

The Influence of Leadership Style and Knowledge Transfer on Employee Performance Through Job Satisfaction at PT. Putra Karella Group

Madjdah Mulia Asmin¹, Muhammad Asdar², Andi Reni³

¹Universitas Hasanuddin; muliaasmin@gmail.com

²Universitas Hasanuddin; masdar.ickn@gmail.com

³Universitas Hasanuddin; andireni@ gmail.com

Abstract

This study aims to determine how much influence leadership style and knowledge transfer have on job satisfaction and employee performance at PT. Putra Karella Group. This type of research is called quantitative research. Data collection techniques utilizing a questionnaire with a saturated sample sampling technique. The sample in this study is the entire scope of employees of PT. Putra Karella Group, totaling 86 people. The analytical method used is path analysis with path analysis using the SmartPLS 3.2.8 program. The results showed that leadership style had a negative and significant effect on job satisfaction; knowledge transfer had a positive and significant effect on job satisfaction; leadership style had a positive and insignificant effect on employee performance; knowledge transfer had a negative and insignificant effect on employee performance; job satisfaction had a positive effect on employee performance, leadership style has a negative and insignificant effect on employee performance after being mediated by job satisfaction, and knowledge transfer has a positive and significant effect on employee performance after being mediated by job satisfaction.

Keywords: Leadership Style, Knowledge Transfer, Job Satisfaction, Employee Performance.

INTRODUCTION

Family companies are an interesting phenomenon in the business world because there are many companies in the world that are family companies, and even these family companies contribute a lot to the country. Based on data from the Central Statistics Agency, family companies in Indonesia are private companies that have a large contribution to Gross Domestic Product, reaching 82.44%. So in Indonesia, family companies make a significant contribution to the country's economy (Halim, 2013).

It takes the right leadership style to maintain the continuity of the family company. Therefore, the development of a family business cannot be separated from the influence of the succession of leadership applied by each leader in each generation. Martini (2018) suggests that succession is an important matter in corporate sustainability, especially after the management of the company is transferred from the previous generation to the next generation. Failure to change management will affect development and performance. Therefore, management succession is important to plan carefully. Given that leadership problems in family businesses often occur, namely conflict problems in family businesses, succession, transfer of knowledge and culture in family businesses, is an offer of a new paradigm in running a family business.

Family companies are also synonymous with the transfer of knowledge from generation to generation. This is a process of transferring knowledge, information, and ideas to the next generation. Kusuma (2015) has succeeded in developing a method of knowledge transfer in a family business environment, namely by the efforts made by the company's successors in gaining knowledge both from within the company and from outside, by using oral methods, giving examples, and conducting trials. The successor must master the knowledge possessed by the predecessor in order to gain credibility from the company's stakeholders. The predecessor and

successor must ensure the knowledge transfer process runs well so that all knowledge possessed by the predecessor can be transferred entirely to the successor.

Pricewaterhouse Cooper (PwC) 2019 Survey data states that the successors of family businesses prioritize six things in managing their companies. Around 64% of respondents feel the need to develop a business strategy to adapt to the digital era. Then there are the 62% who try to professionalize the company's management practices. However, they are also aware of some areas that need to be improved in order to gain experience. The successors of this business feel the need to improve their skills, gain experience inside and outside the family business, and hone their level of confidence. The successors of the family business hope to become agents of change. However, they feel that the current leaders are not helpful enough in preparing for the task they will carry out.

In human resource management, the next thing that supports the company's success is strongly influenced by the performance of its employees. Drs. Malayu S. P. Hasibuan, in his book, defines human resource management as the science and art of regulating the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society (Susan, 2019).

Various ways can be taken by the company to improve the performance of its employees, including by realizing employee job satisfaction through leadership styles and knowledge transfer in accordance with employee expectations. Handoko (2011) suggests that job satisfaction is a pleasant or unpleasant emotional state for employees viewing their work. This can be seen from the positive attitude of employees towards their work and everything in their environment.

PT. Putra Karella Group is a family company that exists in several types of businesses in Bone Regency, such as fuel oil, retail, agriculture, livestock, and fishing businesses. This family company has 86 employees with various business units. At this time, the leadership in the company PT. Putra Karella Group is still held by the first generation, but the second generation of the company's founders has held the position of manager or general manager in a business unit of this company. The second generation of PT. Putra Karella Group has its own challenges, such as maintaining or increasing employee satisfaction and performance at a company that was pioneered by the first generation. From a good leader, there will be a transfer of knowledge that will be useful for increasing the satisfaction and performance of a company.

LITERATURE REVIEW

A. Leadership Style

There are three basic leadership styles that are more widely known (Wijaya, 2017), namely:

1. Autocratic style, the leader orders what work is determined by the leader, and must be obeyed without asking. This style is quite successful if the task is simple and repetitive, plus the leader's time to interact with workers is very limited and very short.
2. Participative style, where workers are involved in making decisions, while the final decision lies with the leader. Workers will feel partly responsible for realizing the plans they helped make.
3. Democratic style, the leader tries to do what most of the leaders' subordinates want. group approach to improve management.

Afandi and Hartono (2018), there are two types of leadership styles, namely transactional and transformational leadership. The transactional leadership style is the leader providing an explanation of the responsibilities of employees and the rewards they can expect if the specified standards are achieved and sanctions if the specified standards are not achieved, as well as overseeing the process of carrying out the duties of subordinates directly. A transformational leadership style that uses an approach by motivating employees so that they can develop and achieve maximum performance.

B. Knowledge Transfer

Knowledge is an individual resource owned by humans that has information and value and comes from experience, context, interpretation, intuition, and creativity that can be used to increase competitive strength but is difficult to document.

Choi, Poon, and Davis (2008) knowledge management has an important function which is divided into 4 (four) things as follows:

1. Determine the company's key assets and knowledge.
2. Reflect on what the organization knows.
3. Sharing all knowledge with anyone who needs it.
4. Implement the use of knowledge to improve organizational performance.

There are three important interrelated elements when applying knowledge management according to Alvin (2011), namely:

1. People: as actors in the knowledge process
2. Process: ensure that knowledge management is needed in business processes.
3. Technology: supporting tools of the knowledge process.

Meanwhile, according to Martinkenaite (2012) the indicators of knowledge transfer are:

1. Difficulty, namely, the difficulties or obstacles encountered in the process of transferring knowledge.
2. The breadth (extent) is the breadth of the variety of knowledge transferred.
3. Intensity, namely, the level of strength of the transfer of knowledge.
4. Quality is the quality or excellence of the knowledge transferred.

C. Job Satisfaction

Robbin (2010) in job satisfaction (job satisfaction) can be defined as a positive feeling about one's work which is the result of an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about the job, while someone who is dissatisfied has negative feelings about the job. When individuals talk about employee attitudes, they often mean job satisfaction. Wijaya (2017) concludes that the factors that influence job satisfaction are:

1. Psychological factors, are factors related to the employee's psyche, which include interests, peace of mind at work, attitudes towards work, talents, and skills.
2. Social factors, are factors related to social interaction between employees and employees with superiors.
3. Physical factors, are factors related to the physical condition of employees, including the type of work, timing and rest time, work equipment, room conditions, temperature, air lighting, employee health conditions, age, and so on.
4. Financial factors are factors related to employee welfare and guarantees, which include the system and amount of salary, social security, various types of benefits, facilities provided, promotions, and so on.

D. Employee Performance

Mangkunegara (2000), performance (work achievement) 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. The indicators of employee performance according to Mangkunegara (2011) are as follows:

1. Quality of work is how well an employee does what is supposed to be done.
2. The quantity of work is how long an employee works in one day. This work quantity can be seen from the work speed of each employee.
3. Task performance is the extent to which employees are able to do their jobs accurately or without errors.
4. Responsibility for work is an awareness of the employee's obligation to carry out the work given by the company.

E. Conceptual Model

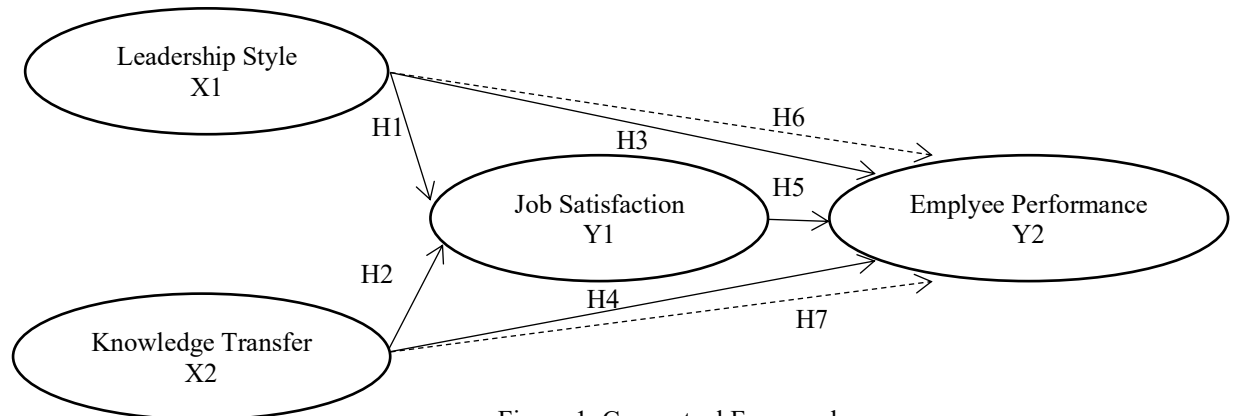


Figure 1: Conceptual Framework

RESEARCH METHOD

This study uses a quantitative approach which intends to explain the position of the variables studied and the relationship between one variable and another. In this study, the analytical method used is path analysis with path analysis using the SmartPLS 3.2.8 program.

The population of this study was all employees of PT. Putra Karella Group, totaling 86 people. The sample in this study was all employees who were the population of this study or commonly referred to as the saturated sample.

This research is sourced from primary data and secondary data. The scale used in this study is the Likert scale model. The answers to each instrument in this study have a level from the highest (very positive) to the lowest (very negative). On the scale of this study, five answer options were used (Sunyoto, 2015), namely strongly agree (SS), agree (S), disagree (KR), disagree (TS), and strongly disagree (STS).

RESEARCH RESULT

Validity and Reliability Test

Table 1. Validity Test Results

Variable	Range r Count	Description
Leadership Style (X1)	0,708 – 0,853	Valid
Knowledge Transfer (X2)	0,841 – 0,894	Valid
Job Satisfaction (Y1)	0,736 – 0,872	Valid
Employee Performance (Y2)	0,714 – 0,889	Valid

Source: primary data processed with Smart PLS (2021)

The results of the validity test above show that the indicators of the leadership style, knowledge transfer, job satisfaction, and employee performance variables are above 0.5, so it can be said that the questionnaire used is declared valid to be used as a variable measuring instrument.

Table 2. Reliability Test Result

Variable	Cronbach Alpha	Reliability Standard	Description
Leadership Style (X1)	0,913	0,60	Reliability
Knowledge Transfer (X2)	0,916	0,60	Reliability
Job Satisfaction (Y1)	0,927	0,60	Reliability

Employee Performance (Y2)	0,941	0,60	Reliability
---------------------------	-------	------	-------------

Source: primary data processed with Smart PLS (2021)

The results of the reliability test show that all variables have Cronbach's Alpha values greater than 0.60, so it can be said that the question items from the questionnaire are suitable to be used as measuring tools.

There are three indicators of CRM, namely sustainable/long-term marketing, individual marketing, and cooperative relationships. The total score on long-term indicators is 4557, individual marketing indicators are 2775, and cooperative relationships are 1673. These indicators are then added to each statement of each Customer Relationship Management (CRM) indicator.

Table 3. R² Test Results

Variable	R ²
Job Satisfaction (Y1)	0,804
Employee Performance (Y2)	0,282

Source: primary data processed with Smart PLS (2021)

The table above shows the results of the R Square of each variable used in the study. There are Square values of 0.804 and 0.282. Where the R Square of 0.804 indicates that 80.4% of job satisfaction can be explained by the leadership style and knowledge transfer variables. While the R Square of 0.282 indicates that 28.2% of employee performance can be explained by the variables of leadership style, knowledge transfer, and job satisfaction.

Boostrapping Test

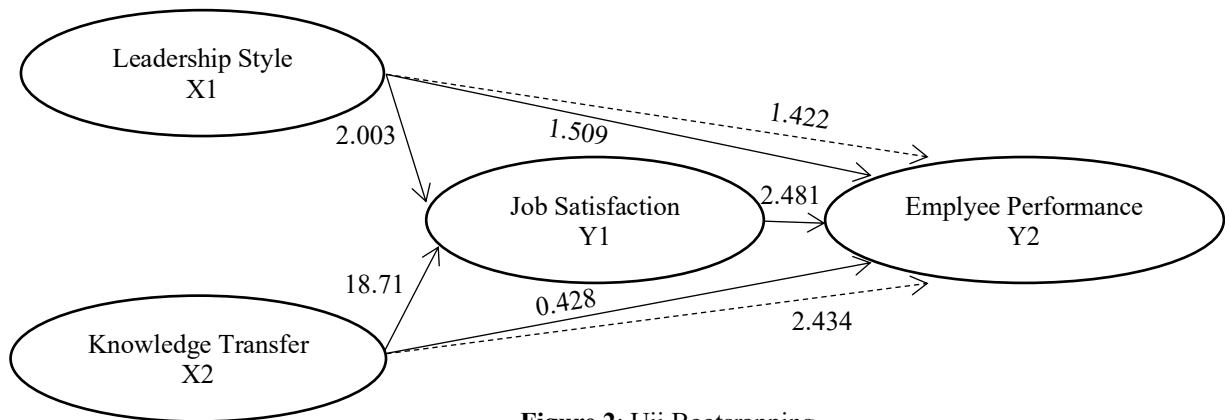


Figure 2: Uji Bootstrapping

After performing the bootstrapping test, the estimated coefficient values are obtained based on the image above, and after processing the data using Smart PLS, the path coefficients are obtained as shown in the following table:

Table 4. Hypothesis Test Results

Code	Variable	Coefficient	T Statistics	P Value	Description
H1	Leadership Style => Job Satisfaction	-0,129	2,003	0,046	Rejected
H2	Knowledge Transfer => Job Satisfaction	0,981	18,711	0,000	Received
H3	Leadership Style => Employee Performance	0,183	1,509	0,132	Rejected

H4	Knowledge Transfer => Employee Performance	-0,106	0,428	0,669	Rejected
H5	Job Satisfaction => Employee Performance	0.508	2,481	0,013	Received
H6	Leadership Style => Job Satisfaction => Employee Performance	-0,066	1,422	0,156	Rejected
H7	Knowledge Transfer => Job Satisfaction => Employee Performance	0,498	2,434	0,015	Received

Source: primary data processed with Smart PLS (2021)

DISCUSSION

The Effect of Leadership Style on Job Satisfaction at PT. Putra Karella Group

Leadership style has a negative and significant effect on job satisfaction. This can be seen from the coefficient value, which shows a value of -0.129. This means that the leadership style of PT. Putra Karella Group has a negative effect of 12.9% on job satisfaction.

In addition, the significance test shows the t-statistical value of 2.003, which is greater than 1.96, and the p-value of 0.046, which is smaller than 0.05, so that it can be concluded that leadership style has a negative and significant effect on job satisfaction, so that the hypothesis in this study is rejected. This means that the leadership style felt by employees of PT. Putra Karella Group has an impact and has an effect on employee job satisfaction. However, there are some points of dissatisfaction with the leadership style model applied by PT. Putra Karella Group, so the influence can go in opposite directions. From the results of respondents' responses from the questionnaires that have been distributed, it also shows that there are several submissions of the leadership style applied by PT. Putra Karella Group that make some of the employees choose not to agree, so that this has an impact on employee job satisfaction.

The results of this study contradict the results of research conducted by Himawan, M. Idrus Taba, and A. Reni (2019), with the research subjects being employees of Telkom Indonesia Regional Division VII, with the results of a positive and significant influence of leadership on job satisfaction. However, the research that has been carried out is in line with the results of research by Ida Ayu Brahmasari and Agus Suprayetno (2013), whose case study is at PT. Pei Hai International Wiratama Indonesia. The results of his research show that leadership has a negative and significant effect on job satisfaction. According to Ida Ayu Brahmasari and Agus Suprayetno (2013), in their research, the implementation of leadership and managerial activities that put more pressure on employees can make employees achieve job satisfaction, but it does not necessarily have a positive influence on the development of the personalities of subordinates who are willing to work to achieve organizational goals.

The Effect of Knowledge Transfer on Job Satisfaction at PT. Putra Karella Group

Knowledge transfer has a positive and significant effect on job satisfaction. This can be seen from the coefficient value, which shows a value of 0.981. This means that the transfer of knowledge of PT. Putra Karella Group has a positive effect of 98.1% on job satisfaction.

In addition, the significance test shows a t-statistical value of 18.711 which is greater than 1.96 and a p value of 0.000 which is smaller than 0.05 so that it can be concluded that knowledge transfer has a positive and significant effect on job satisfaction so that the hypothesis in this study is accepted. This means that the research that has been done shows that the transfer of knowledge is one of the factors that affect job satisfaction in PT. Son of Karella Group. In accordance with the knowledge transfer indicators that have been determined in this study, which consist of difficulty, breadth, intensity, and quality affecting job satisfaction, both psychological satisfaction,

social satisfaction, physical satisfaction, and financial satisfaction of employees of PT. Son of Karella Group.

The results of this study are in accordance with the results of previous research conducted by Fajar Kurniawan (2018) on employees of University X in Yogyakarta, which showed that knowledge management had a significant influence on job satisfaction. Similarly, Simanjuntak and Sitio's (2021) research on Narma Toserba employees. The research results show that knowledge sharing has a positive and significant effect on employee job satisfaction.

The Influence of Leadership Style on Employee Performance at PT. Putra Karella Group

Leadership style has a positive and insignificant effect on employee performance. It can be seen from the coefficient value, which shows a value of 0.183. This means that the leadership style of PT. Putra Karella Group has a positive effect of 18.3% on employee performance.

In addition, the significance test shows a t-statistical value of 1.509, which is smaller than 1.96, and a p value of 0.132, which is greater than 0.05, so that it can be concluded that leadership style has no significant effect on job satisfaction, so that the hypothesis in this study is rejected. This means that this study shows the influence of leadership styles felt by employees of PT. Putra Karella Group does not really affect employee performance. This means that employees with good performance are more focused on how they can maintain their performance with other factors outside of the leadership style at PT. Putra Karella Group.

The results of this study contradict the results of research conducted by Himawan, M. Idrus Taba, and A. Reni (2019) at the Telkom Indonesia Regional Division VII employee company with the results of a positive and significant influence of leadership on employee performance. However, similar to the results of research conducted by Otto Solli, Haris Maupa, and M. Idrus Toba (2019) at the company PT. Sinar Galesong Pratama, the research results show that leadership style has a positive but not significant effect on employee performance.

The Effect of Knowledge Transfer on Employee Performance at PT. Putra Karella Group

Knowledge transfer has a negative and insignificant effect on employee performance. This can be seen from the coefficient value, which shows a value of -0.106. This means the transfer of knowledge of PT. Putra Karella Group has a negative effect of 10.6% on employee performance.

In addition, the significance test shows a statistical t value of 0.428, which is smaller than 1.96, and a p value of 0.669, which is greater than 0.05, so that it can be concluded that knowledge transfer has no significant effect on employee performance, so that the hypothesis in this study is rejected. This means that this study shows the effect of knowledge transfer felt by employees of PT. Putra Karella Group has no impact or effect on employee performance. And if there are several respondents who still have good performance, it means that employees are more focused on how they can maintain their performance with other factors outside of the transfer of knowledge of PT. Putra Karella Group.

The results of this study contradict the results of research conducted by Risya Maulida Batubara (2017) with the object of research being government agencies in Tanjung Balai City, with the results of a significant effect of knowledge transfer on employee performance. However, it is the same with the results of research conducted by Andi Hasbi, Ahmad Ab, and Muhamad (2020), with the research subject being hotel employees in South Sulawesi, where the results of the research show that there is no significant effect between knowledge management and employee performance. Likewise with Luluk Yuliana's research (2018), according to the results of his research, knowledge sharing with information system programming expert education employees (PAPSI)-ITS Surabaya has no effect on the performance of educators. Similar results are shown in the research of Wairisal and Prajawati (2017), which shows that there is no significant effect of the knowledge sharing variable on the performance of PT. Ambon Post.

The Effect of Job Satisfaction on Employee Performance at PT. Putra Karella Group

Job satisfaction has a positive and significant effect on employee performance. It can be seen from the coefficient value, which shows a value of 0.508. This means that the job satisfaction of PT. Putra Karella Group has a positive effect of 50.8% on employee performance.

In addition, the significance test shows the t statistic value of 2.481, which is greater than 1.96, and the p value of 0.013, which is smaller than 0.05, so that it can be concluded that job satisfaction has a significant effect on employee performance, so that the hypothesis in this study is accepted. This means that job satisfaction is one of the factors that affect the performance of the employees of PT. Son of Karella Group. This means that there needs to be special and more attention from the company in terms of increasing employee satisfaction, of course, by paying attention to indicators of job satisfaction variables that have been studied so that they also have an impact on the performance of the company going forward.

The results of this study are in accordance with previous research, namely Wulansari and Kosasi (2018), where job satisfaction has a positive and significant effect on employee performance at the Kelurahan Office throughout Batang Hari Regency.

The Influence of Leadership Style on Employee Performance at PT. Putra Karella Group if Mediated by Job Satisfaction

If it is mediated by job satisfaction, leadership style has a negative and insignificant effect on employee performance. This can be seen from the coefficient value, which shows a value of -0.066, which can be interpreted if the leadership style of PT. Putra Karella Group has a negative effect of 6.6% on employee performance if mediated by job satisfaction.

In addition, the significance test shows a t-statistical value of 1.422, which is smaller than 1.96, and a p value of 0.156, which is greater than 0.05, so that it can be concluded that leadership style has an insignificant effect on employee performance if mediated by job satisfaction, so that the hypothesis in the study is rejected. This means that leadership style has a negative and insignificant effect on employee performance at PT. Putra Karella Group if mediated by job satisfaction, even though the average respondents' responses to job satisfaction and employee performance are both in the good or high category. This shows that job satisfaction cannot increase the indirect effect of leadership style on the performance of PT. Putra Karella Group.

The results of this study are in line with previous research, namely that of Siagian and Khair (2018). They discovered that job satisfaction cannot mediate or mediate the influence of leadership style on employee performance in their research with the object, namely PT. PLN North Sumatra unit.

The Effect of Knowledge Transfer on Employee Performance at PT. Putra Karella Group if Mediated by Job Satisfaction

Knowledge transfer has a positive and significant effect on employee performance if mediated by job satisfaction. This can be seen from the coefficient value, which shows a value of 0.498, which can be interpreted if the transfer of knowledge of PT. Putra Karella Group has a positive effect of 49.8% on employee performance if mediated by job satisfaction.

In addition, the significance test shows that the t statistic value is 2.434, which is greater than 1.96, and the p value is 0.015, which is smaller than 0.05, so that it can be concluded that knowledge transfer has a significant effect on employee performance if mediated by job satisfaction, so that the hypothesis in this study was accepted. This means that job satisfaction has a positive and significant effect on employee performance at PT. Son of the Karella Group if mediated by job satisfaction. This shows that job satisfaction can increase the indirect effect of knowledge transfer on employee performance significantly. Therefore, to improve employee performance at PT. Putra Karella is also expected to implement good knowledge transfer mediated by job satisfaction. Knowledge transfer indicators such as difficulty, breadth, intensity, and quality in this study mediated by job satisfaction indicators, namely psychological satisfaction, social

satisfaction, physical satisfaction, and financial satisfaction, are believed to be able to improve employee performance.

Fajar Kurniawan (2018) discovered a positive and significant influence of knowledge management on employee performance through job satisfaction at the education staff of University X in Yogyakarta in his research. So that this study is able to explain previous research.

CONCLUSION

Based on the results of research that has been done regarding the influence of leadership style and knowledge transfer on job satisfaction and employee performance at PT. Putra Karella, it can be concluded that:

1. Leadership style has a negative and significant effect on job satisfaction. This means that a leader's leadership style affects employee job satisfaction. However, because the direction is negative, the more assertive the leader, the lower employee job satisfaction.
2. Knowledge transfer has a positive and significant effect on job satisfaction. So if the transfer of knowledge increases, job satisfaction also increases.
3. Leadership style has a positive and insignificant effect on employee performance. This means that even if the leadership style increases, it will not affect employee performance.
4. The transfer of knowledge is negative and insignificant to employee performance. This means that if knowledge transfer increases or not, it does not affect employee performance.
5. Job satisfaction has a positive and significant effect on employee performance. So if job satisfaction increases, employee performance will also increase. Vice versa, if job satisfaction decreases, employee performance will decrease as well.
6. Through job satisfaction, leadership style has a negative and insignificant effect on employee performance. This shows that when job satisfaction cannot mediate or mediate the influence of leadership style on employee performance
7. Knowledge transfer has a positive and significant effect on employee performance through job satisfaction. This means that job satisfaction is an intermediary that relates the transfer of knowledge to employee performance in terms of achieving company goals.

REFERENCE

- Afandi, R. F., & Hartono, W. (2018). Preferensi Gaya Kepemimpinan Dalam Perusahaan Keluarga Mahkota Elektronik. *Performa*, 3(3), 298-306.
- Alvin. (2011). *Smart Knowledge Worker, Bagaimana Individu Menjaga, Mengembangkan dan Mengalirkan Pengetahuan Keseluruh Sendi Organisasi*, Gramedia: Jakarta
- Batubara, Risyia Maulida. (2017). Pengaruh penggunaan Media Sosial dan Transfer Pengetahuan Terhadap Kinerja Pegawai Pemerintahan. *Volume 1 No.1* 55-66
- Brahmasari, Ida Ayu & Suprayetno, Agus. (2008). Pengaruh Motivasi Kerja, Kepemimpinan, dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan Serta Dampaknya Pada Kinerja Perusahaan (Studi Kasus PT. Pei Hai International. *Wiratama Indonesia*). Vol.10. 124-135
- Choi, B., Poon, S. K., & Davi, J. G. (2008). Effect of knowledge management strategy on organizational performance: A complimentary theory-based approach. *Omega*, 36(2),235-251
- Halim, Y (2013). *Analisa Suksesi Kepemimpinan pada Perusahaan Keluarga PT. Fajar Artasari Sidoarjo*. Universitas Kristen Petra.
- Handoko, T. Hani. (2011). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: BPFE
- Hasbi, Andi, Ab, Ahmad, & Muhamad. (2020). Pengaruh Knowledge Management Terhadap Pengembangan Sumber Daya Manusia dan Kinerja Karyawan Perhotelan di Sulawesi Selatan. *Volume 10 No.22*
- Himawan, I., Taba, M. I., & Reni, A. (2019). Pengaruh Gaya Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel

- Intervening Pada Telkom Indonesia Divisi Regional VII The Effect of Leadership Style and Organizational Culture on Employee Performance Thro. 1.
- Kurniawan, F. (2018). Pengaruh Knowledge Management dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Tenaga Kependidikan Universitas X Yogyakarta).
- Kusuma, G. H. (2015). Transfer Pengetahuan Terencana Dan Tidak Terencana Pada Proses Regenerasi Perusahaan Keluarga Di Indonesia. *Jurnal Fakultas Hukum UII*, 19(1), 15-26.
- Mangkunegara. (2011). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung : Rosda.
- Martini, Budi Kadek Luh. 2018 " Suksesi Perusahaan Keluarga ". Denpasar Timur: Setia Bakti.
- Martinkenaite, I. (2012). Antecedents of knowledge transfer in acquisitions. *Baltic Journal of Management* , 7 (2), pp.167-184.
- Robbins, Stephen P & Mary Coulter. (2010). *Manajemen Jilid 1/ Stephen P Robbins dan Mary Coulter diterjemahkan oleh Bob Sabran, Wibi Hardani. –Ed.10, Cet13-. Jakarta: Erlangga.*
- Siagian, Tomy Sun & Khair, Hazmanan. (2018). Pengaruh Gaya Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Vo. 1. No. 1*
- Simanjuntak, Trinovela & Sitio, Vera Sylvia Saragi. (2021). Pengaruh Knowledge Sharing dan Employee Engagement Terhadap Kepuasan Kerja Karyawan Narma Toserba, Naragong Bogor. *Vol.2 No.1*
- Sollu, O., Maupa, H., & Taba, M. I. (2019). Pengaruh Gaya Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Karyawan Melalui Transfer Pengetahuan Sebagai Variabel Intervening Pada Pt . Sinar Galesong Pratama Di Kota Makassar The Effect Of Leadership Style And Organizational Culture On Employee P. 1(1).
- Susan, E. (2019).. *Manajemen Sumber Daya Manusia*, 9(2), 952–962.
- Wairisal, P.L & Prajawati, Maretha Ika. (2017). Pengaruh Perilaku Berbagi Pengetahuan (Knowledge Sharing) dan Kompetensi Terhadap Kinerja Karyawan PT. POS Ambon. *Vol.13 No.1*
- Wijaya, C. (2017). *Perilaku Organisasi (N. S. Chaniago (ed.); Cetakan Pe). Lembaga Peduli Pengembangan Pendidikan Indonesia (LPPPI).*
- Wulansari, K. Y., & Kosasi, N. (2018). Pengaruh Kepuasan Kerja Terhadap Kinerja Pegawai Kantor Kelurahan Sekabupaten Batang Hari. 9(2), 122–126.
- Yuliana, Luluk. (2018). Analisis Budaya Berbagi Pengetahuan dan Tipe Kepribadian Terhadap Kinerja Karyawan Pada Pendidikan Ahli Pemrograman Sistem Informasi (PAPSI) ITS Surabaya. *Fakultas Ekonomi dan Bisnis. Universitas Pembangunan Nasional Veteran. Surabaya.*

