

Knowledge Oriented Leadership and Knowledge Worker-Performance: The Mediating Role of Knowledge Management Practices, Organizational Commitment and Job Satisfaction

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Abstract

This study aims to analyze the effect of Knowledge-Oriented Leadership on Knowledge Worker Performance by considering the mediating role of Organizational Commitment, Job Satisfaction, and Knowledge Management Practices. This study was conducted at the East Java Nabdlatul Ulama Higher Education Institution (LPTNU), which faces challenges in improving lecturer performance. This study used quantitative methods with a sample of 283 respondents who were permanent lecturers at LPTNU. Data were collected through questionnaires and analyzed using SmartPLS. The results showed that Knowledge-Oriented Leadership has no direct effect on Knowledge Worker Performance. However, this variable has a positive and significant influence on Organizational Commitment and Knowledge Management Practices. In addition, Knowledge Management Practices and Organizational Commitment significantly improve Knowledge Worker Performance. Job Satisfaction was also found to act as a mediator in the relationship between Knowledge-Oriented Leadership and Knowledge Worker Performance. This research contributes to the development of the Knowledge-Based View (KBV) theory by reinforcing the importance of the mediating roles of Organizational Commitment, Job Satisfaction, and Knowledge Management Practices. From a practical perspective, these results provide insights for LPTNU management to strengthen policies that support Knowledge-Oriented Leadership, as well as improve Organizational Commitment and Knowledge Management Practices.

Keywords: *Knowledge Oriented Leadership, Knowledge Worker Performance, Knowledge Management Practices, Organizational Commitment, Job Satisfaction.*

Introduction

Organizations that are successful in managing HR can be reflected in the HR performance produced. Employees are a very valuable company asset that must be managed well by the organization in order to provide optimal contribution (Kumar, 2018). In achieving its goals, an organization must have effective and efficient Human Resources (HR) performance because organizational performance is an accumulation of individual and group performance (Garavan et al., 2021). Performance is a record of outcomes resulting from the function of a particular job or activity during a certain period of time (Warr & Nielsen, 2018). Performance is the achievement of organizational goals that can be in the form of quantitative or qualitative output, creativity, flexibility, reliability, or other things desired by the organization (Shujahat et al., 2019). In order to create Knowledge Worker Performance, companies need to implement good leadership in directing each employee in achieving optimal performance (Pancasila et al., 2020). Knowledge Worker Performance can be seen through increasing Knowledge Oriented Leadership (Gürlek & Çemberci, 2020). According to (Khaksar et al., 2023) knowledge-based leadership plays an important role in improving organizational knowledge, transferring and diverting it, organizing knowledge, creating insights and managing knowledge and information. Knowledge-based leadership is considered as a stimulus for the relationship between the components of the organization's intellectual capital management (Jordão et al., 2020).

The role of leaders in knowledge management is that leaders have a significant position to influence the organization. Therefore, knowledge-based leadership is increasingly recognized as an important element for organizations to improve knowledge management. The role of Knowledge Oriented Leadership in

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organizational innovation is as a major determinant that encourages employees to comply with innovative decisions taken by leaders in order to create good performance (Donate & Sánchez De Pablo, 2015).

(Sahibzada et al., 2020) claim that knowledge-oriented leadership can increase employee satisfaction, organizational commitment and improve Knowledge Worker Performance in terms of task efficiency, job autonomy and timeliness. Previous studies on the relationship between knowledge-oriented leadership and performance, in the research results (Donate & Sánchez De Pablo, 2015; Rehman & Iqbal, 2020; Shujahat et al., 2019), where the study found that knowledge-oriented leadership has an effect on Knowledge Worker Performance. As a responsible leader, a knowledge-oriented leader will ensure the needs and satisfaction of employees in the organization, including being considered in simplifying employee tasks so that their performance is more effective (Pachayappan et al., 2022). Active leadership behavior and understanding the situation in the workplace are important factors that greatly influence the direction and effectiveness of knowledge management practices in organizations, because leaders currently have a significant position to influence their organizations. Therefore, knowledge-oriented leadership is increasingly recognized as an important element for organizations to improve knowledge management practices. Leaders act as catalysts for the knowledge management process (Donate & Sánchez De Pablo, 2015; Ramezani et al., 2017). On the one hand, leaders can provide conditions that allow participants to implement and develop their transformational skills to contribute their personal knowledge or to have faster access to relevant knowledge (Sahibzada et al., 2019). On the other hand, leadership behavior can foster knowledge production and enforcement.

Researchers have called for empirical investigations of knowledge-oriented leadership as a facilitator for knowledge management practices (Donate & Sánchez De Pablo, 2015; Ramezani et al., 2017). Research (Shamim et al., 2019) found that knowledge-oriented leadership positively influences knowledge management practices. Likewise, research (Sadeghi & Mostafavi Rad, 2018) found that there is a relationship between knowledge-based leadership and knowledge management practice activities. Research conducted by (Donate & Sánchez De Pablo, 2015) also found that knowledge-oriented leadership has an influence on knowledge management practices for further innovation.

The relationship between knowledge-oriented leadership and Knowledge Worker Performance has indeed become a unity in the field of knowledge between leaders and employees, where as a process to increase maximum work results, on the other hand, knowledge-oriented leadership has been given a special status in the field of management and its application (Meher & Mishra, 2022) and to create good employee performance that is oriented towards knowledge, it is necessary to have a knowledge-oriented leader who prioritizes, encourages, and values new ideas from employees, and is actively involved and committed to supporting knowledge and learning activities in the organization (Nawaz et al., 2024). Thus, high organizational commitment can be expected as a result of knowledge-oriented leadership. This is because strong organizational commitment can enable employees to participate more actively in the knowledge and innovation process, as well as increase employee awareness of the importance of knowledge in achieving organizational goals (Allassaf et al., 2020). According to research results from (Rehman & Iqbal, 2020), (Razzaq et al., 2019) and (Nila Sari et al., 2023) where the study found that knowledge-oriented leadership has a positive effect on organizational commitment. Another factor to support good employee performance by making employees feel satisfied, employee job satisfaction is very much needed, because job satisfaction will foster employee motivation to enjoy the job so that in the end there will be awareness from within the employee to be able to complete their work as well as possible (Hajiali et al., 2019). If the company cannot fulfill employee job satisfaction, then various negative attitudes will arise from employees which more or less affect the creation of the company's vision, mission, goals, targets or targets effectively and efficiently in order to increase productivity and maintain employee performance (Viñas-Bardolet et al., 2020); (Singh et al., 2019). In research from (Sahibzada et al., 2020), it is claimed that knowledge-oriented leadership can increase employee satisfaction in terms of task efficiency, job autonomy and punctuality. As a responsible leader, a knowledge-oriented leader will ensure that the needs and satisfaction of employees in the organization are met including simplifying their tasks for effective performance, and in previous research conducted by (Narang & Dwivedi, 2010) also found that job satisfaction has an influence on Knowledge Worker Performance. Likewise, in research (Viñas-Bardolet et al., 2020) found that career advancement

opportunities, flexible work schedules, colleague support, and work-family relationships and job security, emerged as the core in explaining job satisfaction among employees. In this study, researchers combine various variables in the form of relationships as research novelties, where the process of relationships between variables can be explained as the results of research from (Najeeb et al., 2018) found that knowledge management practices in a person's work environment are significantly related to high employee job satisfaction. This is also evident from research (Masa'deh et al., 2019) which reveals a significant positive impact of knowledge management practices on job satisfaction. Research (Arif & Rahman, 2018) found that knowledge management practices have a positive correlation with job satisfaction.

Research (Najeeb et al., 2018) also found that organizational commitment in one's work environment is significantly related to high employee job satisfaction. The results of the study (Loan, 2020) found that organizational commitment has a positive impact on job satisfaction. Focusing on organizational commitment can be associated with high job performance, showing better results in the organization and high job satisfaction (Sungu et al., 2020).

Based on the results of research from various relationships between variables, there is a consensus among researchers that organizational commitment and job performance have a significant relationship. This has been further proven through the findings (Ulfa et al., 2019) that low levels of commitment among managers and experts in the fields of R&D and Knowledge Management have significantly decreased performance levels. Similar findings were found (Sungu et al., 2020) based on research conducted among sales representatives at a large insurance company in East and Central Africa.

Managing knowledge is actually how organizations manage their employees, identify the knowledge possessed by employees, store and share it in teams and increase innovation (Mabey & Zhao, 2017). In addition, knowledge management is also interpreted as how people from different places begin to communicate with each other, which is now popular with learning organizations (Hislop et al., 2018). Knowledge management (KM) comes with a concept to be able to manage intellectual capital in organizations (Ramadan et al., 2017). Knowledge management practices are considered to be able to increase organizational commitment, especially in practice fostering a culture and environment where the components of the work environment and the provision of work content components are facilitated (Razzaq et al., 2018).

In relation to knowledge management, components of knowledge management infrastructure (e.g. good supervisory relationships, knowledge-based HRM practices, reward culture for knowledge behavior, autonomy for knowledge creation, knowledge-oriented leadership, and collaborative and learning culture) foster organizational commitment by nurturing job satisfaction (Kianto et al., 2019). Similarly, knowledge management practices support job content components (e.g. provision of knowledge and opportunities to perform unstructured knowledge work and thus involve greater skill and task variety) to foster organizational commitment (Chiu & Chen, 2016); (Kianto et al., 2019).

Research (Razzaq et al., 2018) found that Knowledge Management Practices are a significant source for fostering organizational commitment. Likewise, research (Chiu & Chen, 2016) stated that there is a positive relationship between knowledge management practices and organizational commitment in Taiwanese public utility organizations, but different from research (Mustapa, 2017) in the Malaysian public sector. This study is understood as the implementation of knowledge management practices that involve maintaining overall job satisfaction through the impact of work environment components and job content components (Kianto et al., 2019).

Knowledge management practices not only affect organizational commitment but are also related to Knowledge Worker Performance. (Razzaq et al., 2018) stated that knowledge workers' experiences of knowledge management practices (e.g. knowledge creation, knowledge sharing, knowledge codification, and knowledge storage) can improve their performance. For example, providing knowledge to knowledge workers through knowledge management practices can improve their task performance. In line with that, knowledge management infrastructure through its components such as learning culture, rewards, and collaboration can improve its contextual performance (Kianto et al., 2019).

There are six studies that examine the effect of knowledge management practices on employee performance (Razzaq et al., 2018); (Masa'deh et al., 2019); (Mustapa, 2017). Among the six research studies, five of them were conducted in business organizations that found a positive impact of knowledge management on employee performance. However, only the study (Mustapa, 2017) empirically tested the effect of knowledge management practices on job performance in the public sector. (Mustapa, 2017) proposed that restructured work of local government officials can improve employee performance.

Knowledge management practices are related to organizational behaviors required for intensive organizations in order to improve performance (Gürlek & Çemberci, 2020). Knowledge-oriented leadership as a driving force for Knowledge management actions that are indirectly related to performance (Rehman & Iqbal, 2020). In fact, broader knowledge-oriented leadership has developed knowledge management practices, which in turn affect Knowledge Worker Performance (Muhammed & Zaim, 2020).

From various previous studies, inconsistencies were found in the research results obtained, such as in the study (Rehman & Iqbal, 2020) it was found that knowledge management practices can be a link between knowledge-oriented leadership and Knowledge Worker Performance. Similarly, research (Mahfud & Purwanto, 2023) found that knowledge management practices can mediate the influence of knowledge-oriented leadership on Knowledge Worker Performance. Research (Sadeghi & Mostafavi Rad, 2018) found that knowledge management practices were not proven to be able to link the influence of knowledge-oriented leadership on Knowledge Worker Performance. Meanwhile, research (Shamim et al., 2019), (Viñas-Bardolet et al., 2020), (Narang & Dwivedi, 2010), (Rehman & Iqbal, 2020), (Sadeghi & Mostafavi Rad, 2018) and (Mahfud & Purwanto, 2023) found that job satisfaction was able to mediate the influence of knowledge-oriented leadership on Knowledge Worker Performance. Based on the inconsistency of the results that have been put forward, this is a gap and opportunity for researchers to conduct tests related to this topic. The researcher linked this topic to the phenomena that exist in Higher Education which is one of the institutions that contributes to educational activities (Longhurst et al., 2020). Higher education is the highest level of education that plays a very important role in achieving educational goals. One of the goals of Indonesian national education is to educate the nation's life so that it can compete with developed countries. According to (Mukhamedov et al., 2020), the quality of education can be marked by the relevance of graduates of educational institutions to the needs of society. Based on the World Population Review, Indonesia is ranked 54th out of 78 countries in 2021 (Larasati, 2022). This figure is still not too superior when compared to other countries in Southeast Asia. Because Singapore managed to occupy the 21st position, Malaysia in 38th position and Thailand in 46th position. Even so, Indonesia is still superior to the Philippines in 55th position, Vietnam in 66th position, and Myanmar in 77th position. And in 2022, Indonesia was ranked 67th in education. So, Indonesia has not yet succeeded in occupying the top 20 in the education rankings (Worldtop20.org, 2023).

Meanwhile, in 2023, Indonesia is ranked 67th out of 209 countries in the world. Indonesia's ranking is side by side with Albania in 66th position and Serbia in 68th position. The ranking is based on five levels of education, namely the Early Childhood School Enrollment Rate of 68 percent, Elementary School Completion Rate of 100 percent, Middle School Completion Rate of 91.19 percent, High School Graduation Rate of 78 percent, and College Graduation Rate of 19 percent (Worldtop20.org, 2023). This concludes that the level of education in Indonesia is still low.

This is due to the quality of higher education in Indonesia which is still low and does not meet international education standards (Juliastuti et al., 2023). The low quality of higher education is inseparable from the low performance of lecturers as teaching staff at higher education institutions. The performance of lecturers at higher education institutions, especially private ones, is a concern for many groups, this is due to the importance of lecturers in providing educational services to their students.

Various efforts to realize optimal lecturer performance will ultimately have an impact on work-related outcomes such as organizational commitment and job satisfaction. Based on initial interviews in the LPTNU college environment, there are lecturers who feel dissatisfied because their income is low, career opportunities are limited, they do not get maximum information on competency improvement and there is still leadership that interferes and intimidates and favors certain groups. In addition, there are also quite a

few lecturers who want to move to other universities if there is an opportunity. This reflects the problems of job satisfaction, organizational commitment, knowledge management and leadership, so it is important to conduct research at universities under LPTNU regarding the influence of knowledge-oriented leadership on Knowledge Worker Performance mediated by knowledge management practices, organizational commitment and job satisfaction.

Literature and Hypotheses

This study focuses on the KBV theory, Knowledge Based View (KBV) is a new extension of the resource-based view of the company/resources based theory (RBT) which provides a strong theoretical understanding in supporting intellectual capital (Ogutu et al., 2023). KBV comes from RBV and shows that knowledge in its various forms is a resource interest (Martin & Javalgi, 2019). The basic assumption of the knowledge-based theory of the company is a derivation of the resource-based view theory of the company. knowledge in the company that started from the growth theory of the firm (Penrose, 1959 in Ande et al., 2018) which was then derived by (Barney et al., 2021) into a resource-based view until finally by (Teece et al., 2009) developed into Knowledge Based View. The role of Knowledge Based View is to build human capital involvement so that companies can adapt to various problems more effectively and efficiently (Chiu & Chen, 2016). This makes human resource development more dominant and structured. As (Penrose, 1959 in Ande et al., 2018) argues that a company is an integration of human and non-human resources where human resources play an important role in managing, namely planning, organizing, coordinating, and evaluating and orchestrating other resources. In a knowledge-based view, companies develop new knowledge that is important for building competitive advantage from the unique combination of knowledge (Nelson & Winter, 1982), because it recalls the role of the resource-based view theory that companies must be unique so that they are difficult to compete with and imitate. Today, companies compete by developing new knowledge faster than competitors. This involves the role of human resources (human capital) in the organization to develop knowledge, especially intellectual capital, to produce something unique as a characteristic of the organization that is difficult for competitors to imitate. From this explanation, according to the resource-based view and Knowledge Based View, intellectual capital meets the criteria as a unique resource to create added value. This added value is in the form of increasingly better employee performance in the company. Furthermore, according to (Teece et al., 2009), the knowledge-based theory of the company describes the following typical characteristics;

- a. Knowledge holds the most strategic meaning in the company.
- b. Activities and production processes in the company involve the application of knowledge.
- c. Individuals in the organization are responsible for creating, holding, and sharing knowledge.

The knowledge-based theory relies heavily on the resource-based view of the company that combines significant, unique and rare knowledge assets (Kianto et al., 2019). Furthermore, the knowledge-based theory (KBV) assumes that knowledge in the organization is considered a strategic asset and the main source of value and sustainable competitive advantage. Therefore, superior performance is destined only for organizations that manage and apply their knowledge and intelligence efficiently (Sahibzada et al., 2020).

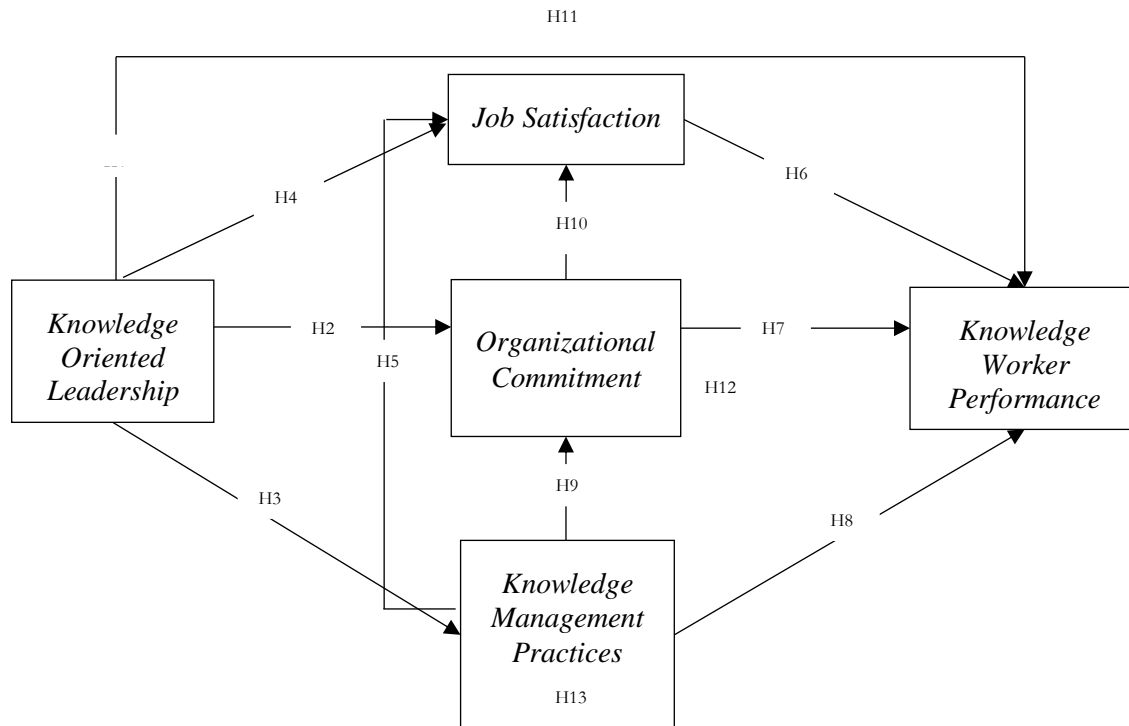


Figure 1. Conceptual Model

The above model explains the relationship between variables, namely knowledge-oriented leadership, knowledge management practices, organizational commitment, job satisfaction and knowledge worker performance. KBV theory underlies the model. In the Knowledge Base View (KBV) theory (Grant, 1996) knowledge is considered a strategic resource that can provide competitive advantage for organizations. Therefore, knowledge-oriented leadership and knowledge worker performance are very important in creating and developing knowledge in organizations. Thus, the relationship between knowledge-oriented leadership and knowledge worker performance can be strengthened through the mediation of knowledge management practices, organizational commitment, and job satisfaction within the scope of KBV theory. In the context of lecturers, Knowledge Worker Performance is the main topic, where Knowledge Worker Performance is a demand for every lecturer in improving the quality of education. A lecturer has an obligation to teach, research and serve the community (Razzaq et al., 2018). Lecturers are intellectual workers who can also be called knowledge workers or workers who use knowledge as the main capital in doing their jobs. Knowledge Worker Performance is very much needed by universities to achieve goals, the development of professional competencies and knowledge updates are very much needed, for example pedagogical competencies, development of research capabilities, community service activities and so on (Najeeb et al., 2018). The realization of Knowledge Worker Performance cannot be separated from the existence of leaders who truly view knowledge as the main thing in achieving goals, this is where Knowledge Oriented Leadership has a very important role. A knowledge-oriented leader must stimulate new and important knowledge to be shared, developed and used in such a way as to bring change. Knowledge-oriented leaders must act as role models and develop mechanisms for the provision, transfer and application of knowledge. Here the role of Knowledge Oriented Leadership is one of the main determinants that drives increased Knowledge Worker Performance. In addition, knowledge management practices must also be implemented in organizations or agencies, because these practices can encourage organizational commitment and knowledge worker performance, by creating good knowledge management practices and high organizational commitment is one of the efforts to improve the performance of lecturers (Rehman & Iqbal, 2020).

From the conceptual model above, the following hypotheses can be explained

H1: Knowledge Oriented Leadership has a positive and significant effect on Knowledge Worker Performance.

H2: Knowledge Oriented Leadership has a positive and significant effect on organizational commitment.

H3: Knowledge Oriented Leadership has a positive and significant effect on Knowledge Management Practices.

H4: Knowledge Oriented Leadership has a positive and significant effect on Job Satisfaction.

H5: Knowledge Management Practices have a positive and significant effect on Job Satisfaction.

H6: Job Satisfaction has a positive and significant effect on Knowledge Worker Performance

H7: Organizational Commitment has a positive and significant effect on Knowledge Worker Performance

H8: Knowledge Management Practices have a positive and significant effect on Knowledge Worker Performance.

H9: Knowledge Management Practices have a positive and significant effect on Organizational Commitment.

H10: Organizational Commitment has a positive and significant effect on Job Satisfaction.

H11: Job Satisfaction is a Mediator that Strengthens the Effect of Knowledge Oriented Leadership on Knowledge Worker Performance.

H12: Organizational Commitment is a Mediator that Strengthens the Effect of Knowledge Oriented Leadership on Knowledge Worker Performance.

H13: Knowledge management practices are a mediator that strengthens the influence of Knowledge Oriented Leadership on Knowledge Worker Performance.

Research Method

The approach in this study is a quantitative approach, because this research is presented with numbers. This is in accordance with the opinion of (Hair et al., 2019) who stated that quantitative research is a research approach that is often required to use numbers, starting from data collection, interpretation of the data, and the appearance of the results.

According to (Hair et al., 2019), the survey method is a method used to obtain data from certain natural (not artificial) places, where researchers carry out treatment in data collection, for example by distributing questionnaires, tests, and so on. The type of research conducted is explanatory research. According to (Hair et al., 2019) explanatory research is a study where researchers explain the causal relationship between variables through hypothesis testing.

This research was conducted at a university under the auspices of the Nahdlatul Ulama Higher Education Institution for East Java (LPTNU). LPTNU is one of the autonomous bodies of the Nahdlatul Ulama community religious organization which has high credibility, besides being the largest Muslim community in Indonesia, it is also an internationally recognized organization as evidenced by the existence of the Nahdlatul Ulama Special Branch Management Structure (PCINU) in 34 countries.

Population and Sample

A population is a generalization area consisting of objects or subjects that have certain quantities and characteristics that are applied by researchers to study and draw conclusions (Sarstedt et al., 2017). The population of this study was all permanent lecturers from 90 universities that are members of the Nahdlatul Ulama Higher Education Institution (LPTNU) of East Java Province, totaling 5414 lecturers.

A sample is a selection of several elements in a population that can be concluded about the entire population (D. Cooper & Schindler, 2014). Meanwhile, according to (Hair et al., 2020), a sample is a certain part selected from a population or each part of a population, selected based on whether it is representative or not. The sample must reflect the characteristics of the population, thereby minimizing errors associated with sampling. The use of the right sampling design can achieve research objectives (Hair et al., 2020).

The determination of the minimum number of samples in this study refers to the statement (Hair et al., 2020) that the number of samples as respondents must be adjusted to the number of question indicators used in the questionnaire, with the assumption that it ranges from a minimum of 5 times the indicator to a maximum of 10 times the indicator. In this study, the number of items is 56 question items, so the minimum sample size used is 56×5 equal to 280 respondents. The sampling from each subpopulation uses a proportional random sampling technique. Proportional random sampling is a sampling method where the number of elements selected from each region is proportional to a certain size relative to the overall sample size (Hair et al., 2020).

Operational variables

According to (D. Cooper & Schindler, 2014) research variables are characteristics, properties, and attributes that are measured through symbols that are given values and include several types such as continuous, control, decision, dependent, dichotomous, discrete, dummy, extraneous, independent, intervening, and moderating. (Hair et al., 2020) explains that the operational definition is a definition statement presented in the form of specific criteria for testing or measuring a variable that has a form that can be measured and calculated empirically (Hair et al., 2020). Therefore, the operational definition used for measurement must explain in detail how the variable is measured, describe the characteristics of the variable to be observed, and the methods or methods used in observing the variable (D. Cooper & Schindler, 2014). The variables in this study are:

Knowledge Oriented Leadership

Knowledge Oriented Leadership is defined as a leadership style that inspires lecturers to manage, empower and promote knowledge in achieving organizational goals (Rehman & Iqbal, 2020). Knowledge Oriented Leadership can be measured using 6 question items adopted from previous studies (Donate & Sánchez De Pablo, 2015; Sahibzada et al., 2020), for example "Leadership has created an environment of responsible employee behavior and teamwork" All respondents' responses in this study were assessed using a five-point Likert scale with answers ranging from 1 (strongly disagree) to 5 (strongly agree) (D. R. Cooper & Schindler, 2014).

Knowledge Worker Performance

Knowledge Worker Performance is defined as the work results of intellectual workers or workers who use their knowledge as the main capital to carry out their work (Sahibzada et al., 2020). Knowledge Worker Performance can be measured using 15 question items, of which the items consist of two dimensions, including 7 items regarding task performance and 8 items regarding contextual performance adopted from (Zoghbi-Manrique-de-Lara & Ting-Ding, 2017), such as the example "You complete the tasks given adequately". All respondents' responses in this study were assessed using a five-point Likert scale with answers ranging from 1 (strongly disagree) to 5 (strongly agree) (D. R. Cooper & Schindler, 2014).

Knowledge management practices

Knowledge management practices are the process or application of functions where knowledge is created, acquired, shared, codified and utilized through the work environment. Knowledge management practices can be measured using 23 question items adopted from previous research (Najeeb et al., 2018) such as the example "I easily obtain the information needed in my work." All respondents' responses in this study were assessed using a five-point Likert scale with answers ranging from 1 (strongly disagree) to 5 (strongly agree) (D. R. Cooper & Schindler, 2014).

Organizational Commitment

Organizational Commitment is defined as an employee's strong belief and acceptance of the organization's goals and values and efforts on behalf of the organization to achieve goals and a strong desire to maintain membership in the organization. Organizational Commitment can be measured using 7 question items adopted from previous studies such as "I tell my friends that this is a good organization to work for." All respondents' responses in this study were assessed using a five-point Likert scale with answers ranging from 1 (strongly disagree) to 5 (strongly agree) (D. R. Cooper & Schindler, 2014).

Job Satisfaction

Job Satisfaction is defined as a pleasant or unpleasant emotional state in which employees view their work. Job Satisfaction can be measured using 5 question items adopted from previous research (Zoghbi-Manrique-de-Lara & Ting-Ding, 2017) such as "How satisfied are you with your salary." All respondents' responses in this study were assessed using a five-point Likert scale with answers ranging from 1 (strongly disagree) to 5 (strongly agree) (D. R. Cooper & Schindler, 2014).

Results

The results of the descriptive statistical analysis of the research are as follows:

Table 4. Descriptive Statistic of Sample (N=283)

Variables	Number of item	Theoretical Range		Actual Range		Mean	S.D
		Min	Max	Min	Max		
<i>Knowledge Oriented Leadership</i>	6	2,00	5,00	12,00	30,00	24,99	3,920
<i>Knowledge Management Practices</i>	23	2,26	5,00	52,00	115,00	94,41	16,073
<i>Organisational Commitment</i>	7	2,14	5,00	15,00	35,00	27,07	4,848
<i>Job Satisfaction</i>	5	2,00	5,00	10,00	25,00	20,13	3,284
<i>Knowledge Worker Performance</i>	15	2,00	4,93	30,00	74,00	61,04	9,218

The results of the descriptive calculations above show the range of Theoretical Range values and the range of Actual Range values. Theoretical Range is the range of values obtained based on the measurement scale used in the research instrument, namely the Likert scale 1 - 5. While the Actual Range is the range of values actually obtained from respondent data based on the total response value given by the research sample. The difference between these values can provide insight into how much variation in actual data is compared to theoretical data variation and shows the distribution and diversity of responses from the research sample studied. The results of the descriptive calculations above show that the amount of data studied on 283 respondents in the research variables of Knowledge Oriented Leadership, Knowledge Management Practices, Organizational Commitment, Job Satisfaction and Knowledge Worker-Performance. The Knowledge Oriented Leadership variable is measured using 6 statement items with a theoretical range of 2.00 - 5.00 using a Likert scale, while the actual range based on the total value obtained is 12.00 - 30.00 with an average value of 24.99 and a standard deviation of 3.920. This shows that the respondents' perception of Knowledge Oriented Leadership tends to be high with moderate variation. This variation is considered moderate because the standard deviation is within limits that are not too far from the average value which

indicates a difference in the respondents' perceptions. The Knowledge Management Practice variable is measured using 23 statement items with a theoretical range of 2.26 - 5.00 using a Likert scale, while the actual range based on the total value obtained is 52.00 - 115.00 with an average value of 94.41 and a standard deviation of 16.073. This shows that Knowledge Management Practices are quite good among respondents with significant large variations. The large variation in this actual range indicates a significant difference in perception in Knowledge Management Practices among respondents. The Organizational Commitment variable is measured using 7 statement items with a theoretical range of 2.14 - 5.00 using a Likert scale, while the actual range based on the total value obtained is 15.00 - 35.00. The average value shows a value of 27.07 with a standard deviation of 4.848. This indicates that Organizational Commitment is quite high with moderate variation. Variation is considered moderate because the standard deviation shows some differences in the perception of Organizational Commitment. In the Job Satisfaction variable, it is measured using 5 statement items with a theoretical range of 2.00 - 5.00 using a Likert scale, while the actual range based on the total value obtained is 10.00 - 25.00. The average value shows a value of 20.13 with a standard deviation of 3.284. This indicates that Job Satisfaction is high among respondents, with little variation in the perception of satisfaction felt. Variation is considered small because the standard deviation shows little difference in the perception of the level of Job Satisfaction.

In the Knowledge Worker Performance variable, it is measured using 15 statement items with a theoretical range of 2.00 - 4.93 using a Likert scale, while the actual range based on the total value obtained is 30.00 - 74.00. The average value shows a value of 61.04 with a standard deviation of 9.218. This indicates good Knowledge Worker Performance with quite large variations among respondents. Large variations in Knowledge Worker Performance indicate that there are significant differences in the perception of Knowledge Worker Performance.

Determination Coefficient Test (R^2)

Based on data processing that has been carried out using the smartPLS 3.0 program, the R-Square value is obtained as follows:

Table 11. *R Square Value*

	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Job Satisfaction</i>	0,496	0,492
<i>Knowledge Worker Performance</i>	0,486	0,478
<i>Organisational Commitment</i>	0,448	0,445
<i>Knowledge Management Practices</i>	0,453	0,451

Based on the data presentation in table 11 above, it can be seen that the R-Square value for Job Satisfaction is 0.496. The acquisition of this value explains that the percentage of Knowledge Management Practices and Organizational Commitment in influencing or explaining the Job Satisfaction variable is 49.6%. Then for the R-Square value obtained for the Knowledge Worker Performance variable is 0.486. This value explains that Knowledge Worker Performance can be explained by Knowledge Oriented Leadership, Job Satisfaction, Organizational Commitment and Knowledge Management Practices by 48.6%. The R-Square value obtained for the Organizational Commitment variable is 0.448. This value explains that Organizational Commitment can be explained by Knowledge Oriented Leadership and Knowledge Management Practices by 44.8%. The R-Square value obtained for the Knowledge Management Practice variable is 0.453. This value explains that Knowledge Management Practices can be explained by Knowledge Oriented Leadership by 45.3%.

Hypothesis Testing

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values

value. The research hypothesis can be declared accepted if the P-Values value <0.05 (Hair et al., 2020). The following are the results of the hypothesis test obtained in this study:

Table 12. Hypothesis Testing

Hypothesis	Effect	Path Coeficeint	ST.Dev	T Statistics	P Values	Explanation
<i>Dirrect Effect</i>						
H1	<i>Knowledge Leadership Performance</i> Oriented Worker ->	0,052	0,072	0,722	0,471	Not Supported
H2	<i>Knowledge Leadership Organisational Commitment</i> Oriented ->	0,477	0,066	7,203	0,000	Supported
H3	<i>Knowledge Leadership Knowledge Management Practices</i> Oriented ->	0,673	0,040	16,812	0,000	Supported
H4	<i>Knowledge Leadership Satisfaction</i> Oriented Job ->	0,587	0,055	9,977	0,000	Supported
H5	<i>Knowledge Management Practices</i> Oriented Job ->	0,260	0,066	3,950	0,000	Supported
H6	<i>Job Satisfaction Knowledge Performance</i> Worker ->	0,395	0,065	6,097	0,000	Supported
H7	<i>Organisational Commitment Knowledge Performance</i> Worker ->	0,222	0,079	2,828	0,005	Supported
H8	<i>Knowledge Management Practices</i> Oriented Knowledge Worker Performance ->	0,136	0,063	2,149	0,032	Supported
H9	<i>Knowledge Management Practices</i> Oriented Organisational Commitment ->	0,248	0,063	3,953	0,000	Supported
H10	<i>Organisational Commitment Satisfaction</i> Oriented Job ->	0,523	0,053	9,782	0,000	Supported
<i>Indirect Effect</i>						
H11	<i>Knowledge Leadership Satisfaction Knowledge Performance</i> Oriented Job Worker ->	0,069	0,023	3,024	0,003	Supported
H12	<i>Knowledge Leadership Organisational Commitment Knowledge Performance</i> Oriented Worker ->	0,106	0,039	2,694	0,007	Supported
H13	<i>Knowledge Leadership Knowledge Management</i> Oriented ->	0,091	0,042	2,199	0,028	Supported

	Practices -> Knowledge Worker Performance					
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Hypothesis H1

The results of the hypothesis test show that the influence of Knowledge Oriented Leadership (X) on Knowledge Worker Performance (Y) has a T statistic value of less than the T table ($0.722 < 1.968$) and a P value of 0.471 or greater than the alpha standard of 5% ($0.471 > 0.05$), this indicates that there is no significant influence of Knowledge Oriented Leadership on Knowledge Worker Performance. The path coefficient value of 0.052 is positive indicating that the influence given by Knowledge Oriented Leadership on Knowledge Worker Performance is positive. So it can be concluded that there is no influence by Knowledge Oriented Leadership on Knowledge Worker Performance. In other words, Knowledge Oriented Leadership has no effect on Knowledge Worker Performance or the first hypothesis (H1) is not supported.

Hypothesis H2

The results of the hypothesis test show that the influence of Knowledge Oriented Leadership (X) on Organizational Commitment (Z2) has a T statistic value greater than the T table ($7.203 > 1.968$) and a P value of 0.000 or less than the alpha standard of 5% ($0.000 < 0.05$), this indicates that there is a significant influence of Knowledge Oriented Leadership on Organizational Commitment. The path coefficient value of 0.477 is positive, indicating that the influence given by Knowledge Oriented Leadership on Organizational Commitment is positive. So it can be concluded that Knowledge Oriented Leadership has a positive and significant effect on Organizational Commitment. In other words, Oriented Leadership has an effect on Organizational Commitment or the second hypothesis (H2) is supported.

Hypothesis H3

The results of the hypothesis test show that the influence of Knowledge Oriented Leadership (X) on Knowledge Management Practices (Z1) has a T statistic value greater than the T table ($16.812 > 1.968$) and a P value of 0.000 or less than the alpha standard of 5% ($0.000 < 0.05$), this indicates that there is a significant influence of Knowledge Oriented Leadership on Knowledge Management Practices. The path coefficient value of 0.673 is positive, indicating that the influence given by Knowledge Oriented Leadership on Knowledge Management Practices is positive. So it can be concluded that Knowledge Oriented Leadership has a positive and significant effect on Knowledge Management Practices. In other words, Knowledge Oriented Leadership has an effect on Knowledge Management Practices or the third hypothesis (H3) is supported.

Hypothesis H4

The results of the hypothesis test show that the influence of Knowledge Oriented Leadership (X) on Job Satisfaction (Z3) has a T statistic value greater than the T table ($9.977 > 1.968$) and a P value of 0.000 or less than the alpha standard of 5% ($0.000 < 0.05$), this indicates that there is a significant influence of Knowledge Oriented Leadership on Job Satisfaction. The path coefficient value of 0.587 is positive, indicating that the influence given by Knowledge Oriented Leadership on Job Satisfaction is positive. So it can be concluded that Knowledge Oriented Leadership has a positive and significant effect on Job Satisfaction. In other words, Knowledge Oriented Leadership has an effect on Job Satisfaction or the fourth Hypothesis (H4) is supported.

Hypothesis H5

The results of the hypothesis test show that the effect of Knowledge Management Practices (Z1) on Job Satisfaction (Z3) has a T statistic value greater than the T table ($3.950 < 1.968$) and a P value of 0.000 or less than the alpha standard of 5% ($0.000 < 0.05$), this indicates that there is a significant effect of Knowledge Management Practices on Job Satisfaction. The path coefficient value of 0.260 is positive, indicating that

the effect given by Knowledge Management Practices on Job Satisfaction is positive. So it can be concluded that Knowledge Management Practices have a positive and significant effect on Job Satisfaction. In other words, Knowledge Management Practices have an effect on Job Satisfaction or the fifth Hypothesis (H5) is supported.

Hypothesis H6

The results of the hypothesis test show that the effect of Job Satisfaction (Z3) on Knowledge Worker Performance (Y) has a T statistic value greater than the T table ($6.097 > 1.968$) and a P value of 0.000 or less than the alpha standard of 5% ($0.000 < 0.05$), this indicates that there is a significant effect of Job Satisfaction on Knowledge Worker Performance. The path coefficient value of 0.395 is positive indicating that the effect given by Job Satisfaction on Knowledge Worker Performance is positive. So it can be concluded that Job Satisfaction has a positive and significant effect on Knowledge Worker Performance. In other words, Job Satisfaction affects Knowledge Worker Performance or the sixth Hypothesis (H6) is supported.

Hypothesis H7

The results of the hypothesis test show that the influence of Organizational Commitment (Z2) on Knowledge Worker Performance (Y) has a T statistic value greater than the T table ($2.828 > 1.968$) and a P value of 0.005 or less than the alpha standard of 5% ($0.005 < 0.05$), this indicates that there is a significant influence of Organizational Commitment on Knowledge Worker Performance. The path coefficient value of 0.222 is positive, indicating that the influence given by Organizational Commitment on Knowledge Worker Performance is positive. So it can be concluded that Organizational Commitment has a positive and significant effect on Knowledge Worker Performance. In other words, Organizational Commitment has an effect on Knowledge Worker Performance or the seventh Hypothesis (H7) is supported.

Hypothesis H8

The results of the hypothesis test show that the effect of Knowledge Management Practices (Z1) on Knowledge Worker Performance (Y) has a T statistic value greater than the T table ($2.149 > 1.968$) and a P value of 0.032 or smaller than the alpha standard of 5% ($0.032 < 0.05$), this indicates that there is a significant effect of Knowledge Management Practices on Knowledge Worker Performance. The path coefficient value of 0.136 is positive, indicating that the effect given by Knowledge Management Practices on Knowledge Worker Performance is positive. So it can be concluded that Knowledge Management Practices have a positive and significant effect on Knowledge Worker Performance. In other words, Knowledge Management Practices have an effect on Knowledge Worker Performance or the eighth Hypothesis (H8) is supported.

Hypothesis H9

The results of the hypothesis test show that the influence of Knowledge Management Practices (Z1) on Organizational Commitment (Z2) has a T statistic value greater than the T table ($3.953 > 1.968$) and a P value of 0.000 or less than the alpha standard of 5% ($0.000 < 0.05$), this indicates that there is a significant influence of Knowledge Management Practices on Organizational Commitment. The path coefficient value of 0.248 is positive, indicating that the influence given by Knowledge Management Practices on Organizational Commitment is positive. So it can be concluded that Knowledge Management Practices have a positive and significant effect on Organizational Commitment. In other words, Knowledge Management Practices have an effect on Organizational Commitment or the ninth Hypothesis (H9) is supported.

Hypothesis H10

The results of the hypothesis test show that the effect of Organizational Commitment (Z2) on Job Satisfaction (Z3) has a T statistic value greater than the T table ($9.782 > 1.968$) and a P value of 0.000 or

less than the alpha standard of 5% ($0.000 < 0.05$), this indicates that there is a significant effect of Organizational Commitment on Job Satisfaction. The path coefficient value of 0.523 is positive, indicating that the effect given by Organizational Commitment on Job Satisfaction is positive. So it can be concluded that Organizational Commitment has a positive and significant effect on Job Satisfaction. In other words, Organizational Commitment has an effect on Job Satisfaction or the tenth Hypothesis (H10) is supported.

Hypothesis H11

The results of hypothesis testing show that the mediation effect of Job Satisfaction (Z3) on Knowledge Oriented Leadership (X) on Knowledge Worker Performance (Y) has a T statistic value greater than the T table ($3.024 > 1.968$) and a P value of 0.003 or smaller than the alpha standard of 5% ($0.003 < 0.05$), this indicates that there is a mediation effect of Job Satisfaction on Knowledge Oriented Leadership on Knowledge Worker Performance. The path coefficient value of 0.069 is positive indicating that the effect given by the mediation of Job Satisfaction on Knowledge Oriented Leadership on Knowledge Worker Performance is positive. So it can be said that Job Satisfaction is able to mediate Knowledge Oriented Leadership on Knowledge Worker Performance. In other words, Job Satisfaction is a mediator that strengthens the effect of Knowledge Oriented Leadership on Knowledge Worker Performance or the eleventh Hypothesis (H11) is supported.

Hypothesis H12

The results of hypothesis testing show that the mediation effect of Organizational Commitment (Z2) on Knowledge Oriented Leadership (X) on Knowledge Worker Performance (Y) has a T statistic greater than the T table ($2.694 > 1.968$) and a P value of 0.007 or smaller than the alpha standard of 5% ($0.007 < 0.05$), this indicates that there is a mediation effect of Organizational Commitment on Knowledge Oriented Leadership on Knowledge Worker Performance. The path coefficient value of 0.106 is positive indicating that the effect given by the mediation of Organizational Commitment on Knowledge Oriented Leadership on Knowledge Worker Performance is positive. So it can be said that Organizational Commitment is able to mediate Knowledge Oriented Leadership on Knowledge Worker Performance. In other words, Organizational Commitment is a mediator that strengthens the effect of Knowledge Oriented Leadership on Knowledge Worker Performance or the twelfth Hypothesis (H12) is supported.

Hypothesis H13

The results of hypothesis testing show the mediation effect of Knowledge Management Practices (Z1) on Knowledge Oriented Leadership (X) on Knowledge Worker Performance (Y) has a T statistic greater than the T table ($2.199 > 1.968$) and a P value of 0.007 or smaller than the alpha standard of 5% ($0.028 < 0.05$), this indicates that there is a mediation effect of Knowledge Management Practices on Knowledge Oriented Leadership on Knowledge Worker Performance. The path coefficient value of 0.523 is positive indicating the effect given by the mediation of Knowledge Management Practices on Knowledge Oriented Leadership on Knowledge Worker Performance is positive. So it can be said that Knowledge Management Practices are able to mediate Knowledge Oriented Leadership on Knowledge Worker Performance. In other words, Knowledge Management Practices are a mediator that strengthens the effect of Knowledge Oriented Leadership on Knowledge Worker Performance or the thirteen Hypothesis (H12) is supported.

Implication

This study makes a significant contribution to the development of the Knowledge-Based View (KBV) theory in the context of higher education, especially at LPTNU East Java. The KBV theory emphasizes that knowledge in an organization is considered a strategic asset and the main source of value and sustainable competitive advantage. Therefore, superior performance is destined only for organizations that manage and apply their knowledge and intelligence efficiently (Sahibzada et al., 2020). The results of this study indicate that Knowledge Oriented Leadership has no effect on Knowledge Worker Performance, these results can be a view in the application of the KBV theory which further emphasizes the importance of leadership that has good knowledge. However, these results show a new view or opinion that the KBV

theory does not only prioritize KOL or knowledge as a factor that can increase KWP, but there are other factors or variables as mediators that can support KOL in increasing KWP, namely; Organizational Commitment, Job Satisfaction and Knowledge Management Practices.

Thus, this study not only strengthens the theoretical basis of KBV but also opens up opportunities for further exploration of the interaction between Knowledge Oriented Leadership, Organizational Commitment, Job Satisfaction and Knowledge Management Practices in improving Knowledge Worker Performance in Educational Institutions.

In Practice this research provides insight into the management policy of LPTNU East Java. The results of this study can be used as a consideration in implementing policies that support Knowledge Oriented Leadership. This includes the provision of resources and infrastructure or facilities that are good and needed to support the process of managing and developing good knowledge, such as the development of laboratories, digital libraries and collaboration between lecturers and students. Then, this study can also improve policies based on organizational commitment and job satisfaction through career development programs, awards and adjustments to the work environment and improving knowledge management practices through management strategies that strengthen lecturer performance. The policies created will not only improve Knowledge Worker Performance individually for lecturers but will also have a positive impact on the overall performance of the institution at LPTNU East Java in achieving competitive advantage through the right human resources.

Limitation and Recommendation for Future Research

Limitations This study only focuses on one subject and object of research studied as a research sample, namely Permanent Lecturers at LPTNU throughout East Java. This study was conducted quantitatively through the distribution of questionnaires, where in obtaining the questionnaire there were limitations in revealing the actual responses of respondents. In addition, this study has limitations based on the conditions of the institution and the behavior of respondents that can change over time. Therefore, the results of the study still have limited relevance where only based on responses from a number of samples from the entire population that can be used during the study.

This study opens up opportunities for academics to expand the scope of studies on Knowledge Oriented Leadership (KOL) in the context of Islamic higher education, especially outside LPTNU, both on a national and international scale. In future research, expanding the variables studied, such as organizational culture, technology support, and innovative learning strategies, can enrich the literature and deepen understanding of the factors that influence Knowledge Worker Performance. In addition, it is recommended to use more complex research methods, such as structural models, and mixed methods approaches to capture deeper responses from respondents, in order to increase the validity and relevance of future research results.

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