satisfaction | 0.2873 | 0.0162 | 17,002** | Significance |
| Knowledge Retention ⟶ Job Satisfaction | 0.1100 | 0.0111 | 9,832** | Significance |
| Knowledge Sharing ⟶ Job Satisfaction | 0.3091 | 0.0168 | 18,392** | Significance |
| Leadership ⟶ Job Satisfaction | 0.1265 | 0.0631 | 2,0047** | Significance |
| Knowledge Acqustion ⟶ Leadership | 0.1827 | 0.0530 | 3,4439** | Significance |
| Knowledge Codification ⟶ Leadership | 0.0700 | 0.0226 | 3,0905** | Significance |
| Knowledge Creation ⟶ Leadership | 0.1965 | 0.0555 | 3,5411** | Significance |
| Knowledge Retention ⟶ Leadership | 0.0465 | 0.0162 | 2,8668** | Significance |
| Knowledge Sharing ⟶ Leadership | 0,6401 | 0.0350 | 3,4191** | Significance |

Source : Data Processing Results (2019)
**Significance at level 0.05

As represented in Table 3 above, knowledge acqustion, knowledge codification, knowledge creation, knowledge retention and knowledge sharing were a significance positive impact on job satisfaction. The t-statistic value more greater than value t statistic at level 0,05 (1,96). Knowledge acqustion with t-statistic value is 7,822 (t=7,822, t >1,96). This result given explaination that knowledge acqustion enhance positive and significant employees job satisfaction. Knowledge acqustion is knowledge management practice that collected knowledge from internal organization or outside organization. This collected knowledge was using to solve

problem more effective and efficiency on job itself [22]. This research result had different within others scholar [23;4] that had result knowledge acqusition not enhance employees job satisfaction. This is cause knowledge acqusition practice does not support to company.

As described in Table 3 above, knowledge codification with t statistic value is 12,998 (t=12,998, t >1,96). The value result shown us that knowledge codification enhance positive and significant employee job satisfaction. The result of this study are consistent with research conducted [7;4] that knowledge codification has a positive influence on job satisfaction. The benefit of knowledge had been convert to new codification with employees can increase concern on job when using computer as access without time and location limited. Result of convert knowledge should given name and tittle to got easies when it access [24].

Knowledge creation with t-statistic value is 17,00 (t=17,00, t >1,96) as shown in Table 3 above. This result given explanation that knowledge creation enhance positive and significant employees job satisfaction. This research result had same result with others scholar [25]. Knowledge creation was supporting company for new inovation which is doing human resources with high creativities.

As shown in Table 3 above, knowledge retention with t statistic value is 9,832 (t=9,832, t >1,96). The value result shown us that knowledge retention enhance positive and significant employee job satisfaction. Knowledge retention practice on PT. WIKA Realty is considered good by employees because it is able to increase knowledge related to work in company. Preservation of knowledge within company and continuity of the company in supporting employees, overall supports the high value in increasing employee job satisfaction on PT. WIKA Realty.

Knowledge sharing with t-statistic value is 18,392 (t=18,392, t >1,96) based show in Table 3 above. This result given explanation that knowledge sharing enhance positive and significant employees job satisfaction. the results of this study are consistent with research conducted [8;5] that knowledge sharing has a positive influence on job satisfaction. Employees feel job satisfaction as the organization provides opportunities for employees to share new knowledge and experience with those around them that can stimulated organizational learning [26]. The more knowledge sharing activities in the company will futher enrich the innovation in the organization.

The Leadership has a t statistic value of 2,00 (t=2,00, t >1,96) as shown in Table 3 above. This value was explained that leadership enhance employees job satisfacation. Leadership style has a postive influence on job satisfaction [27]. The leader who have good leadership style are able to minimize conflict in the organization so as to increase employee job satisfaction [28].

Knowledge management practise such as knowledge acqusition, knowledge codification, knowledge creation, knowledge retention and knowledge sharing are influenced positive and significant on leadership as shown in Table 3 above. Knowledge acqusition t statistic value is 3,443 (t=3,443, t >1,96). Knowledge codification t statistic value is 3,09 (t=3,09, t >1,96). Knowledge creation t statistic value is 3,54 (t=3,54, t >1,96). knowledge retention t statistic value is 2,86 (t=2,86, t >1,96). Knowledge sharing t statistic value is 3,41 (t=3,41, t >1,96). The result of this study are consistent with research conducted [29;30] that knowledge management practise has a positive influence on leadership. A leader has main rules in organization as coordinator collective knowledge from employees and support facilitise emplyoees needed to share their knowledge for achieve organization goals.

## V.    CONCLUSION

The conduct of this study has been to investigate the knowledge management and leadership among PT. WIKA realty employees with their job satisfaction. Many factors influence of employees job satisfaction, such as wages, co-worker , job itself, relation with other employee and relation employee with manager given results enhance significant and positive employees job satisfaction in PT. WIKA Realty. Knowledge management practises such as knowledge acqusition, knowledge codification, knowledge creation, knowledge retention and knowledge sharing are enhance significant and positive on job satisfaction.

This result of research is explained leadership style of a leader in organization given relationship significant and positive on employees job satisfaction. Variabel reserach of Leadership given significant and positive relationship on knowledge management practise. This research explained significant and positive relationship knowledge acqusition, knowledge codification, knowledge creation, knowledge retention and knowledge sharing through factor of leadership on job satisfaction.

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