

Analysis of Transformational Leadership Dimensional in Improving Knowledge Management of Village Official in Sungai Penuh City

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ABSTRACT: A leader is said to be transformational when he can inspire his subordinates to accept the vision of the organization as his own while trying to improve the values of his organization. In the organization, the role of the leader is very big for the achievement of the goals of the organization. This study aims to analyze the Dimensions of Transformational Leadership in Improving Knowledge Management of Village Official in Sungai Penuh City. This research was conducted in Sungai Penuh City with village officials as research subjects. Details of 69 villages in Sungai Penuh City with case studies located in 3 sub-districts, namely Kumun Debai District, Pondok Tinggi District, and Sungai Bungkal District. So from 3 sub-districts with 21 villages, the number of respondents in this study was 124 village officials. Sources of data were obtained from interviews (interviews) and a list of questions (questionnaires). This research uses Structural Equation Models (SEM) data analysis and uses AMOS as an analytical tool. The results showed that the large influence of the dimensions of Transformational leadership which consisted of four consisting of Idealized influence, Individualized consideration, Inspirational motivation, and Intellectual stimulation had an effect of 44.7% on Transformational leadership in Village Official in Sungai Penuh City. Transformational leadership has an effect of 13.3% on the knowledge management of village officials in Sungai Penuh City.

Keywords: Transformational Leadership, Knowledge Management, Village Official, Structural Equation Models (SEM), AMOS



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INTRODUCTION

Knowledge management is a form of high-value information that can be used to make decisions and become the basis for action every day, everyone deals with data and information, but data and information is not knowledge if we cannot create value of this knowledge, therefore management of this knowledge is needed to take value from knowledge. Knowledge management is an approach

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used by organizations to collect, store, analyze, and use knowledge to build organizational strength. The purpose of implementing knowledge management is to increase efficiency and develop the knowledge that the organization already has ([Uddin et al., 2017](#)) ([Sari et al., 2019](#)) ([Abusweilem & Abualoush, 2019](#)).

Knowledge management is a series of tools, strategies and methods for maintaining, analyzing, organizing, sharing and also improving the information contained within the organization ([Abuaddous & Abualodous, 2022](#); [Ooi, 2014](#); [Ooi et al., 2012](#)). In the decision-making process carried out by organizational management it will become easier and also effective by using knowledge management. Concepts like this will help them gain access to different opinions and experiences, so that they will present more perspectives in the decision-making process. In the application of knowledge management, it is necessary to have a leader who can direct its implementation within the organization. Leadership is one of the factors that plays a very important role in determining whether an organization is good or bad. This is proven from various researches that the most important organizational development is the character of the person who becomes the leader ([Courtney et al., 2022](#); [Khosravi et al., 2022](#); [Wang, 2022](#)). In order to support the success of an organization, one of them concerns the style displayed by the leader or the pattern of behavior that is displayed in leading ([Hermawanto et al., 2022](#)) ([Sari, 2022](#)).

One type of leadership is transformational leadership. Transformational leadership or transformational leadership is a leadership style that identifies the changes needed, develops a vision that will pave the way for the created organization and implements the necessary plans for these changes to occur ([Yang & Islam, 2012](#)), ([Pitoyo & Sawitri, 2017](#)), ([Uddin et al., 2017](#)), ([Cop et al., 2021](#)) Organizations need a leader to advance, develop and bring the organization they lead towards a better direction. Leadership is a form of domination based on personal abilities that are able to encourage or invite other people to do something, based on acceptance or acceptance by the group and having specific skills that are appropriate for specific situations.

Village officials are part of the government administrators who are in the village and have the task of assisting a village head in carrying out the duties and powers of the village head in carrying out the government of the village and the needs of the community in the village where the assignment is. In accordance with Law Number 06 of 2014 concerning Villages it is explained that the authority in appointing and dismissing a part of the village government is the authority of a village head, but in carrying out this authority of course a village head must still comply with the regulations stipulated in the law. applicable laws or regulations. Empowerment of rural communities can also be seen as an effort to accelerate rural development through the provision of facilities and infrastructure to empower the community, and efforts to accelerate effective and robust regional economic development ([Sari et al., 2019](#)). The Village Government is in control of development in the Village area. Therefore the Village Head and Village Officials are responsible for the running of the wheels of government and development so that the progress of development in the Village depends on the performance of Village Officials in influencing their community to participate in development ([Arsjad, 2018](#); [Halwan, 2019](#)). With the application of Knowledge management or knowledge management to village officials, both with fellow village officials and the village community, development at the village stage and level will be achieved, all village planning will be

achieved in accordance with Musrenbang in the village which was planned at the beginning of the year and of course participation village communities have increased and progressed ([Amri et al., 2020](#)) ([Sari et al., 2022](#)).

The purpose of this study was to determine the effect of the Transformational Leadership Dimension on improving the Knowledge Management of Village Officials in Sungai Penuh City. The urgency of the research is the role of Transformational Leadership that exists in village officials to apply their duties and responsibilities to regulate and manage villages to increase the participation of the entire community in the village so that it is expected to improve community welfare and improve development at the village level.

Theoretical Framework And Hypothesis Development

1. Transformational Leadership

Leadership plays a crucial role in human existence. As humans naturally live together in groups (referred to as a "zoon politicon"), it is necessary to have a leader who can guide and set a common vision and goals. Without leadership, there can be disruption and inefficiency in achieving these shared objectives. With the rapid social development of society, the human paradigm has shifted in various areas, including leadership. Consequently, different leadership models have emerged in response to this shift. The development of leadership models can be categorized into three phases: transactional, spiritual, and transformational models ([Gjosæter et al., 2021](#); [Pitoyo & Sawitri, 2017](#); [Uddin et al., 2017](#); [Yang & Islam, 2012](#)).

The theory of the transformational model is defined as a leader's approach to causing change in individuals and social systems. Transformational leadership improves the motivation, morale and characteristics of subordinates in different ways, creating positive changes with the ultimate goal of developing them into leaders. In addition, transformational leadership determines the quality of cooperation between the team and the leader in creating a quality work environment so that the goals of the work can be implemented ([Ehrnrooth et al., 2021](#); [Mlinarević et al., 2022](#)). Transformational leaders instill positivism, commitment, and motivation in their subordinates to make them more productive and result oriented and towards the goals of the organization.

Yukl in ([Kumar & Bhandarker, 2021](#); [Liebermann et al., 2021](#); [Parmer, 2022](#)) formulates the dimensions of transformational leadership, including:

1. Idealized influence, namely behavior that evokes strong emotions and identification from followers to leaders.
2. Individualized consideration includes providing support, encouragement, and training for followers.
3. Inspirational motivation involves conveying an attractive vision, using symbols to focus the efforts of subordinates.
4. Intellectual stimulation, namely behavior that increases followers' awareness of problems and influences followers to view problems from a new perspective.

2. Knowledge Management

Knowledge management is a process for disseminating, capturing and utilizing existing knowledge as a form of maintaining an organization's competitive advantage ([Abuaddous & Abualodous, 2022](#); [Cobelli et al., 2022](#); [Jun et al., 2006](#); [Sayyadi, 2019](#)). Knowledge Management is a process and systematically integrated, coordinated with activities to acquire, create, store, share, use, develop, and disseminate knowledge by individuals and groups in achieving main organizational goals ([Sari et al., 2019](#)). ([Abusweilem & Abualoush, 2019](#); [Ayinde et al., 2021](#); [Parwita et al., 2022](#)) stated that knowledge management is defined as processes and activities that assist organizations in generating, obtaining, and then finding, organizing, using and disseminating knowledge within the organization among working individuals, transforming information and experiences owned by the organization and employ them in administrative activities such as decision-making, work procedures and strategic planning ([Abusweilem & Abualoush, 2019](#); [Singh, 2008](#); [Uddin et al., 2017](#)).

According to Nonaka in ([Abuaddous & Abualodous, 2022](#); [Bugdol, 2020](#)) explains that knowledge management has four indicators, namely the following:

1. Socialization

Socialization (tacit to tacit): in this first stage the process of knowledge management is sharing and distributing ideas and interactions between tacit knowledge and tacit knowledge. At this stage, members of the organization discuss what is more important and use other people's thinking. Socialization is also known as converting new knowledge through shared experiences.

2. Externalization

Externalization (tacit to explicit): This process focuses on an explicit approach to explicit knowledge. Externalization requires the expression of tacit knowledge into a form that can be understood by others. This helps in creating new knowledge because tacit knowledge goes out of bounds and becomes collective knowledge of the group.

3. Combination

Combination (explicit knowledge): in the form of a collection of different knowledge, which has been exchanged, distributed, documented or discussed during meetings, processed, and categorized to create new knowledge.

4. Internalization

To convert explicit knowledge into tacit knowledge, a process called internalization is necessary. This process involves the absorption of ideas, which is an effective way to develop a learning culture and foster understanding. Learning through action is an essential component of this process. When individuals read or practice the tacit knowledge they have internalized, it contributes to the expansion of their knowledge and facilitates knowledge creation..

METHOD

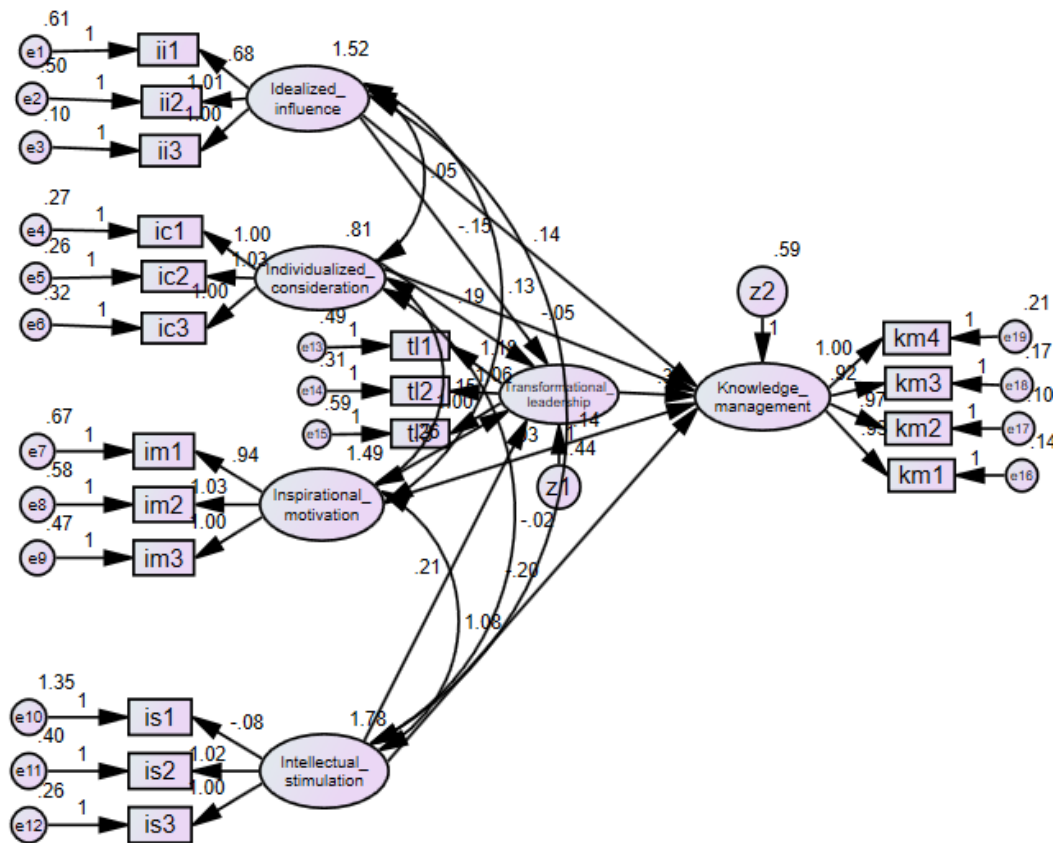
Methodology of this research was applied in the Sungai penuh city, Jambi Province. The populations of this study were village officials in Sungai Penuh city. With details of the 69 villages in the Sungai Penuh City with case studies located in 3 sub-districts, namely Kumun Debai District, Pondok Tinggi District and Sungai Bungkal District. So that from 3 sub-districts with a total of 21

villages, the number of respondents in this study was 124 village officials. The sampling method in this study used Quota Sampling, with a sampling technique where the sample is considered suitable and has certain desired characteristics (Satria et al., 2020; Yusnita et al., 2021). The data used in this study is primary data, namely data obtained or collected directly from the data source through interviews and questionnaires given to the respondents who were sampled (Irwansyah et al., 2019). In this study, data was obtained through a survey. To test the model, the Structural Equation Model (SEM) was employed using AMOS Version 21. SEM is a statistical method that combines two techniques: factor analysis and simultaneous equation modeling developed in econometrics. It is used to analyze the structural relationships in the proposed model. The goodness-of-fit of the model was evaluated using various criteria. Suitability indices and their corresponding cut-off values were used to determine whether the model was acceptable or not (Sari & Amri, 2022).

RESULT AND DISCUSSION

The analysis of Model Testing Techniques in this study used the Structural Equation Model (SEM). The results of this study used the Structural Equation Model (SEM) as follows:

Image 1
Full Model-Structural Equation Model (SEM) Test Results



1. Structural Model Testing

The structural model in this study can be seen in Figure 1 above. According to Santoso in (Sari et al., 2019) states that the main criterion for testing the entire model is the calculation of Chi Square (CMIN). The research results can be seen in the table below :

Table 1
The Result of Model Testing

No	Testing Fit	The result of testing Model	Acceptable Match Level
1	Absolute Fit Indices		
	DF	137	Accepted If Positive
	X2/DF	1,722	Lower limit 1.0, highest limit 2.03
2	Icremental Fit Indices		
	- GFI	0,838	Value Range 0-1, closer to 1
	- AGFI	0,775	
	- TLI	0,925	Better
	- CFI	0,940	
3	Icremental Fit Indices		
	- RMR	0,094	< 0,08
	- RMSEA	0,077	
4	Parsimony Fit Indices		
	- PNFI	0,697	Value Range 0-1
	- PCFI	0,753	

2. Hypothesis Testing

Testing the coefficient of relationship between variables (path) using the critical method ratio. The critical ratio value for each required path coefficient must be greater than or equal to 1.96 or a significance level of 5%. The value of the path coefficient and critical ratio per relationship between variables can be seen in table 2.

Table 2
Path Coefficient and Critical Ratio Per Relationship Between Variables

			Estimate	S.E.	C.R	P	Label
Transformational__lead	<-	Idealized__influence	.154	.06	2.49	.01	par_
ership	--			2	3	3	21
Transformational__lead	<-	Individualized__consid	.194	.08	2.23	.02	par_
ership	--	eration		7	9	5	22
Transformational__lead	<-	Inspirational__motivati	.259	.09	2.67	.00	par_
ership	--	on		7	6	7	23
Transformational__lead	<-	Intellectual__stimulatio	.212	.08	2.53	.01	par_
ership	--	n		4	7	1	24

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Knowledge__managem ent	<- --	Transformational__lead ership	.377	.13 3	2.83 4	.00 5	par_ 14
Knowledge__managem ent	<- --	Idealized__influence	.137	.06 6	2.09 0	.03 7	par_ 25
Knowledge__managem ent	<- --	Individualized__consid eration	-.045	.09 3	- .487	.62 6	par_ 26
Knowledge__managem ent	<- --	Inspirational__motivati on	.028	.10 2	.277 2	.78 2	par_ 27
Knowledge__managem ent	<- --	Intellectual__stimulatio n	.198	.09 1	2.17 1	.03 0	par_ 28

Testing the hypothesis of the correlation coefficient between variables (path) using the critical ratio method. The critical ratio (CR) value for each required path coefficient must be greater than or equal to 1.96 or a significance level of 5% (Sari et al., 2019). In table 2 it can be seen that the hypothesis testing is:

1) Hypothesis Testing 1

The parameter estimation of the relationship between Idealized influenced on Transformational leadership is 2.493. Testing the relationship between the two variables shows a C.R value = 2.493 with a probability = 0.013 ($p < 0.05$). So, conclusions can be drawn regarding hypothesis 1 which states that Idealized influence has a positive effect on Transformational leadership is **accepted**. This is because the results of data processing show a probability value of 0.013 fulfilling the requirements < 0.05 and the CR value of 2.493 also fulfilling the requirements $\geq \pm 1.96$.

2) Hypothesis Testing 2

The parameter estimation of the relationship between Individualized consideration on Transformational leadership is 2.239. Testing the relationship between the two variables shows a C.R value = 2.239 with a probability = 0.025 ($p < 0.05$). So, it can be concluded regarding hypothesis 2 which states that Individualized consideration has a positive effect on Transformational leadership is **accepted**. This is because the data processing results show a probability value of 0.025 fulfilling the requirements < 0.05 and a CR value of 2.239 also fulfilling the requirements $\geq \pm 1.96$.

3) Hypothesis Testing 3

The parameter estimation of the relationship between Inspirational motivation and Transformational leadership is 2.676. Testing the relationship between the two variables shows a C.R value = 2.676 with a probability = 0.007 ($p < 0.05$). So, it can be concluded regarding hypothesis 3 which states that Inspirational motivation has a positive effect on Transformational leadership is **accepted**. This is because the data processing results show a probability value of 0.007 fulfilling the requirements < 0.05 and a CR value of 2.676 also fulfilling the requirements $\geq \pm 1.96$.

4) Hypothesis Testing 4

The estimation of the parameter for the connection between Intellectual stimulation and Transformational leadership is 2.537. By testing the association between these two factors, a C.R value of 2.537 with a probability of 0.011 ($p < 0.05$) is obtained. As a result, it can be

concluded that Hypothesis 4, which claims that Intellectual stimulation has a positive impact on Transformational leadership, is valid. This is supported by the data processing results, which demonstrate a probability value of 0.007, meeting the criteria of <0.05 , and a CR value of 2.537, meeting the requirements of $\geq \pm 1.96$.

5) Hypothesis Testing 5

The estimation of the parameter for the connection between Idealized influence and Knowledge management is 2.090. By examining the association between the two variables, a C.R value of 2.090 with a probability of 0.037 ($p < 0.05$) is found. Therefore, it can be inferred that Hypothesis 5, which proposes a positive influence of Idealized influence on Knowledge management, is valid. This conclusion is supported by the results of data processing, which demonstrate a probability value of 0.037 meeting the requirements of <0.05 , and a CR value of 2.090 meeting the criteria of $\geq \pm 1.96$.

6) Hypothesis Testing 6

The estimation of the parameter for the connection between Individualized consideration and Knowledge management is -0.487. By analyzing the relationship between the two variables, a C.R value of -0.487 with a probability of 0.626 ($p > 0.05$) is determined. As a result, it can be concluded that Hypothesis 6, which suggests that Individualized consideration has a positive impact on Knowledge management, is not valid. This conclusion is supported by the data processing results, which show a probability value of 0.626, failing to meet the requirements of <0.05 , and a CR value of -0.487, failing to meet the criteria of $\geq \pm 1.96$.

7) Hypothesis Testing 7

The estimation of the parameter for the connection between Inspirational motivation and Knowledge management is 0.277. By examining the relationship between these two factors, a C.R value of 0.277 with a probability of 0.782 ($p > 0.05$) is observed. Therefore, it can be concluded that Hypothesis 7, which claims that Inspirational motivation has a positive impact on Knowledge management, is not valid. This conclusion is based on the results of data processing, which show a probability value of 0.782, failing to meet the requirements of <0.05 , and a CR value of 0.277, failing to meet the criteria of $\geq \pm 1.96$.

8) Hypothesis Testing 8

The estimation of the parameter for the connection between Intellectual stimulation and Knowledge management is 2.171. By evaluating the association between the two variables, a C.R value of 2.171 with a probability of 0.030 ($p < 0.05$) is obtained. Therefore, it can be inferred that Hypothesis 8, which postulates a positive impact of Intellectual stimulation on Knowledge management, is valid. This conclusion is supported by the results of data processing, which demonstrate a probability value of 0.030 meeting the requirements of <0.05 , and a CR value of 2.171 meeting the criteria of $\geq \pm 1.96$.

9) Hypothesis Testing 9

The estimation of the parameter for the relationship between Transformational leadership and Knowledge management is 2.834. By examining the connection between the two factors, a C.R value of 2.834 with a probability of 0.005 ($p < 0.05$) is found. Therefore, it can be concluded that Hypothesis 9, which asserts that Transformational leadership has a positive influence on Knowledge management, is valid. This conclusion is based on the data processing results, which indicate a probability value of 0.005 meeting the requirements of <0.05 , and a CR value of 2.834 satisfying the criteria of $\geq \pm 1.96$.

3. Influence Analysis

Influence analysis was carried out to analyze the influence between constructs, both the direct, indirect, and total effects. The direct effect is nothing but the coefficients of all the coefficient lines with one-pointed arrows. The indirect effect is the effect that arises through an intermediate variable. The total effect is the effect of various relationships (Islam, 2018).

Table 3
Standardized Total Effects (Group number 1 - Default model)

	Intellectu al_stimu lation	Inspiratio nal_moti vation	Individuali zed_consi deration	Idealize d_infl uence	Transforma tional_lea dership	Knowledg e_manag ement
Transforma tional_lea dership	.317	.354	.195	-.213	.000	.000
Knowledge __manage ment	-.191	.186	.030	.118	.408	.000

Table 4
Standardized Direct Effects (Group number 1 - Default model)

	Intellectu al_stimu lation	Inspiratio nal_moti vation	Individuali zed_consi deration	Idealize d_infl uence	Transforma tional_lea dership	Knowledg e_manag ement
Transforma tional_lea dership	.317	.354	.195	-.213	.000	.000
Knowledge __manage ment	-.321	.042	-.049	.205	.408	.000

Table 5
Standardized Indirect Effects (Group number 1 - Default model)

	Intellectu al_stimu lation	Inspiratio nal_moti vation	Individuali zed_consi deration	Idealize d_infl uence	Transforma tional_lea dership	Knowledg e_manag ement
Transforma tional_lea dership	.000	.000	.000	.000	.000	.000

Knowledge management	.129	.144	.080	-.087	.000	.000
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Based on the result of the table above, the calculations that have been done can be concluded in the following matrix:

Table 6
Path Coefficient of Direct Influence, Indirect and Total Influence

Description	Influence		
	Direct	Indirect	Total
The impact of idealized influence to knowledge management	0,205	-0,087	0,118
The impact of Individualized consideration to knowledge management	-0,049	0,080	0,030
The Impact of Inspirational motivation to knowledge management	0,042	0,144	0,186
The Impact of Intellectual stimulation to knowledge management	-0,321	0,129	-0,191
The impact of Transformational leadership to knowledge management	0,408	-	0,408

From the results of the above research it can be interpreted that:

1. The direct effect of idealized influence on knowledge management is 0.205. While the indirect effect of Idealized influence through Transformational leadership on knowledge management is -0.087. This means that direct effect > indirect effect (0.205 > -0.087). So it is concluded that Transformational leadership is a variable that cannot mediate Idealized influence on knowledge management of village officials in Sungaipuh City, the coefficient of the indirect effect is smaller than the direct effect.
2. The direct effect of Individualized consideration on knowledge management is -0.049. While the indirect effect of Individualized consideration through Transformational leadership on knowledge management is 0.080. This means that direct effect < indirect effect (-0.049 < 0.080). So it is concluded that Transformational leadership is a variable that can mediate Individualized consideration of knowledge management of village officials in Sungaipuh City, the coefficient of the indirect effect is greater than the direct effect.
3. The direct effect of inspirational motivation on knowledge management is 0.042. Meanwhile, the indirect effect of Inspirational motivation through Transformational leadership on knowledge management is 0.144. This means that the direct effect < indirect effect (0.042 < 0.144). So it is concluded that Transformational leadership is a variable that can mediate

Inspirational motivation on knowledge management of village officials in Sungai Penuh City, the coefficient of the indirect effect is greater than the direct effect.

4. The direct effect of Intellectual stimulation on knowledge management is -0.321. While the indirect effect of Intellectual stimulation through Transformational leadership on knowledge management is 0.129. This means that the direct effect < indirect effect (-0.321 < 0.129). So it is concluded that Transformational leadership is a variable that can mediate Intellectual stimulation on knowledge management of village officials in Sungai Penuh City, the coefficient of the indirect effect is greater than the direct effect.

4. Magnitude of Influence

Tabel 7
Hasil Squared Multiple Correlations

	Estimate
Transformational__leadership	.447
Knowledge__management	.133

1. From the table 7, it could be seen the result of Squared Multiple Correlations, the results are in the following:
2. The dimensions of Transformational leadership which consists of four consisting of: Idealized influence, Individualized consideration, Inspirational motivation and Intellectual stimulation have an effect of 44.7% on Transformational leadership in Village Officials in Sungai Penuh City.
3. Transformational leadership has an effect of 13.3% on knowledge management of village officials in the Sungai Penuh City

CONCLUSION

Based on the result research, the researcher got conclusion of this research as follows:

1. Out of the nine hypotheses examined in this study, seven have been accepted. These include the hypotheses that Idealized influence, Individualized consideration, Inspirational motivation, and Intellectual stimulation have positive and significant effects on Transformational leadership in Village Officials in Sungai Penuh City. Additionally, Transformational leadership has a positive and significant effect on Knowledge management in Village Officials in Sungai Penuh City, as does Idealized influence and Intellectual stimulation on Knowledge management in Village Devices in Sungai Penuh City.
2. The four dimensions of Transformational leadership (Idealized influence, Individualized consideration, Inspirational motivation, and Intellectual stimulation) have a combined effect of 44.7% on Transformational leadership in Village Officials in the City of Sungai Penuh. Additionally, Transformational leadership itself has an effect of 13.3% on the knowledge management of village officials in Sungai Penuh City.

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