

## **Transformational And Transactional Leadership Influence On Job Performance Through Mediating Of Knowledge Sharing: Ancored By Cor Theory**

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### **ABSTRACT**

*The study aims to examine more effective leadership styles which are the transformational or transactional leadership that influences on job performance through mediating of knowledge sharing serving as the role of energy resource based on the conservation of resources theory. Because of Pandemic Covid-19, the empirical evidence has come from employees at 1 to 5-star Hotels in Jawa Tengah to test our hypotheses by receiving a duplicate of e-Questionnaire submitting through email and WhatsApp messages by adding the link of google form. The sample was 111 respondents. Based on the results of the Structural Equation Model, transformational leadership does not influence significantly job performance. Furthermore, transactional leadership does not affect significantly job performance. Then, transformational leadership does not influence significantly knowledge sharing. However, transactional leadership affects significantly knowledge sharing. Moreover, knowledge sharing influences significantly job performance. Based on the mediation approach, knowledge sharing mediates between transformational leadership and job performance. In line with the harmony, knowledge sharing mediates transactional leadership and job performance. Therefore, to improve job performance, the organization has to apply the mediation of knowledge sharing between transformational leadership and transactional leadership.*

*Keywords: Transformational Leadership, Transactional Leadership, Conservation of Resources (COR) Theory, Knowledge Sharing, and Job Performance.*

### **ABSTRAK**

*Penelitian ini menguji kepemimpinan yang lebih efektif, apakah kepemimpinan transformasional atau kepemimpinan transaksional yang berpengaruh terhadap kinerja pekerjaan melalui mediasi berbagi pengetahuan yang berperan sebagai sumber energi berdasarkan teori konservasi sumber daya. Disebabkan situasi pandemi Covid-19, data empiris dikirimkan kepada karyawan hotel bintang 1- 5 se-Jawa Tengah untuk menguji hipotesis penelitian dengan cara responden menerima tautan permohonan pengisian e-kuesioner melalui pesan e-mail dan WhatsApp yang berisi link google form. Sampel penelitian ini berjumlah 111 responden. Berdasarkan hasil Model Persamaan Struktural, kepemimpinan transformasional tidak berpengaruh signifikan terhadap kinerja pekerjaan. Kemudian, kepemimpinan transaksional juga tidak berpengaruh signifikan terhadap kinerja*

*pekerjaan. Selanjutnya, kepemimpinan transformasional tidak berpengaruh signifikan terhadap berbagi pengetahuan. Namun, kepemimpinan transaksional berpengaruh signifikan terhadap berbagi pengetahuan. Setelah itu, berbagi pengetahuan berpengaruh signifikan terhadap kinerja pekerjaan. Berdasarkan pendekatan mediasi, berbagi pengetahuan memediasi kepemimpinan transformasional dan kinerja pekerjaan. Sejalan dengan harmoni, berbagi pengetahuan memediasi kepemimpinan transaksional dan kinerja pekerjaan. Oleh karena itu, untuk meningkatkan kinerja pekerjaan, organisasi harus menerapkan mediasi berbagi pengetahuan antara kepemimpinan transformasional dan kepemimpinan transaksional.*

**Kata kunci:** Kepemimpinan Transformasional, Kepemimpinan Transaksional, Teori Konservasi Sumber Daya, Berbagi Pengetahuan, dan Kinerja Pekerjaan

## **A. INTRODUCTION**

In the earlier 2020, President Joko Widodo announced officially the first time of two cases of COVID-19 infection which confirmed on 2 March 2020 in Indonesia (Riyanti et al., 2020). The COVID -19 pandemic has hit to lots of sectors. The serious deployment has impacted on imports, transportation, and tourism industries. Consequently, the decline of visits tourists had affected to hotel occupancy. It means that the decline of room occupancy rates is affected by the COVID-19 pandemic instead of applied leadership. However, before the pandemic, room occupancy came from business tourism. In 2018, number of hotels accomodation establishment in Classified Hotel in Jawa Tengah was 291 hotel accomodation establishment with 24.233 rooms and 37.680 beds. Then, Room Occupancy Rate (ROR) of star hotels in 2018 came to 40.51 percent. Then, number of hotels accomodation establishment in Classified Hotel in Jawa Tengah in 2019 was 311 hotel accomodation establishment with 25.630 rooms and 40.846 beds. The fact shows that the room occupancy rate of star hotels in 2019 amounted to 45.63 percent. There was a phenomenon gap by leading to increase a year-on-year Room Occupancy Rate in 2019 when compared with Room Occupancy Rate in 2018.

This luck establishes approaches to increase employee's job performance by sharing the knowledge. It is also needed to apply leadership style to deal with job performances. In turn, the employees collect, and share know-where or know-whom by mediating the knowledge which deploys the leadership approach into the effective job performance.

Not many studies pay a great attention to the relationship between the leadership style and job performance. Although some empirical studies have shown that the leadership style boosts job performance, others have found that it has no effect on job performance, or even a

negative effect. Some essential evidences have shown that transformational leadership and outcomes result a positive linear relationship. For instance, the research of Transformational leadership (Masa'deh, R., B. Y. Obeidat, and A. Tarhini, 2016; Buil, I.; E. Martínez, and J. Matute, 2018; Ugwu, C., I., 2018) and Transactional leadership (Masa'deh et al., 2016) improve job performance.

Transformational leadership has a significant impact on employee performance in field of Jewellery industry (Lor, W., and Z. Hasan, 2017), banking (Qabool, S., and T. Jalees, 2017), textile manufacturing company (Schwarz, G., 2017 and Baig, S.A.; S. Iqbal, M. Abrar, I.A. Baig, F. Amjad, M.Zia, and M.U. Awan, 2019); employee's job performance in educational institutions (Ullah, R.; K.F. Latif, and W. Alam, 2018 and Alzoraiki, M.; O.A. Rahman, and M.A. Mutalib, 2018), Small and Medium Enterprises (SMEs) (Amin, M., D., 2017 and Manzoor, F. Longbao, W., M. Nurunnabi, Q.A. Subhan, S.I.A.Shah, and S. Fallatah, 2019), government sectors (Nam, K., and Sunyoung P., 2019 and Rita, M.; O.R. Payangan, Y. Rante, R. Tuhumena, and A. Erari, 2018), law firms (Qian H.; S. Bibi, A. Khan, L. Ardito, and M. Nurunnabi, 2019); and job performance in the higher council of youth (Masa'deh et al., 2016; frontline hotel employees (Buil et al., 2018), and librarians in university (Ugwu, 2018). Also, transactional leadership positively influences job performance of employees in the higher council of youth (Masa'deh et al., 2016).

Unfortunately, it is still unclear the initiated process or applied leadership styles to increase divergent terms of job performance. In some ways, transformational leadership is not significant result related to some terms of job performance such as employee performance (Thoni Setyo Prabowo, Noermijati, and Dodi Wirawan Irawanto, 2017), job performance (Sunu Widiyanto and C.P.M. Wilderom, 2017), employees' individual performance (Ribeiro, N., İ. Yücel, and D. Gomes, 2018). Moreover, transformational leadership is negative influence on job performance (Babalola, S.S., 2016), work performance (Anis Eliyana, Syamsul Ma'arif, and Muzakki, 2019). Also, in some cases, transactional leadership do not significantly influence on employee job performance (Lor and Hasan, 2017) and employee performance (Siregar, E.I., 2018; and Baig et al., 2019).

The inconsistent empirical evidence leads to confusion about how an organization can attain a better job performance by embracing the leadership style. One reason for the current contradictory understanding is that leaders still do not know the suitable conditions they need to apply the leadership style effectively. Existing research focuses on evidence about the

impact of the leadership style and there is a lack of understanding about the specific conditions required to increase job performance, so this study is an attempt to address such the unknown blank in the literature.

This study aims at unpacking a conceptual model of structural relationships, which is anchored by knowledge sharing, as a mediation to fill the research gap between leadership style and job performance. Fitri Wulandari, Augusty Tae Ferdinand, and Christantius Dwiatmadja (2018) states that knowledge sharing serves as a bridge. Therefore, we examine the mediating variable which plays a key role in ensuring the success of the leadership style. Adopting Fiedler leadership contingency, effective employee's performance relies on the leaders' ability, capabilities, behavior, and desired styles which are adopted in the best situation. Also, borrowing the Path-Goal theory, employee will be pleasant when the leaders will lead them. Interestingly, it is important to clarify that the extent to which transformational and transactional leadership influence on job performance through mediating of knowledge sharing: anchored by COR theory. The statement of problem involves:

- 1) Does the transformational leadership influence significantly job performance?
- 2) Does the transactional leadership affect significantly job performance?
- 3) Does the transformational leadership influence significantly knowledge sharing?
- 4) Does the transactional leadership affect significantly knowledge sharing?
- 5) Does knowledge share influence significantly job performance?
- 6) Does knowledge sharing mediate the transformational leadership on job performance?
- 7) Does knowledge sharing mediate the transactional leadership on job performance?

## **B. LITERATURE REVIEW**

Theoretical approach covers the leadership, knowledge sharing, and job performance. Leadership is defined as a process of by means of one person affect to another for reaching the organizational goals (Robbins and Judge, 2009 in Monica, G.; D.G. Lema, and A. Madrid-Guijarro, 2018). Leadership refers to a set of leader behaviors to influence followers (Bass and Riggio, 2006 in Vignoli, M.; M. Depolo, M. Cifuentes, and L. Punnett, 2018).

The leadership consists of three constructs: transformational leadership, transactional leadership, and non-leadership (the laissez-faire leadership) (Antonakis et al., 2003 in Lihua, X., Z. Wubbena, and T. Stewart, 2016); (Avolio et al., 1999 in Hidayat, S. E.; A. Rafiki, and M. M. Aldoseri, 2017). The laissez-faire leadership is called as the non-leadership style because of a lack of interplay between the leader and the followers. It means the leadership absence in the organization (Aliekperova, N., 2018). As a result, leadership theory, that is a great number of new approaches, distinguishes between two leadership styles: transformational and transactional (Bass, 1985; Bass & Riggio, 2006 in Afsar, B.; Y. F. Badir, B. B. Saeed, and S. Hafeez, 2016; Şirin et al., 2018). So, the study concentrates to the employees' perceptions because transformational leadership connect to the follower's subjective perceptions (Ilies, Judge, and Wagner, 2006 in Chua and Ayoko, 2018).

### **Transformational Leadership**

The concept of transformational leadership was firstly proposed by Burns (1978) in the field of world class leaders and was finally developed by Bass (1985a, 1985b, 1990, 1997, 1998 in Mekpord Kwasi D, 2017). Burns (1978) proposed transformational and transactional leadership behaviors as the opposite ends of a continuum scale, but Bass (2003) expanded those as orthogonal construction that can stand alongside each other (Burns, 1978 in Xiao, J., Jin C., Liang M., and Qian W., 2017). Transformational leaders serve followers with objectives, needs, and values; on the other, transactional leaders attend a “give-and- take” approach (Zamaro, G.F.N., 2016). Transformational leadership focuses on an act of selflessness and the intrinsic needs of the followers, but transactional leadership supplies follower's self-interest and the extrinsic needs by creating a clear exchange for both sides (Bass et al., 2003 in Xiao et al., 2017). The study concentrates to the employees' perceptions because transformational leadership connect to the follower's subjective perceptions (Ilies, Judge, and Wagner, 2006 in Chua and Ayoko, 2018). The transformational leader inspires, considers, and stimulates the followers as individuals (Bass, 1999 in Vignoli et al., 2018). Transformational leadership consists of four dimensions.

1. Idealized influence involves the charismatic leaders' favorable to the followers in sacrificing beyond actuating their interest and driving followers to emulate and admire with their leader (Braun et al., 2013 in Wen J. C., Mark L., Peter H.K.W., 2018; and Bass et al., 2003 in Rusliza and Ebrahim, 2016).

2. Inspirational motivation denotes those leaders successfully articulate obvious and optimistic vision of the organizational future and set the high goals by working hard to achieve the goals by behaving and inspiring followers within an organization and leading them to realize the high organizational standard (Bass and Riggio, 2006 in Mendelson et al., 2019).
3. Individual consideration concerns the extent to which leaders serve followers as a mentor or a coach and meets their needs (Hidayat et al., 2017).
4. Intellectual stimulation represents leaders to dare subordinates' opinion and generate trust and to solve problem creatively (Bass, 1985 in Rusliza and Ebrahim, 2016).

### **Transactional Leadership**

The angle of transactional leadership is a step of the foundation to transformational leadership (Howell and Avolio, 1993 in Lai et al., 2017). Transactional leadership relies on the leader and follower exchanges of resources by giving rewards or penalties (Avolio and Bass, 1995; Bass et al., 1996 in Monica et al., 2018). In transactional leadership, leaders exchange resource exactly with followers such as supplying follower's needs in turn for what the leader demand in terms of contract (Kuhnert and Lewis, 1987 in Lai et al., 2017). Transactional leadership relies on the leader and follower exchanges of resources by giving rewards or penalties (Avolio and Bass, 1995; Bass et al., 1996 in Monica et al., 2018). Transactional contains three dimensions.

1. Contingent reward allows leaders to determine role and responsibility for achieving the chosen outcomes and offer the suitable rewards or the penalties spelled out in an agreement contract (Avolio and Bass, 1995; Cuadrado et al., 2003 in Monica et al., 2018)
2. Active management by exception denotes that leader's overseer followers closely so as to analyze for deviations and errors and correct them before problems rise up (Judge and Piccolo, 2004; Obiwuru et al., 2011; Prasad and Junni, 2016 in Kwasi and Addo, 2018).
3. Passive management by exception defines those leaders wait around followers on meeting troubles and then address only when problems take place (Limsila and Ogunlana, 2008 in Rusliza and Ebrahim, 2016).

### **Knowledge Sharing**

Knowledge sharing is one of the processes of knowledge management by assembling a portion of business strategy (Vorakulpipat and Rezgui, 2008 in Masa'deh et al., 2016). Knowledge sharing defines the process of transferring knowledge to others in an appropriate way for decision-making (Okah et al., 2011 in Ali, A.A.; D.D.D.Panneerselvam, L. Paris, and A. Gunasekaran, 2019). Knowledge sharing refers to the process where individuals mutually exchange their implicit and explicit knowledge and simultaneously produce new knowledge. Furthermore, the individuals transfer the process of individual knowledge into organizational knowledge (Van den Hooff and de Ridder, 2004, p. 118 in Masa'deh et al., 2016). Knowledge sharing defines a process of interchanging knowledge and experience at individual levels by supplying individuals to complete and complement novel and important know-how or skills for others to solve the problem at work (Van den Hooff and De Ridder, 2004; Liao et al., 2007; Lin, 2008 in Zhi, Y.; V. T. Nguyen, and Phong, B.L., 2018). Knowledge sharing refers to the process where individuals mutually exchange their implicit and explicit knowledge and simultaneously produce new knowledge (Van den Hooff and de Ridder, 2004, p. 118 in Masa'deh et al., 2016). Knowledge sharing contains two dimensions.

### **COR Theory**

Conservation of resources (COR) theory refers to the tenet that individuals try to acquire, retain, foster, and protect the valuable resource. Resources consists of object resources (e.g., car, house), condition resources (e.g., employment, tenure), personal resources (e.g., skills and personal characters), and energy resources (e.g., time, knowledge, money). COR theory covers that stress occurs (a) when key resources are threatened with loss, (b) when key resources are actually lost, or (c) when individual fail to gain key resources by struggling significant effort. Basically, COR theory is a kind of motivational theory that continue genetic resources for survival in life (Hobfoll, S., E., Halbesleben, J., Neveu, J., and Westman M., 2018).

### **Job Performance**

Job performance refers to behavioural, incidental, measurable and multifaceted approaches (Chu and Lai, 2011 in Masa'deh et al., 2016). Job performance refers to outcomes when a job is finished. Job performance represents productivity that mirrors the job quantity, quality and contribution. It means that high productivity as well as the high overall

performance in the organization. Therefore, job performance reflects the overall work outcomes like efficacy, efficiency, and effectiveness (Lin, S.J.; B.A. Scott, and F.K. Matta, 2016)

## **C. RESEARCH METHOD**

### **Sampling Method**

Sampling techniques of study applies probability sampling methods, which is simple random sampling. It means that every employee has an equal chance to be chosen in the sample (Alvi, M., 2016).

All items apply the original scales in a five-point Likert scale (Pasamar, S., Mirta D., and Ma Dolores R., 2019) The data collection and analysis are a field study in which respondents answered all items on a five-point Likert-scales ranging from “1” meaning “strongly disagree” to “5” meaning “strongly agree” (Masa'deh et al., 2016). Before adjusting all the instruments, answer items and missing data including from items without answer from the questionnaire were checked (Gaskin, 2015 in Esteves, T.; M.P. Lopes, R.L. Geremias, and P.J. Palma, 2018).

### **Data and Sampling.**

The population is amount of 27.646 hotel workers in 2018. A number of the hotel workers that is by type of work in Central Java province consists of (a) General manager, (b) Manager, (c) Assistant manager, (d) Supervisor, (e) Technical (The technical workers handle directly operational activities such as receptionists, kitchen staff, housekeeping, and waitress, (f) Administration, and (g) Others (The other workers hold on the job to support the operational activities such as operators, laundry, security and gardeners) (Statistics of Jawa Tengah Province, 2018). Based on the employees' perceptions (Ilies, Judge, and Wagner, 2006 in Chua and Ayoko, 2018), the study measures the technical worker's, administrations, and other worker's perception to the supervisor, the supervisor's perception to the assistant manager, the assistant manager's perception to the manager, and the manager's perception to general manager.

The number of samples is 5 times of the number of indicator variables (Sekaran, 2003 in Haryono, 2017). It means that 5 times of 41 items are account of 205 samples which minimize the established validity. Some researchers suggest that the sample size should be at



least 200 respondents (Çelik & Yılmaz, 2013 in Civelek, 2018). We collected the data from employees of 1 to 5-star Hotels in Jawa Tengah to test our hypotheses by receiving a questionnaire. The respondents were requested to write their names completely in the questionnaire to ensure the source. The duplicate of e-Questionnaire submits to respondents through email and WhatsApp messages by adding the link of google form (Enyia, C.D. and Nwuche, C.A., 2020).

The construct measurement in the research model were adopted from reliable and valid measurements. As Adler (1983 in Kara et al., 2017) suggestion, we apply back-translation method. The item in questions come from English and then translate into Indonesia. Afterwards, the item was translated back into English language to avoid ambiguity. Also, in order to avoid appearing the same answer, the numbers on the questionnaire were randomized by crossing items among dimensions and variables.

## **D. RESULTS AND DISCUSSION**

### **Respondent Characteristic**

This study has applied respondents from employees of 1 to 5-star Hotels in Jawa Tengah. There are 122 respondents who participate the questionare formatting google form. However, after selecting the complete answers, only 111 respondents serve as the sample. As a rule, respondents received the questionnaire by opening the link of google form through email and WhatsApp messages, then they have typed their names completely in the duplicate of e-Questionnaire to ensure the source. The item in questionnaire applied Indonesia and the item numbers were randomized by crossing items between dimensions and variables to avoid resulting the same answer. Based on Jichuan and Xiaoqian (2020), some evidence indicate that simple structural equation models can be significantly tested by applying the sample between  $N = 100$  to  $N = 150$  which fulfill the minimum sample size for conducting SEM (Anderson and Gerbing 1988; Ding et al. 1995; Tabachnick and Fidell 2001; Tinsley and Tinsley 1987 in Jichuan W. and Xiaoqian W., 2020). Consequently, the sample size of the study fulfills SEM requirement.

This study also evaluates the variables based on hotel employee perceptions that measure the technical worker, administration, and other worker perception to the hotel supervisor, the supervisor perception to the hotel assistant manager, the assistant manager

perception to the hotel manager, and the manager perception to the hotel general manager in Jawa Tengah Province.

Respondent's demographic profiles describe a job position. The respondent job position in 1 to 5-star hotels conveys six categories that are a manager, assistant manager, supervisor, technical position, administration, and others which is presented by table 1.

**Table 1**  
**Job Position**

Job Position	Respondent	Percentage
Manager	26	23%
Assistant Manager	9	8%
Supervisor	13	12%
Technical	33	30%
Administration	24	22%
Others	6	5%
<b>Total</b>	<b>111</b>	<b>100%</b>

The job's position in the hotel describes some job's description.

- 1) A manager consists of Human Resource Manager (HR Manager), Sales Manager, Chief Accounting, Head Barista, Chief Engineer, Chef de Partie (CDP) / Chief cooking, Human Resources Officer (HRO), Tenant Relation Officer (TRO), and Information Technology Officer (IT Officer).
- 2) An Assistant Manager involves Assistant Front Office Manager (Assistant FOM), Assistant purchasing manager, assistant food and beverage (Assistant FB), Assistant chief accounting, Front Office Coordinator (FO Coordinator), and Human Resource Coordinator (HR coordinator).
- 3) A Supervisor concludes Housekeeping Supervisor (HK Supervisor), Information Technology Supervisor (IT Supervisor), Front Office Supervisor (FO Supervisor), Purchasing supervisor, Marketing Supervisor, supervisor food and beverage (Supervisor FB Service), Human Resource and Development (HR&D Supervisor), Sales Supervisor, and Accounting Supervisor.
- 4) A Technical involves Receptionist, Waitress, general sales agent or agency/Guest Sales Agent (GSA), Sales Executive, Front Office, Engineering, Housekeeping, Kitchen Staff/ Cooking, Bellboy, and Guard.
- 5) An Administration involves Staff, Accounting, Account Payable, Cashier Outlet, and Cost Control.
- 6) Others conveys Telephone operator/ Operator, Security, and Driver.

## Reliability

CFA reliability analysis applies for each construct. The reliability measures internal consistency to guarantee the homogeneous items within a factor and to prevent redundancy. The composite reliability value which is beyond 0.7 or equals to 0.7 denotes a high degree of internal consistency for the unobserved variables which is presented by table 2.

**Table 2**  
**Reliability**

Latent Variable	Construct Reliability (CR)
TF1	0.7158
TF2	0.7701
TF	0.8077
TS1	0.811
TS2	0.7079
TS	0.7894
KS1	0.7563
KS2	0.8958
KS	0.8266
JP	0.8999

The standardized factor load measures the convergent validity and its value should be higher than 0.5. It means that high value denotes the correlations between questions reflecting the same unobserved construct which is denoted by table 3.

**Table 3**  
**Validity**

Indicator	Standardized Loading Factor
X1	0.9155
X2	0.5529
X4	0.7593
X5	0.6941
X6	0.7247
TF1	0.6717
TF2	1.1523
X13	0.7434
X14	0.8096
X15	0.7104
X16	0.8302
X17	0.7826
TS1	0.9053
TS2	0.9391
X26	0.6659
X27	0.6952
X28	0.7198
X29	0.7579
X30	0.7484
X31	0.7339
X32	0.7114
X33	0.7409
X34	0.742
X35	0.5966
KS1	0.9512
KS2	1.0173
X36	0.7469
X37	0.823
X38	0.8136
X39	0.8377
X40	0.7275
X41	0.8112

Other values to meet the convergent validity is the Average Variance Extracted (AVE) value that is more than 0.50 or equal to 0.50 which is denoted by table 4.

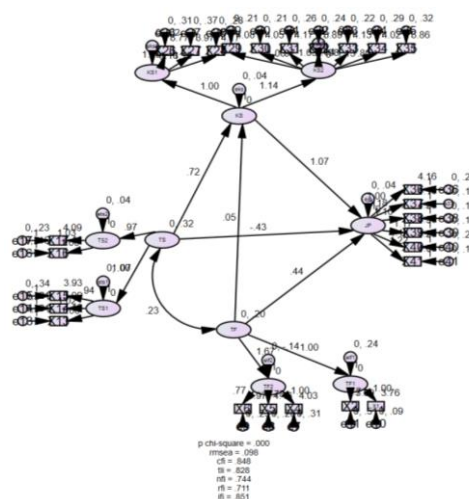
**Table 4**  
**Convergent Validity**

Latent Variable	Average Variance Extracted (AVE)
TF1	0.5719
TF2	0.5278
TF	0.692
TS1	0.5893
TS2	0.5481
TS	0.6522
KS1	0.5087
KS2	0.5523
KS	0.7047
JP	0.6004

**Full Model Analyses**

The structural model denotes the indirect and direct effects can be processed at the same time. Direct effect denotes the effect of transformational and transactional leadership on job performance. On the contrary, the indirect effect confirms the intervention of knowledge sharing variable. The sum of direct and indirect effects refers to the total effect of transformational leadership, transactional leadership, and knowledge sharing on job performance which is denoted by figure 2.

**Figure 2**  
**The Modification Structural Model**



The structural model fits to sample data. In assessing the model for fitness, the ratio of P-Value Chi-Square, the root means square error of approximation (RMSEA), Incremental

Fit Index (IFI), the comparative fit index (CFI), and Tucker-Lewis Index (TLI) were used as the fit indices which is denoted by table 5.

**Table 5**  
**Goodness of Fit Test**

Goodness of Fit Index	Output	Cut off Value	Model fit
P-Value Chi-Square	0.000	> 0.05	No
RMSEA	0.098	< 0.1	Yes
IFI	0.851	> 0.9	Yes (Marginal Fit)
CFI	0.848	> 0.9	Yes (Marginal Fit)
TLI	0.828	> 0.9	Yes (Marginal Fit)

The final measurement model had good model fit indices. Because Chi Square ( $\chi^2$ ) is biased to sample size, the P-Value Chi-Square is more comfortable measurement. The model had P-Value Chi-Square = 0.000 and RMSEA= 0.098 were measured against the benchmarks according to Hair et al., 1998 in Kwasi, 2018 and Steiger & Lind, 1980 in Pituch, K. and J.P. Stevens, 2016. It means that absolute fit indices measure the overall fit model both the structural model and the measurement model simultaneously and denote how well the model represents the data. Then, the model had moderate model fit indices. The value of IFI=0.851, CFI=0.848, and TLI=0.828 were measured against Bollen, 1986, Bentler, 1990, and Tucker & Lewis, 1973 in Pituch, K. and J.P. Stevens, 2016. It means that incremental fit indices measure the fit model by applying the comparison between the proposed model and modified models.

**Evaluation of SEM Assumption**

**Normality**

Based on measurement model, normality test obligates the critical ratio in the range between  $\pm 1.96$  denoted by table 6.

**Table 6**  
**Normality**

Variable	min	max	skew	c.r.	kurtosis	c.r.
Multivariate					174.010	24.023

As be seen, output of the multivariate denotes 24.023 and it is out of the range between  $\pm 1.96$  and significant level at 5% alpha. It means that the data are not normally distributed, and the normality assumptions did not met. Consequently, this study applies the SEM Bayes approach (nonparametric) instead of Maximum Likelihood (parametric) to reach accurate results. AMOS provides a plot to test the convergence of Bayesian MCMC methods. The plot of two distribution estimates is simultaneously applied to explain that AMOS has converged to the posterior distribution which is denoted by figure 3 (Imam Ghozali, 2017).

**Figure 3**

**Bayesian MCMC Test**

	Mean	S.E.	S.D.	C.S.	50% Lower bound	50% Upper bound	Skewness	Kurtosis	Min	Max	Name
KS~TS	1.322	0.271	1.385	1.019	0.632	1.738	0.583	1.308	-3.282	5.572	
KS~TF	-0.739	0.377	1.880	1.020	-1.183	0.154	-0.849	1.499	-6.569	4.608	
JP~KS	1.276	0.203	1.149	1.016	0.840	1.704	-0.591	4.438	-3.904	5.625	
JP~TS	-1.402	0.412	2.154	1.018	-2.672	-0.367	-0.174	1.417	-8.022	5.314	
JP~TF	1.664	0.402	2.038	1.019	0.401	2.781	0.854	0.729	-3.810	8.527	

**Outliers**

Outliers indicate that indicators or dimensions did not reach the minimum factor loadings. It means that they deviate from their latent variable. Consequently, they were 6 indicators, and 3 dimensions should be removed and excluded on the further analysis.

1. Based on Standardized Loading Factor (SLF) in first full model, indicator of X3, X7, X18, TS3, X23, X24 dan X25 < 0.5. Consequently, the items and dimension will be removed and excluded on the further analysis.
2. The indicator value of beyond self-interest (X3) is 0.3731. It means that the item “My leader goes beyond self-interest for the sake of the staff” does not reflect the dimension of idealized influence.
3. The indicator value of individual (X7) is 0.0561. The item “Our leader treats each of us as an individual rather than just as a member of a team” does not represent the dimension of individualized consideration.
4. The output value of irregularities (X18) is 0.2496. It denotes that the question “My leader focuses attention on irregularities, mistakes, exceptions and deviations from standards” does not measure the dimension of Active Management by Exception.
5. The value 0.25 in Sharing Official Documents (X23), the value 0.1239 in Preparing Official Documents (X24), and the value 0.2599 in Collecting Official Documents (X25)

which refer to the sentence that “People in my organization frequently share existing reports and official documents with members of my organization”; “People in my organization frequently share reports and official documents that they prepare by themselves with members of my organization”; and “People in my organization frequently collect reports and official documents from others in their work” did not analyze the dimension of explicit knowledge sharing, respectively. Also, the dimension of Passive Management by Exception (TS3) indicated the value (-0.2762) which did not reflect the transactional leadership variable. Furthermore, the items and dimensions will be removed and excluded on second step test of Standardized Loading Factor.

- Based on AVE value in second full model, dimension of individualized consideration (TF3) is 0.3673 and dimension of intellectual stimulation (TF4) is 0.4004, so the AVE output is < 0.5. When it is less than 0.50, any extreme large correlation between individualized consideration and intellectual stimulation takes place. It means that individualized consideration and intellectual stimulation do not reflect the transformational leadership variable. Consequently, the two first-order dimensions of the transformational leadership will be removed and excluded on the further analysis.

## Hypotheses Test

### Direct Effect Analysis

To test research hypotheses, the direct effect is based on structural model modification. Bayesian SEM supplies all of the effects among variables. The study applies AMOS 22.00 to test the data which is denoted by figure 4.

Figure 4

### Standardized Direct Effect

	TF	TS	KS	JP
KS	0.377	0.546	0.000	0.000
JP	0.542	-0.628	0.980	0.000
KS2	0.000	0.000	0.997	0.000
KS1	0.000	0.000	0.954	0.000
TS2	0.000	0.936	0.000	0.000
TS1	0.000	0.893	0.000	0.000
TF1	0.668	0.000	0.000	0.000
TF2	1.115	0.000	0.000	0.000
X41	0.000	0.000	0.000	0.807
X40	0.000	0.000	0.000	0.692
X39	0.000	0.000	0.000	0.829
X38	0.000	0.000	0.000	0.806

The factor loading of the standardized path coefficients can be seen from additional estimands which is denoted by table 7.

**Table 7**  
**Direct Effect**

Hypothesis	Research Proposed Paths	Coefficient Value	t-value	p-value	Empirical evidence
H1	TF→JP	0.542	1.484	0.138	<i>Reject</i>
H2	TS→JP	(-0.628)	(-1.088)	0.277	<i>Reject</i>
H3	TF→KS	0.377	0.152	0.879	<i>Reject</i>
H4	TS→KS	0.546	2.542	0.011	<i>Accept</i>
H5	KS→JP	0.980	3.319	$p < 0.001$	<i>Accept</i>

1. Transformational Leadership and Job Performance

Coefficient value between transformational leadership and job performance is 0.542 and probability value is  $0.138 > 0.05$  which is not significant. Because  $t\text{-value} < t\text{-table}$  or  $1.484 < 1.98$ , H1 is rejected. It indicates that the transformational leadership does not influence significantly job performance.

2. Transactional Leadership and Job Performance

Coefficient value between transactional leadership and job performance is (-0.628) and probability value is  $0.277 > 0.05$  which is not significant. Because  $t\text{-value} < t\text{-table}$  or  $(-1.088) < t\text{ table } 1.98$ , H2 is rejected. It shows that the transactional leadership does not affect significantly job performance.

3. Transformational Leadership and Knowledge Sharing

Coefficient value between transformational leadership and knowledge sharing is 0.377 and probability value is  $0.879 > 0.05$  which is not significant. Because  $t\text{-value} < t\text{-table}$  or  $0.152 < 1.98$ , H3 is rejected. It indicates that the transformational leadership does not influence significantly knowledge sharing.

4. Transactional Leadership and Knowledge Sharing

The study results show that coefficient value between transactional leadership and knowledge sharing is 0.546 and probability value is  $0.011 < 0.05$  which is significant. Because  $t\text{-value} > t\text{-table}$  or  $2.542 > 1.98$ , H4 is accepted. It indicates that the transactional leadership affect significantly knowledge sharing.

5. Knowledge Sharing and Job Performance

Coefficient value between knowledge sharing and job performance is 0.980 and probability value is  $0.000 < 0.05$  which is significant. Because  $t\text{-value} > t\text{-table}$  or  $3.319 >$



1.98, H5 is accepted. It indicates that knowledge sharing influence significantly job performance.

**Indirect Effect**

To test research hypotheses, the indirect effect is based on structural model modification. Bayesian SEM supplies all of the effects among variables. The study applies AMOS 22.00 to test the data which is denoted figure 5.

**Figure 5**

**Standardized Indirect Effect**

	TF	TS	KS	JP
KS	0.000	0.000	0.000	0.000
JP	0.341	0.566	0.000	0.000
KS2	0.376	0.544	0.000	0.000
KS1	0.359	0.522	0.000	0.000
TS2	0.000	0.000	0.000	0.000
TS1	0.000	0.000	0.000	0.000
TF1	0.000	0.000	0.000	0.000
TF2	0.000	0.000	0.000	0.000
X41	0.705	-0.040	0.794	0.000
X40	0.612	-0.042	0.682	0.000
X39	0.735	-0.052	0.811	0.000

The mediation loading of the standardized path coefficients can be seen by means of additional estimands which is denoted by table 8.

**Table 8**

**Standardized Indirect Effect**

Hypothesis	Research Proposed Paths	Coefficient Value	t-value	p-Value	Empirical evidence
H6	TF→KS→JP	0.341	7.333	p<0.001	Accept
H7	TS→KS→JP	0.566	9.78	p<0.001	Accept

1. The Mediating Role of Knowledge Sharing in The Relationship between Transformational Leadership and Job Performance

Coefficient value of the mediating role of knowledge sharing in the relationship between transformational leadership and job performance is 0.341 and probability value is 0.000 < 0.05 which is significant. Because t-value < t-table or 7.333 > 1.98, H6 is accepted. It indicates that knowledge sharing mediates the transformational leadership on job performance.

2. The Mediating Role of Knowledge Sharing in The Relationship between Transactional Leadership and Job Performance

Coefficient value of the mediating role of knowledge sharing in the relationship between transactional leadership and job performance is 0.566 and probability value is  $0.000 < 0.05$  which is significant. Because  $t\text{-value} < t\text{-table or } 9.78 > 1.98$ , H7 is accepted. It indicates that knowledge sharing mediates the transactional leadership on job performance.

### **Total Effect**

AMOS applies the total effect of variable exogen on variable endogen. Coefficient of determination or R-Squared ( $R^2$ ) value indicates how well the model prediction is. The Coefficient is presented by table 9.

**Table 9**  
**Coefficient of Determination**

Variable	Estimate
KS	.813
JP	.848

The coefficient of determination of knowledge sharing is 0.813. It indicates that transformational and transactional leadership influence knowledge sharing by 81.3%. Meanwhile, the coefficient of determination of job performance is 0.848. It denotes that all the variable of transformational leadership, transactional leadership, and knowledge sharing influence substantially job performance by 84.8%. In other word, job performance is predicted by all the variables by 84.8%, and the others take the rest. Therefore, the high scores for both endogen variables denote that transformational and transactional leadership represent the knowledge sharing and job performance notably well.

### **Discussion**

The data has been processed and the results have been known whether to reject or accept the study hypotheses. The study results denote the direct effect, indirect effect through mediation, and total effect.

#### **1. The Effect of Transformational Leadership and Job Performance**

The first finding of the study is that transformational leadership does not has an influence on job performance, i.e., a higher level of transformational leadership decreases job performance. The study concentrates to the employees' perceptions because transformational leadership connect to the follower's subjective perceptions (Ilies, Judge, and Wagner, 2006 in Chua and Ayoko, 2018). Followers emerge positive emotion,

encourage organization's shared vision and values, and imitate favorable capability of the leader as a role model (Bass, 1985 in Rusliza, Y., and F., Ebrahim, 2016). A followers' perception adores and regards the characteristic or attributed leader as a strong role models. Also, followers believe in high ethical and moral standard of the leader's behavior (Bass, 1995 in Lihua et al., 2016).

Leaders also challenge followers by supplying purpose and driving them to imagine optimistically the appealing future (Bass et al., 2003 in Rusliza and Ebrahim, 2016). Leaders communicate an inspired view to followers and declare confident statement to realize ambitious goals, build loyal groups and articulate enthusiasm for the future (Bass and Bass, 2008 in Hassi, 2018). Leaders communicate an obvious vision by applying simple words to the followers (Hidayat et al., 2017).

A plausible explanation is that the follower's good feelings and pride do not influence them to assume the leader as a role model to realize the higher job performance. Moreover, leaders who articulate simple words, optimistic visions, and confident statement do not inspire followers to work efficiency, solve problems at work, accomplish work mission, broadens knowledge, agree to work with others, and afford problem solving. This could be justified by the lack of such transformational leadership which is not perceived by employees. The result confirms the findings of Ribeiro et al. (2018), Sunu et al. (2017) and Thoni et al. (2017) that there is no significant influence between transformational leadership and job performance. It is in harmony with Anis Eliyana et al. (2019) and Babalola (2016) who revealed that transformational leadership is significant negative predictors on job performance. On the contrary, the result is inconsistent with Masa'deh et al. (2016) who stated that transformational leadership is associated with job performance. Then, Buil et al. (2018) study results support the study findings as they found that transformational leadership predicts directly job performance. Also, Ugwu (2018) results are also consistent with the findings as they suggested that transformational leadership has a strong impact on the job performance.

## 2. The Effect of The Transactional Leadership and Job Performance

The study findings denoted that transactional leadership does not affect job performance. It rises the gap in the hotel industry that transactional leadership in 1-5 stars hotel in Jawa Tengah Province is still immature and lacks the prerequisites for expressed

satisfaction, called attention, provided recognition, stated standards, and actualized under standards.

The idea here is that leaders tell standards and give attention and recognition when the standard does not fulfill (Avolio et al., 1999; Bass, 1985 in Lai et al., 2017). It seems that the recognition indicates to prevent a negative result (Hargis et al., 2011; Jing and Avery, 2008; Judge and Piccolo, 2004 in Mas and Barac, 2018). The leader observes the followers' work and controls the potential deviations from the expected standards and the performance grades (Raziq et al., 2018). Moreover, the leaders involve monitoring follower's performance closely and confirm to pursue rules and performance standard (Kara et al., 2017). After standards have not been met, the leaders penalize followers (Bass et al. 2003; Bass and Avolio, 1993 in Lai et al., 2017). In summary, recognition and under standard prevent and penalize followers, so they decrease work efficiency, hinder problem solving, obstruct work accomplishment, limited knowledge, indicate unwillingness to work, and decrease problem solving abilities.

The study findings Baig et al. (2019) denoted that transactional leadership has not significant impact on employee's performance. It is in harmony with Lor & Hasan (2017) and Siregar (2018) who found that transactional leadership has a positive but no significant impacts on employee performance. However, the inconsistency may be explained by Masa'deh et al. (2016) who revealed that transactional leadership positively influences job performance.

### 3. The Effect of Transformational Leadership and knowledge sharing

The third finding uncovered that transformational leadership does not influence knowledge sharing. It means that a higher level of transformational leadership does not affect knowledge sharing. The premise is that leaders participate feelings and evoke vision to reach shared goals (Judge and Piccolo, 2004 in Mas, L.O.D., and K. Barac, 2018). Followers behave to imitate and admire to relate with the leader (Raziq et al., 2018) as a chance to collect knowledge which refers to combination of valuable experience, contextual information, and expert perception that supplies a framework for creating new experiences and information (Masa'deh et al., 2016).

The leader articulates optimism and set an attractive vision that challenge followers to realize the high standards (Zamaro, 2016). The leader challenges followers to realize the high standards and makes them confidence for achieving the goal followers as well as the

organizational goal (Avolio and Bass, 1995; Bass et al., 1996 in Monica et al., 2018). Leaders articulate the clear vision by appealing simple words and the challenge followers by offering assignments to realize it (Raziq et al., 2018).

Leaders define high expectations for the followers by expressing a vision, righting organizational and personal goals, and managing problem as a chance to acquire a knowledge of the future (Gill, 2006 in Rusliza and Ebrahim, 2016). The organization codify tacit knowledge into a formal standard (Nonaka and Takeuchi, 1995 in Boadu et al., 2018). Unfortunately, the organization encounters the difficulties to codify it. Leaders who express with a few simple words, create optimistic visions and state confidence to undertake missions do not inspire followers within the hotel to access and to share knowledge among employees because they think that the sharing may postpone their promotion (Bock et al., 2005 in Shariq et al., 2018). It seems that leaders do not influence followers to encourage knowledge sharing mechanisms, apply training and development programs, and facilitate information technology systems invested for knowledge sharing. Also, they do not verify followers to share and collect experience, skill, expertise, and share lessons from past failures.

The followers assume that the knowledge sharing serves as a discretionary asset which is not an obligation but voluntary determination (Connelly & Kelloway, 2003; Liu, & Liu, 2011 in Minseong, K., and S. Stepchenkova, 2018). They have to determine not to share their knowledge because of much time and high effort Huysman and Wulf, 2006 in Omara, M.K.; N.A. Dahalana, and Y.H.M. Yusoff, 2016). Also, they do not share it because they fear of losing the competitiveness inside the organization (Kang et al., 2008; Renzl, 2008 in Zhu, Y.; H. Chiu, and E.J.I Holguin-Veras, 2018). Consequently, if the followers does not share their knowledge, the organization can face the resource loss of human capital (Yang and Wan, 2004 in Shariq et al., 2018). The knowledge sharing plays a critical part of knowledge management because if the employees do not share among others, the organization will not be able to collect the beneficial knowledge to make precise decisions (Davenport and Prusak, 1998 in Zhu et al., 2018).

It is consistent with the findings by Masa'deh et al. (2016), there is no relationship between transformational leadership and knowledge sharing. The premise behind this finding is that leader styles which motivates followers to take challenges, to make striving towards achieving organizational vision, and to rethink past opinions do not influence

followers to share valuable, beneficial, pleasant, and sufficient knowledge based on efficient databases. However, this result is contradictory to the ones found in the literature. For example, Phong and Hui (2019) study results denoted that transformational leadership correlates significantly knowledge sharing.

#### 4. The Effect of Transactional Leadership and Knowledge Sharing

Based on literature, transactional leadership and knowledge sharing are positively related. The fourth finding indicates that the higher level of transactional leadership increases knowledge sharing. The idea here is that the leader and follower exchanges of resources by giving rewards or penalties (Avolio and Bass, 1995; Bass et al., 1996 in Monica et al., 2018). Leaders exchange resource exactly with followers such as supplying follower's needs in turn for what the leader demand in terms of an agreement (Kuhnert and Lewis, 1987 in Lai et al., 2017). The exchanges actually mean that the leader establish standards and provide a reward for followers' good outcomes (Bass et al., 2003; Trottier et al., 2008 in Kwasi and Addo, 2018). The advantages of the exchange will be rewarded in economic or politic or psychologic (Burns, 1978 in Rusliza and Ebrahim, 2016). It means that leaders spell out expectations and offer reward agreement for satisfactory performance when the followers successfully meet the expectation (Avolio et al., 1999; Bass, 1985 in Lai et al., 2017). The leader calls attention to define role and task requirements and transfer followers with financial or non-financial rewards in exchange resources for the accomplishment of contractual agreement (Aga, 2016). Then, leaders take the initiative in a preventative action for arising mistakes (Mas and Barac, 2018). Leaders, driven by active management by exception, involve monitoring follower's performance closely and confirm to pursue rules and performance standard (Kara et al., 2017). The leaders set the rules to fulfill and penalize followers after standards have not been met. They watch followers to foresee errors or deviations before they intervene the problems like bad responses, penalty, and discipline (Bass et al. 2003; Bass and Avolio, 1993 in Lai et al., 2017).

The rewards attract followers to share knowledge that supplies a framework for producing new experiences and information. Also, knowledge is one of the resources which establish individual competitive advantage in the workplace (Kim et al., 2016 in Tran, H.P., 2019). Sharing knowledge is one of the knowledge managements that refers to a process to create, gain, transfer, record and apply the knowledge based on the

conservation of resources theory (Hobfoll et al., 2018). Knowledge sharing refers to the process where individuals mutually exchange their implicit and explicit knowledge and simultaneously produce new knowledge (Van den Hooff and de Ridder, 2004, p. 118 in Masa'deh et al., 2016). Moreover, the leaders involve monitoring follower's performance closely and confirm to pursue rules and performance standard (Kara et al., 2017). After standards have been met, the leaders give a reward to followers (Avolio and Bass, 1995; Cuadrado et al., 2003 in Monica et al., 2018). Leaders concentrate under standards, so they can intervene deviations in performance after failing to realize standards and avoiding for risk (Judge and Piccolo, 2004; Obiwuru et al., 2011; Prasad and Junni, 2016 in Kwasi and Addo, 2018).

It seems that when leaders express satisfaction, call attention, and provide recognition or rewards, followers motivate to encourage knowledge sharing mechanisms, apply training and development programs, and facilitate information technology systems invested for knowledge sharing. Also, leaders who communicate standards and give a direct attention under standards verify followers to share and collect experience, skill, expertise, and share lessons from past failures. Knowledge sharing was affected by the transactional leadership and consequently, it succeeds to mediate the linkage of transactional leadership with job performance. The result is consistent with the findings of Masa'deh et al. (2016) who found that a positive influence exists between transactional leadership and knowledge sharing.

#### 5. The Effect of Knowledge Sharing and Job Performance

The direct effect of knowledge sharing on job performance is significant. It means that the higher level of knowledge sharing increases job performance. The important reason behind the relationship is that the knowledge serves as ideas, facts, skill, and decisions that impact on individual performance (Bartol and Srivastava 2002 in Joosung, L., 2018). At the individual level, it is one of the resources which establish individual competitive advantage in the workplace (Kim et al., 2016 in Tran, H.P., 2019). Knowledge sharing denotes a process of interchanging knowledge and experience at individual levels by supplying individuals to complete and complement novel and important know-how or skills for others to solve the problem at work (Van den Hooff and De Ridder, 2004; Liao et al., 2007; Lin, 2008 in Zhi, Y.; V. T. Nguyen, and Phong, B.L., 2018). When the employees share the knowledge, the transfer produces value for the

organization (Sveiby, 2001 in Tuntrabundit, A.K.K., 2017). Knowledge sharing needs a social interaction that combines the exchange of employee's knowledge (know-how), skills, and experiences in the organization (Lin, 2007 in Ali et al., 2019). Furthermore, knowledge sharing assists to transform individual tacit knowledge into explicit knowledge by donating specific organizational knowledge (Nonaka, 1994 in Yun and Lee, 2017).

Knowledge establishes and codifies knowledge into the form of manuals, rules and details (Nonaka and Takeuchi, 1995 in Boadu et al., 2018) or words, pictures, diagrams, computer codes, procedure manuals that serves as a formal standard (Dyck, B., Starke, F.A., Mischke, G.A. and Mauws, M., 2005 in Masa'deh, R., 2016). Knowledge serves as personal knowledge based on individual experience and influenced by perceptions and values (Noe, R.A., 2002 in Masa'deh, 2016). Researchers have reported that knowledge includes lessons learned, know-how, judgments, rule of thumb, intuition (Bollinger, A.S. and Smith, R.D., 2001 in Masa'deh, 2016), individual experience, skills, beliefs, values, and creative processes (Chen, Q., 2011 in Masa'deh, 2016).

Job performance reflects the overall work outcomes like efficacy, efficiency, and effectiveness (Lin, S.J.; B.A. Scott, and F.K. Matta, 2016). Job performance refers to the personal qualities like individual knowledge, skills, capacity and motives (Green and Heywood, 2008 in Ugwu, 2018).

Followers who motivate to encourage knowledge sharing mechanisms, apply training and development programs, facilitate information technology systems, share, and collect experience, skill, expertise, and share lessons from past failures increase work efficiency, help to solve problems at work, assist to accomplish work mission, broaden knowledge, increase willingness to work with others, and boost abilities to solve problem. This study results are consistent with the findings of Masa'deh et al. (2016) who found that knowledge sharing influence job performance. In line with the findings, Iqbal and Muhammad (2017) indicated that the direct influence of knowledge sharing on job performance takes place. However, the result is contradictory to the ones found in the literature. For example, Bagherzadeh et al. (2018) study results indicated that no relationship takes place between knowledge sharing and innovation performance.

#### 6. The Mediating Role of Knowledge Sharing in The Relationship between Transformational Leadership and Job Performance



The study has found that the underlying mechanisms and conditions that the the higher mediating role of knowledge sharing transfers between transformational leadership and job performance. Transformational leadership do not significantly influence followers to work efficiency, solve problems at work, accomplish work mission, broadens knowledge, agree to work with others, and afford problem-solving. Therefore, knowledge sharing which proceeds knowledge sharing mechanisms, training programs, and information technology systems, share and collect experience, skill, expertise, and share lessons from past failures mediates followers' good feelings and pride as well as communicate leader's optimism, confidence, and simple words into the higher job performance. Moreover, followers go through strong emotions, ideas, and behave to imitate and admire to relate with the leader. By expressing with a few simple words, a leaders' ability provokes optimistic visions to followers and declare confidence to undertake missions and realize goals effectively.

The mediation approach of the study was based Masa'deh et al. (2016) and it was found that knowledge sharing was significantly mediating the causal relationship between transformational leadership and job performance. The findings are novel in the way that it is difficult to find research evidence which is empirically tested the influence of transformational leadership and job performance through mediating knowledge sharing. The framework which is proposed in the study gives important direction continuously. Also, in line with the findings, Junwei, et al. (2017) found that transformational leadership predicts project-based organizational innovation performance through mediating of knowledge sharing. Also, Phong and Hui (2019) indicated that knowledge sharing serves as a mediator between transformational leadership and product innovation. Then, Othman et al. (2019) found that knowledge sharing mediates transformational leadership towards research and development team performance.

#### 7. The Mediating Role of Knowledge Sharing in The Relationship between Transactional Leadership and Job Performance

Knowledge sharing has an influence on job performance, while knowledge sharing is also affected by transactional leadership such as contingent reward related to achieving the goal and active management by exception corresponded to avoiding the penalty. Thus, knowledge sharing plays a mediation role in the relationship between transactional leadership and job performance. The idea here is that leaders tell standards and give

attention when the standard does not fulfill. Moreover, the leaders involve monitoring follower's performance closely and confirm to pursue rules and performance standard. After standards have not been met, the leaders penalize followers. It means that recognition and under standard prevents and penalizes follower, so they decrease work efficiency, hinder problem solving, obstruct work accomplishment, limited knowledge, indicate unwillingness to work, and decrease problem solving abilities.

In contrast, the rewards attract followers to share knowledge that supplies a framework for producing new experiences and information. By mediating to encourage knowledge sharing mechanisms, apply training and development programs, facilitate information technology systems, share and collect experience, skill, expertise, and share lessons from past failures, the value of the work efficiency, problem solving, work accomplishment, broad knowledge, willingness to work, and problem-solving abilities rise up. By applying the mediation, the leaders express satisfaction, call attention, and provides recognition or rewards serving in exchange of the higher job performance. Then, leader observes the followers' work and controls the potential deviations from the expected standards and the performance grades, so the job performance increases. The finding fills the research gap by understanding of individual levels of job performance which expands the transactional leadership and knowledge sharing. The relationship between transactional leadership and job performance is an indirect relationship mediated by knowledge sharing.

The result is consistent with the findings of Masa'deh et al. (2016) who found that the transactional leadership influences on job performance through mediating the knowledge sharing. The interesting point here is that the recognition or rewards does not improve job performance, but knowledge sharing mediates the transactional leadership on job performance by getting involved in knowledge sharing mechanisms, joining training programs, and applying information technology system, sharing and collecting experience, skills, expertise, and sharing failure. In line with the findings, Hussain et al. (2017) indicated that knowledge sharing mediates the relationship between transactional leadership and organizational creativity. Moreover, Othman et al. (2019) found that knowledge sharing mediates transactional leadership towards research and development team performance. Also, Suhana et al. (2019) found that knowledge sharing mediates the relationship between transactional leadership and innovative behavior. On the other hand,

the findings of Sarra et al. (2019) indicated that there is no mediation of knowledge sharing between transactional leadership and exploitative innovation.

## **E. CONCLUSION**

Followers are a part of human resource assets in organization for surviving in disruptive business. The organization has to give a chance to elevate job performance by applying knowledge sharing to deliver transformational and transactional leadership on job performance as accordingly reaffirmed by the study findings.

### **Theoretical Contribution**

The study enriches more findings to the influence of leadership styles on employees from follower's perception in hotel industry which is a part of the travel and tourism sector. Also, applying knowledge sharing as a possible mediator, the study evokes the mechanisms through influencing leadership styles on job performance in the hotel. Therefore, the study contributes to fill the gap in the body of knowledge by providing the process related transformational and transactional leadership to job performance. Finally, giving a great attention of the mediating effect of knowledge sharing on job performance, the study reaffirms the scientific knowledge that knowledge sharing which relies on conservation of resource theory contributes positively job performance.

Finally, in order to understand which types of leadership style which respond to job performance by mediating knowledge sharing, the study establishes the suitable situation under which leadership styles would be more effective. It also has important value on the growing research examining how the study concentrates to the employees' perceptions because leadership styles connect to the follower's subjective perceptions.

### **Managerial Implication**

The study findings supply some valuable managerial implications. Firstly, to elevate the knowledge sharing process, organization should develop job performance based on transformational and transactional leadership. At the end, the organizational effectiveness should manage and utilize knowledge information as a key of intangible assets to contribute a beneficial outcome.

### **Directions for Future Studies**

This study may have limitations in the ability to apply inductive logic in regard with the findings hotel industry in Jawa Tengah Province as general because of the technique sampling and sum the number of sample. Nevertheless, it should be appreciated that ignoring the limitation, the study's finding is useful and trustworthy for men who take a position in the hotel industry. The trust of this study is that the respondents filled in personal data quite completely as trusted sources and participated in filling the answers voluntarily. The future research can replicate the findings model in other industries such as finance industry, educational sector, and government sector to assert the model. Then, the next study may propose to explore different processes of mediating mechanisms between leadership style and job performance. Finally, qualitative study can apply to dig deeply the process between leadership styles and job performance.

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