

The Role of Knowledge Management, Transformational Leadership, and Organizational Commitment on Employee Performance: Empirical Study in Public Sector

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Abstract

Objective: This research aims to empirically investigate the influence of knowledge management practices and transformational leadership on employee performance in the public sector, through the role of organizational commitment as a mediator

Design/Methods/Approach: Data were collected using an online questionnaire method from 854 employees. Respondents who meet the requirements in this study are permanent employees with at least one year of work experience from staff level to manager. The collected data were analyzed using Lisrel 8.8 via structural equation modeling (SEM) to explain the relationship between constructs.

Findings: The findings of this study showed that both knowledge management and transformational leadership demonstrated a positive and significant effect on employee performance. Organizational commitment positively influenced employee performance, partly mediating the impacts of both knowledge management and transformational leadership on employee performance.

Originality/Value: This research sheds light on the role of knowledge management within the Indonesian public sector, a developing country context where previous studies have indicated its rare implementation. Additionally, by combining the role of transformative leadership style as an additional predictor, it can contribute to enriching existing literature. Although previous research has placed organizational commitment as a mediating factor, the integration of this research model has not occurred before, especially in the context of the public sector.

Practical/Policy Implication: Public sector organizations are advised to encourage the implementation of knowledge management and create transformative leaders. The synergy between knowledge management and transformational leadership fosters a dynamic workplace environment, enabling employees to be well-prepared, motivated, and empowered to perform effectively in their roles, thereby contributing to organizational success.

Keywords: Employee performance, Knowledge management, Transformational leadership, Organizational commitment, Public sector

JEL Classification: M54, J45



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I. Introduction

Performance management in the public sector is one of the most important functions that can reduce employee and system inefficiencies and increase overall organizational effectiveness (Asif & Rathore, 2021). Within the framework of constructing a service-oriented government, evaluating the effectiveness and success of government services now heavily relies on the performance of public sector employees (Fan et al., 2023). This, in turn, bolsters public trust, enhances communication and collaboration among government departments, and elevates overall organizational performance (Fan et al., 2023). Therefore, job performance continues to be a critical focus of research across both public and private sectors (Sudha et al., 2023).

Nowadays, the majority of workers are knowledge workers and the notion of intellectual worker performance within the realm of knowledge management (KM) remains relatively new (Patwary et al., 2023). Studies on KM are mostly carried out in developed countries such as the USA, Canada and the UK, while in developing countries it is still quite neglected (Razzaq et al., 2019). Massaro et al., (2015) claimed that only 27% of KM-related studies were conducted in Asia, with the majority focusing on India and Malaysia. In fact, in many studies, KM practices can be a source of improving knowledge worker performance because they are considered a meaningful input in producing good performance output (Razzaq et al., 2019). Therefore, this prompts us to undertake further investigations into KM practices within the public sector of Indonesia.

This study adopts a practical approach to examining KM, drawing from Kianto et al. (2016), a perspective not previously explored in the Indonesian public sector. This approach encompasses knowledge creation, codification, retention, and sharing. Several studies from various countries have proven that KM practices can improve performance, including in the public sector (e.g. Alharbi & Aloud, 2024; Mustapa & Mahmood, 2016; Razzaq et al., 2019), and in the private sector (e.g. Huang & Li, 2009; Jyoti & Rani, 2017; Patwary et al., 2023).

This research also investigates the effect of transformational leadership (TL) on employee performance. The increasing interest in TL within the public sector stems from the principles of public administration theory, which emphasize the necessity for public sector managers to evolve into leaders capable of inspiring and motivating their subordinates to align with the organization's vision and mission (Sudha et al., 2023). TL showed greater validity for employee-related outcomes compared to authentic and ethical leadership because TL encompasses various leader characteristics, including ethical aspects (Hoch et al., 2018). However, Implementing TL in the public sector is more challenging than in the private sector due to bureaucratic influences, cultures, and the political environment, which result in differences in treatment between individuals and managers (Sudha et al., 2023). Therefore, Fan et al. (2023) suggested that further research be conducted in other countries with different organizational cultures and tested with multi-level leadership, as will be done in this research.

This notion is supported by varying results in both the public and private sectors from previous research. Fan et al. (2023) proved that TL had a positive and significant effect on performance in the Chinese public sector, while Sudha et al. (2023) found insignificant results in the Maldives public sector. Additionally, research from the private sector (e.g. Buil et al., 2019; Jiatong et al., 2022; Qalati et al., 2022) demonstrated that TL could enhance performance positively, whereas Park et al. (2022) presented contrasting results. Referring to these variations in findings, we are encouraged to further investigate the influence of TL in the Indonesian public sector.

In this research, organizational commitment (OC) is characterized by its affective dimension, focusing on emotional attachment and employee involvement, which impacts performance (Oyewobi et al., 2019). Previous studies (e.g. Eliyana et al., 2019; Oyewobi et al., 2019; Patwary et al., 2023; Razzaq et al., 2019; Sudha et al., 2023) have consistently demonstrated the positive impact of OC on performance across both public and private sectors. Thus, this study seeks to investigate the effects of KM practices and TL on OC, along with OC's mediating role in the influence of these factors on employee performance.

From the preceding explanations, we delve into the impact of KM on performance, approached from a practical standpoint (Kianto et al., 2016). Then we tested the role of transformative leadership style on performance in terms of how leaders can articulate the organization's vision well, develop and support, build involvement and trust, think innovatively, set an example, and be charismatic toward subordinates (Carless et al., 2000). This research framework is a combination of research models from Razzaq et al. (2019) Fan et al. (2023) and Sudha et al. (2023). Notably, the combined exploration of KM and TL practice variables mediated by OC has not been previously investigated.

This research offers several significant contributions. Firstly, it aims to enhance the literature on public sector performance by highlighting KM practices (knowledge creation, codification, retention, and sharing) as direct predictors of employee performance. Secondly, it seeks to diversify the literature on the role of TL in the public sector, recognizing its susceptibility to organizational culture variations. This can enrich both practical and theoretical insights, given the diverse cultural, bureaucratic, and political contexts across different countries. Thirdly, it emphasizes the importance of affective commitment, whereby emotional attachment and involvement in the organization are stimulated through KM implementation and leadership, resulting in improved performance. Finally, from a practical standpoint, it is hoped that this research will inform organizational leaders' decision-making processes, aiding in the development of competitive advantages within the public sector.

This research uses quantitative methods by collecting data from online questionnaires. The data were processed using the covariance-based structural equation modeling (CB-SEM) technique to explain the relationship between

constructs. Furthermore, each section in this article will contain the following information. The Literature Review and Hypotheses Development section will discuss theory, previous research, and the hypotheses formulated. The Method section will briefly explain the unit of analysis, methodology used, sample, and respondent demographics based on the findings. Then at the end of this article, we will describe the results and discussion of the research as a whole, followed by theoretical and practical implications for further research.

2. Literature Review and Hypotheses Development

2.1. Organizational Behavior Theory

Organizational behavior (OB) is an interdisciplinary field dedicated to better understanding and managing individuals in the workplace (Kreitner & Kinicki, 2012). According to Asif and Rathore, (2021), performance management from an OB perspective does not only depend on technical aspects but also through daily interactions with a more dynamic approach to provide a real impact on improving employee performance. In this research, public sector employees are considered knowledge workers. Razzaq et al. (2019) suggested that the performance of knowledge workers should focus more on behavior rather than results, so it needs to be measured using dimensions that are aligned with organizational behavior, namely task performance and contextual performance.

Overall, OB is an important system of inputs, processes, and outputs for organizations (Robbins & Judge, 2023). Several elements in multidisciplinary OB such as motivation, organizational commitment, leadership, job satisfaction, job involvement, and job burnout have been widely discussed in previous research as predictors of performance (Al-Romeedy, 2019). KM practices in relation to OB cannot be separated. In this context, Kianto et al. (2016) emphasized that KM was largely about creating, providing, energizing, and supporting an appropriate knowledge environment within an organization, to motivate and enable knowledge workers to use and share their knowledge for creating innovations.

2.2. Knowledge Management, Employee Performance, and Organizational Commitment

Knowledge management (KM) is defined as the process of acquiring, exchanging, updating knowledge, and handling material data to achieve productivity, efficiency, cost reduction, and performance improvement (Mehta & Tariq, 2020). Kianto et al. (2016) emphasize that KM is generally about creating, providing, energizing, and supporting the environment in creating new knowledge through organizing the knowledge and experience of employees. This research focuses on the practical aspects of KM because this component most clearly describes the results of implementing knowledge management, particularly in the public sector (Razzaq et al., 2019). This study applies a multidimensional approach used in research by Kianto et al. (2016), including knowledge creation, knowledge sharing, knowledge codification, and knowledge retention.

Lin et al. (2022) defined employee performance as a reflection of the level of individual job responsibility and organizational goals accomplished within a period. Employee performance refers to the actions and efforts of individuals aimed at achieving organizational goals or targets (Andrade et al., 2020). This research assesses performance through the lens of organizational behavior, focusing on individual characteristics and the work environment (Campbell, 2012). For public sector employees, who are considered knowledge workers, performance measurement is best aligned with behavioral dimensions (Razzaq et al., 2019). The measurement of employee performance in this research refers to task and contextual performance dimensions (Andrade et al., 2020). Task performance refers to an individual's effectiveness in executing activities directly contributing to the organization's core operations, while contextual performance involves activities supported by the organizational, social, and psychological environment that facilitate achieving organizational objectives (Andrade et al., 2020).

Research conducted by Razzaq et al. (2019) on public sector employees in the Department of Health in Pakistan revealed that KM practices had a positive and significant impact on employee performance. This finding indicated that KM is knowledge that can be used by knowledge workers as input to improve their performance (Razzaq et al., 2019). The same results were proven by Patwary et al. (2023) on hotel employees in Malaysia, where the idea of using KM practices allows organizations to monitor knowledge assets and key processes in the organizational environment. Huang and Li, (2009) in similar studies and results, highlighted that intense KM activities in organizations could be the basis for creative and innovative thinking which could ultimately result in better innovation performance. In this regard, a hypothesis is formulated as follows:

H1: Knowledge management has a positive effect on employee performance.

Organizational commitment (OC) is defined as the extent to which an individual identifies with the organization and its goals (Kreitner & Kinicki 2012). OC explains employees' identification with an attachment to the organization, which significantly contributes to organizational effectiveness (Park & Hai, 2023). OC is a psychological state encompassing an individual's desires, needs, and responsibilities, making them feel like a member of the organization (Meyer et al., 1993). Kreitner and Kinicki (2012) describe three separate components in OC, including affective, normative, and continuance commitment. Affective commitment leads to employees' emotional attachment and involvement in the organization, normative commitment reflects employees' feelings of obligation to remain with the

organization, and continuance commitment involves employees weighing the consequences of leaving and feeling motivated to stay (Kreitner & Kinicki, 2012). This research focuses on affective commitment, drawing on Oyewobi et al. (2019) who stated that affective commitment is the strongest and most consistent dimension in relation to employee performance compared to other commitment dimensions.

The resource-based view (RBV) theory in a study conducted by Patwary et al. (2023) suggested that emphasizing a focus on value-added knowledge and its appropriate application within organizational boundaries could contribute to better organizational commitment. A similar study conducted in the Pakistani public sector demonstrated that KM practices were crucial in fostering organizational commitment which could be attributed to its impact on overall job satisfaction through the maintenance of the work environment and work content components (Razzaq et al., 2019). Considering several of these findings, a hypothesis is formulated as follows:

H2: Knowledge management has a positive effect on organizational commitment.

2.3. Transformational Leadership

Transformational leadership (TL) can be defined as a leadership style that can articulate a dynamic vision and ambitious goals, develop a higher level of morality and enthusiasm, and motivate followers to go beyond the limits for the betterment of the group and individual (Lin, 2023). A transformational leader can encourage employee involvement from various aspects including cognitive, emotional and employee behavioral aspects that are directed at desired organizational results (Park et al., 2022). Amidst the era of disruption that is characterized by uncertainty and complexity in today's global business landscape, TL has garnered significant attention for over three decades (Park et al., 2022). Previous research has proven that TL has a positive and significant impact on employee performance in the public sector in China (Fan et al., 2023).

Research on public sector employees from supervisory to subordinate levels in the Chinese Municipal Government found that TL had a positive and significant effect on employee performance (Fan et al., 2023). This investigation strengthened the argument that China was undergoing a transition from a management-oriented government to a service-oriented government by exploring TL as a driver of public service performance (Fan et al., 2023). Furthermore, similar research conducted by Qalati et al. (2022) on employees in small and medium enterprises (SMEs) in Pakistan, demonstrated that, based on social bond theory, the relationship between leaders in empowering their subordinates efficiently could encourage voluntary work among employees, leading to better organizational performance. Considering several of these findings, a hypothesis is formulated as follows:

H3: Transformational leadership has a positive effect on employee performance.

A TL style that articulates a clear vision acts as a role model, and provides intellectual stimulation for employees in the Maldivian civil service could improve their psychological connection with the organization, which could also have a positive impact on organizational commitment (Sudha et al., 2023). In addition, research conducted by Park et al. (2022) on full-time employees working in private companies in Korea, revealed that TL had a positive impact on organizational commitment. In this regard, a hypothesis is formulated as follows:

H4: Transformational leadership has a positive effect on organizational commitment.

2.4. The effect of Organizational Commitment on Employee Performance

Several studies have proven the strong positive impact of organizational commitment (affective, normative, and continuance) on performance (e.g. Eliyana et al., 2019; Patwary et al., 2023; Razzaq et al., 2019; Romeedy, 2019). However, this research focuses on the affective dimension, which is the strongest predictor of employee performance compared to other forms of commitment (Meyer et al., 2002; Robbins & Judge, 2023). This emphasized that the stronger a person's emotional attachment, the greater their desire to contribute more to the organization (Allen & Meyer, 1993; Mustapa & Mahmood, 2016). Employees with high affective commitment will feel happy to remain in the organization and, without coercion, will work better, take on additional work, and offer suggestions for organizational improvement (Srimulyani et al., 2023). Previous empirical research has demonstrated that affective commitment significantly enhances employee performance, suggesting that the stronger the employee's emotional attachment and involvement in the organization, the higher the level of performance that can be achieved (e.g. Oyewobi et al., 2019; Pradhan & Pradhan, 2015; Sudha et al., 2023; Srimulyani et al., 2023). Referring to the findings of these studies, a hypothesis is formulated as follows:

H5: Organizational commitment has a positive effect on employee performance.

2.5. The Mediating Role of Organizational Commitment

Referring to the explanation in the previous subchapter, organizational commitment plays an important role as a reflection of employees' emotional attachment and involvement in achieving organizational goals (Oyewobi et al., 2019; Park & Hai, 2023). Organizational commitment in this study uses unidimensionality, namely affective commitment, which refers to research conducted by Oyewobi et al. (2019). Affective commitment is a form of a person's emotional bond

with the organization, feeling part of the organization, and being emotionally bound to take part in achieving organizational goals (Goetz & Wald, 2022).

Several previous studies have proven that the role of organizational commitment can positively mediate the relationship between KM and employee performance (e.g. Mustapa & Mahmood, 2016; Patwary et al., 2023; Razzaq et al., 2019). These findings indicated that organizations created exchanges and applied adequate knowledge and training resources for capacity development, facilitating organizational competence in improving skills, abilities, and expertise, which ultimately increased organizational commitment (Patwary et al., 2023). Furthermore, these findings suggest that KM refers to the instruments that knowledge workers can use to improve their performance, with organizational commitment as a by-product and employee performance as a direct product (Razzaq et al., 2019). Therefore, referring to the research findings, the following hypothesis was formulated:

H6: Organizational commitment positively mediates the relationship between knowledge management and employee performance.

Furthermore, evidence of the positive mediating role of OC in the relationship between TL and EP was also found in previous studies (e.g., Eliyana et al., 2019; Jiatong et al., 2022;). These findings indicated that TL indirectly influenced job performance through organizational commitment. Leaders who can articulate a clear vision, act as role models, and provide intellectual stimulation to their subordinates could enhance their psychological relationship with the organization, which could also have a positive impact on job performance (Jiatong et al., 2022; Sudha et al., 2023). Therefore, referring to the research findings, the following hypothesis was formulated:

H7: Organizational commitment positively mediates the relationship between transformational leadership and employee performance.

Based on the formulation of the hypotheses that have been formed above, the conceptual model that will be investigated in this study is depicted in Figure 1 below.

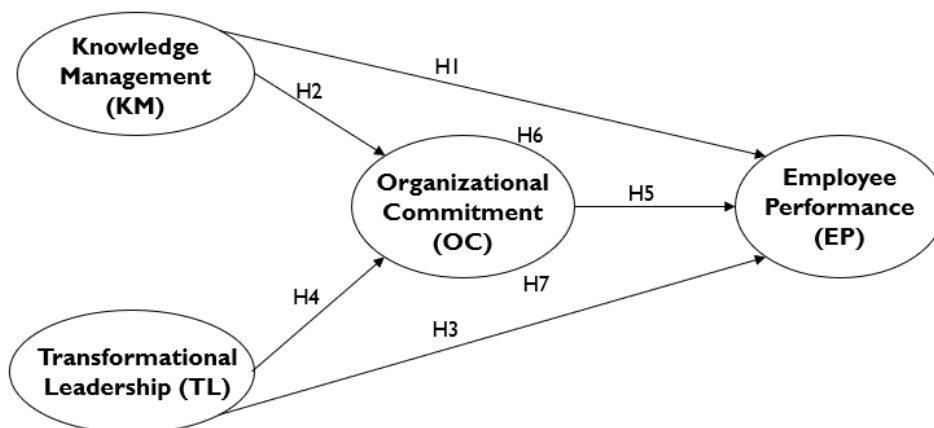


Figure 1. Conceptual Model

3. Method

3.1 Indonesian Government Financial Organization

Globalization which is characterized by the rapid pace of digital transformation has brought changes in the scope of social behavior, markets, and business (Ulatowska et al., 2023). Consequently, organizations must continuously enhance human resources management (HRM) to sustain high performance and maintain their competitive advantage (Mazurchenko & Maršíková, 2019). A country's public sector must continually adapt to the accelerating pace of globalization to remain competitive with other nations. This is very important, because according to Global Competitiveness Ranking data released by the International Institute for Management Development (IMD), one of the main competitiveness ranking indicators is the effectiveness of the public sector in providing an environment with efficient infrastructure, institutions and policies to foster sustainable competitive value. In 2023, Indonesia ranked 34th out of 64 countries, lagging behind other ASEAN nations such as Malaysia (27th), Thailand (30th), and Singapore (4th) (IMD, 2023).

Government financial organizations (GFO) play a crucial role in enhancing Indonesia's global competitiveness due to their vital function in managing state finances within the fiscal sector. Their authority in the fields of budgeting, state revenues (taxes and customs), fiscal policy and state expenditure requires human resource (HR) management that is able to keep pace with the rapid global transformation. GFO is known for its effective bureaucratic reform and institutional transformation, serving as a model for other public sectors in Indonesia. GFO has started bureaucratic

reform since 2007 and has now entered its fifth phase (GFO, 2020). In this current phase, GFO prioritizes HR modernization characterized by agility, adaptability, and technological proficiency. Referring to this explanation, we were encouraged to choose GFO as the unit of analysis in this research, because GFO offers a broader representation of the Indonesian public sector at the macro level.

3.2 Research Method and Sample

This research was conducted using quantitative methods by collecting data through online questionnaires from government finance organization (GFO) employees. The sampling method used purposive sampling with the determination of sample criteria is GFO employees with at least one year of work experience. Based on the results of the sample size using the Slovin formula, the minimum number of samples required from the 77,486 GFO employees population is 398 respondents. The questionnaire was distributed online from December 14, 2023 to March 10, 2024, using several media such as WhatsApp, official email, and other social media applications.

From that period of questionnaire distribution, the total number of respondent data collected was 1,076 responses. From these data, screening was carried out by adjusting the criteria set, and then cleansing of outlier data. According to Malhotra and Dash (2016), data cleansing is carried out related to consistent research and handling of missing responses. Based on the screening and data cleansing results, 854 cleaned data points were used for further examination in the main test.

From the 854 respondents' data collected, an analysis was conducted using SPSS software to map the respondents' demographics. The respondents have been categorized based on several demographic variables, including gender, age, latest education, job position, and work experience. The data analysis results indicated that the research sample was predominantly composed of 69.32% male respondents. In terms of age, respondents were predominantly employees aged 30 - <35 years (millennials), accounting for 34.66%. Furthermore, from an educational perspective, respondents were mostly Bachelor's degree holders, representing 53.63%, while in terms of job position, staff members dominated with a percentage of 78.92%. Lastly, concerning respondents' work experience categories, employees with 10 - <15 years of experience dominated, comprising 30.33%. A more detailed description is provided in Table I below.

Table I. Respondent Demographics

Profile	Classification	Numbers	Percentage
Gender	Male	592	69.32%
	Female	262	30.68%
Age	<25	80	9.37%
	>50	55	6.44%
	25 - <30	159	18.62%
	30 - <35	296	34.66%
	35 - <40	154	18.03%
	40 - <45	60	7.03%
	45 - <50	50	5.85%
Latest Education	High School	3	0.35%
	Diploma	211	24.71%
	Bachelor	458	53.63%
	Master	176	20.61%
	Doctoral	6	0.70%
Job Position	Staff	674	78.92%
	Echelon IV (Supervisor)	146	17.10%
	Echelon III (Manager)	34	3.98%
Work Experience	Less than 5 years	94	11.01%
	5 - <10 years	255	29.86%
	15 - <20 years	104	12.18%
	10 - <15 years	259	30.33%
	>20 years	142	16.63%

3.3 Measurements

Employee performance is measured using indicators developed by Andrade et al. (2020) which consists of ten items. The indicators are a short version of the Sonnentag and Frese (2002) model whose structure includes the dimensions of task performance (five items) and contextual performance (five items). Knowledge management is measured based on indicators applied by Razzaq et al. (2019) which totaled 23 items. The structure of these items is divided into four dimensions, namely knowledge creation (eight items), knowledge sharing (five items), knowledge codification (three items), and knowledge retention (seven items) which were adopted from Kianto et al. (2016). Then, transformational leadership is measured by adopting a unidimensional measurement applied by Carless et al. (2000).

Finally, the measurement of organizational commitment used indicators of the affective commitment dimension developed by Allen and Meyer (1993). The measurement scale of this study used a 7-point Likert scale, with a scale of 1 (Strongly Disagree) to 7 (Strongly Agree). Thus, there are 51 questionnaire statement items in this study, details of which can be seen in the appendix.

4. Result and Discussion

As mentioned earlier, data analysis for this research was conducted using CB-SEM with the assistance of Lisrel 8.8 software. There are several stages of data analysis methods that are carried out. The first is conducting measurement model analysis to evaluate the validity and reliability of the latent constructs. Validity is tested first by comparing the standard loading factor (SLF) value of each variable item. An SLF value that reaches ≥ 0.5 means the variable item is valid. Next, the reliability test was carried out by calculating construct reliability (CR) and average variance extracted (AVE). To ensure adequate reliability, the CR value should reach ≥ 0.7 and the AVE value should reach ≥ 0.5 (Hair et al., 2019). Next, a structural model analysis was conducted to test the fit of the model in this study. The adequacy of the structural model fit can be assessed by examining the components of the goodness of fit (GOF) values, as referred to by Hair et al. (2019). Hair et al. (2019) identified three types used to measure the fit of the research model, including absolute, incremental, and parsimony fit indices, which are divided into several measurement indices with minimum threshold values. The last is causal relationship analysis which aims to identify relationships between latent variables as well as test the hypotheses that have been formulated. The causal relationship analysis in this study uses a one-tailed hypothesis where the t-value accepted is ≥ 1.645 at a confidence level of 95% (Malhotra, 2010).

4.1 Validity and Reliability

The validity and reliability measurement results for all variables are shown in Table 2. The results indicated that all indicators for the variables employee performance, knowledge management, transformational leadership, and organizational commitment have SLF values above 0.5. Additionally, each dimension within all variables has CR values above 0.7 and AVE values above 0.5, except for the knowledge creation (KNC) dimension, which has an AVE value of 0.46 or below 0.5. Although $AVE < 0.5$, it is still considered reliable. This finding aligned with Malhotra and Dash (2016), who asserted that AVE represents a more conservative measure compared to CR. Based solely on the CR values, researchers can conclude that the convergent validity of the constructs is sufficient. Therefore, it can be concluded that the measurement of each variable meets the criteria for validity and reliability.

Table 2. Validity and Reliability Test Result

Variables	Item	SLF	Error	CR	AVE	Conclusion
Employee Performance (Task Performance)	EP1	0.8	0.37	0.90	0.64	Valid and Reliable
	EP2	0.8	0.36			
	EP3	0.85	0.28			
	EP4	0.63	0.31			
	EP5	0.78	0.4			
Employee Performance (Contextual Performance)	EP6	0.8	0.36	0.91	0.68	Valid and Reliable
	EP7	0.83	0.32			
	EP8	0.84	0.3			
	EP9	0.84	0.3			
	EP10	0.81	0.34			
Employee Performance	Task Performance	0.99	0.02	0.98	0.97	Valid and Reliable
	Contextual Performance	0.98	0.05			
Knowledge Management (Knowledge Creation)	KM1	0.6	0.64	0.87	0.46	Valid and Reliable
	KM2	0.52	0.72			
	KM3	0.62	0.61			
	KM4	0.76	0.42			
	KM5	0.73	0.46			
	KM6	0.7	0.51			
	KM7	0.76	0.43			
	KM8	0.68	0.54			
Knowledge Management (Knowledge Codification)	KM9	0.67	0.55	0.85	0.53	Valid and Reliable
	KM10	0.7	0.51			
	KM11	0.66	0.57			
	KM12	0.85	0.27			

Variables	Item	SLF	Error	CR	AVE	Conclusion
Knowledge Management (Knowledge Retention)	KM13	0.75	0.44	0.83	0.61	Valid and Reliable
	KM14	0.74	0.45			
	KM15	0.81	0.35			
	KM16	0.8	0.36			
Knowledge Management (Knowledge Sharing)	KM17	0.68	0.54	0.91	0.58	Valid and Reliable
	KM18	0.65	0.58			
	KM19	0.84	0.29			
	KM20	0.76	0.43			
	KM21	0.8	0.36			
	KM22	0.86	0.26			
Knowledge Management	Knowledge Creation	0.89	0.21	0.90	0.69	Valid and Reliable
	Knowledge Codification	0.88	0.22			
	Knowledge Retention	0.72	0.49			
	Knowledge Sharing	0.83	0.31			
Transformational Leadership	TL1	0.78	0.39	0.94	0.68	Valid and Reliable
	TL2	0.84	0.29			
	TL3	0.87	0.25			
	TL4	0.9	0.2			
	TL5	0.75	0.43			
	TL6	0.78	0.39			
	TL7	0.82	0.32			
Organizational Commitment	OC1	0.53	0.72	0.90	0.60	Valid and Reliable
	OC2	0.58	0.66			
	OC3	0.92	0.15			
	OC4	0.96	0.07			
	OC5	0.9	0.19			
	OC6	0.63	0.6			

4.2 Goodness of Fit Model

The model fit test is conducted to assess the compatibility of the data with the model. The fit of the structural model can be evaluated by examining the results or values of goodness-of-fit, which this study refers to Hair et al. (2019). The results of the fit test on the structural model of this study can be seen in Table 3.

There is one goodness-of-fit measure that still shows poor fit, namely the Chi-Square statistic. According to Hair et al. (2019), the Chi-Square statistic has issues in its interpretation as a goodness-of-fit measure, where the Chi-Square statistic will increase as the number of observed variables (N) increases, making it harder to achieve model fit. Meanwhile, all other measures have reached the category of "good fit," namely GFI, RMSEA, Normed Chi-Square, all Incremental Fit indicators, and all Parsimonious Fit indicators. Thus, it can be concluded that the research model used has good goodness-of-fit or structural model compatibility.

Table 3. The Goodness of Fit Result

Goodness of Fit Indicators	Goodness of Fit Standard	Goodness of Fit Result	Conclusion
Absolute Fit Measures			
Statistic Chi-Square	P-value \geq 0.05	603.80 (P=0.0) df=134	Poor Fit
Goodness-of-Fit Index (GFI)	GFI \geq 0.9	0.93	Good Fit
Root Mean Square Error of Approximation (RMSEA)	RMSEA \leq 0.08	0.064	Good Fit
Normed Chi-Square	1 - 5	4.5	Good Fit

Goodness of Fit Indicators	Goodness of Fit Standard	Goodness of Fit Result	Conclusion
Incremental Fit Measures			
Non-Normed Fit Index (NNFI)	NNFI \geq 0.9	0.98	Good Fit
Normed Fit Index (NFI)	NFI \geq 0.9	0.98	Good Fit
Adjusted Goodness of Fit Index (AGFI)	AGFI \geq 0.9	0.9	Good Fit
Relative Fit Index (RFI)	RFI \geq 0.9	0.98	Good Fit
Incremental Fit Index (IFI)	IFI \geq 0.9	0.99	Good Fit
Comparative Fit Index (CFI)	CFI \geq 0.9	0.99	Good Fit
Parsimonious Fit Measures			
Parsimony Normed Fit Index (PNFI)	> 0.5	0.77	Good Fit
Parsimony Goodness of Fit Index (PGFI)	> 0.5	0.66	Good Fit
Other GOFI			
Critical N (CN)	CN \geq 200	241.13	Good Fit

4.3 Hypothesis Testing

After conducting tests of validity, reliability, and model fit, the next step is to perform hypothesis testing to observe the causal relationships among variables. Positive correlations between variables indicate a strong causal relationship among the variables being tested. Thus, a variable can be said to have a significant influence on another variable if it produces a positive correlation value.

Hypotheses regarding the significance of direct effects can be accepted if the t-value is ≥ 1.645 with a 5% error tolerance, while hypotheses are rejected if the t-value is ≤ 1.645 (Malhotra, 2010). By utilizing Lisrel 8.8, a path diagram is generated to evaluate the significance of relationships among latent variables, as depicted in Figure 2.

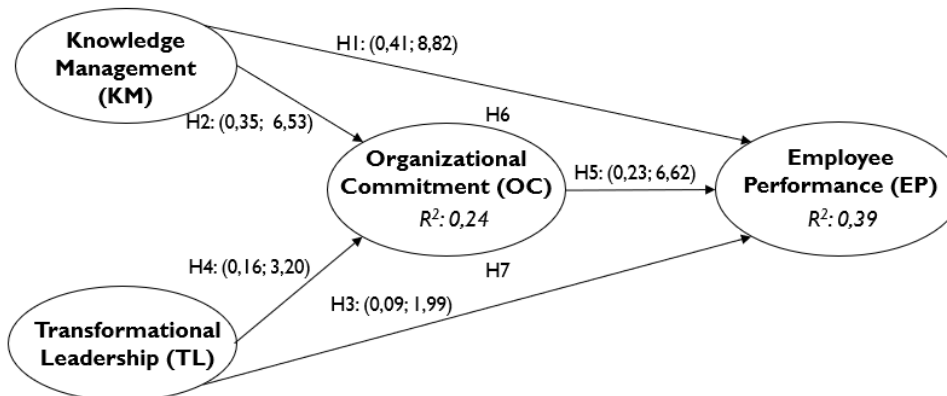


Figure 2. Causal Relationship

Based on Figure 2 above, it can be observed that there are relationships among the variables used in this study based on the standardized coefficient values and t-value on each path. Additionally, the Lisrel output's structural equation model displayed the R^2 value for each dependent variable. An R^2 of 0.24 on the organizational commitment variable indicated that approximately 24% of the variation in organizational commitment was explained by the model, with the remainder being explained by other factors not included in this analysis. Similarly, the R^2 value of 0.39 for the employee performance variable indicated that around 39% of the variation in employee performance was explained by the model, while the remainder was attributed to other factors not included in this analysis.

The interpretation of direct relationships on the variables used can be seen in Table 4 below. The table indicates that the data used support all direct relationships in the hypotheses and has significant results with t-values above 1.645. Based on the significance test results, it can be concluded that all relationships among variables are found to have positive and significant effects.

Table 4. Direct Effect Test Result

Hypotheses	Relationships	Standardized Estimate	t-value	Conclusion
H1	Knowledge Management → Employee Performance	0.41	8.82	Supported
H2	Knowledge Management → Organizational Commitment	0.35	6.53	Supported
H3	Transformational Leadership → Employee Performance	0.09	1.99	Supported
H4	Transformational Leadership → Organizational Commitment	0.16	3.2	Supported
H5	Organizational Commitment → Employee Performance	0.23	6.62	Supported

In addition to direct relationships, an analysis was also conducted to evaluate indirect relationships through the mediating variable of organizational commitment. These indirect relationships are represented in hypotheses H6 and H7. Table 5 indicates that H6 and H7 are accepted because the computed t-values are 5.04 and 2.93 respectively, which are ≥ 1.645 . This indicated that organizational commitment was able to mediate the relationship between knowledge management and employee performance, as well as mediate the relationship between transformational leadership and employee performance. Based on the hypothesis testing results, the resulting mediation relationships were partial mediations, as proposed by Hair et al. (2019).

Table 5. The Result of Mediation Test

Hypotheses	Relationships	Indirect Effect		Conclusion
		Standardized Estimate	t-value	
H6	Knowledge Management → Organizational Commitment → Employee Performance	0.08	5.04	Supported; Partial Mediation
H7	Transformational Leadership → Organizational Commitment → Employee Performance	0.04	2.93	Supported; Partial Mediation

4.4 Discussion

The result of H1 showed that knowledge management has a positive and significant relationship on employee performance. This finding is in line with the research of Razzaq et al. (2019) about knowledge management practices and the performance of knowledge workers in the Pakistani public sector. These findings indicated that the improvisation of knowledge worker tasks and contextual performance required the utilization of knowledge resources as input and the application of knowledge management practices, as highlighted in previous research (Razzaq et al., 2019). The same results were carried out in research conducted by Patwary et al. (2023) on hotel employees in Malaysia. This finding suggested that the utilization of knowledge management practices enabled organizations to monitor knowledge assets and core processes within the organizational environment. Consequently, organizations could harness knowledge to enhance the long-term performance of their employees (Patwary et al., 2023). Additionally, these findings underscored the crucial role of knowledge management in the innovation process.

The result of H2 also showed that knowledge management has a positive and significant effect on organizational commitment. This finding is also in line with the results of research by Razzaq et al. (2019) which proved that knowledge management practices in the public sector can encourage higher organizational commitment. This can be understood, as Kianto et al. (2016) stated that the application of knowledge management can enhance employee job satisfaction by creating a more conducive work environment and improving the quality of the work itself. Likewise, the same evidence is found in research by Patwary et al. (2023), which emphasized that these findings aligned with the resource-based view (RBV) theory. This theory advocates for organizations to establish exchanges and leverage knowledge, alongside providing sufficient training and resources for capacity building. This facilitates organizational competence in enhancing skills, abilities, and expertise, ultimately leading to increased organizational commitment (Patwary et al., 2023).

Consistently supporting the hypothesis, the finding in H3 aligned with evidence from Fan et al. (2023), which indicated that the role of transformational leadership had a positive and significant effect on improving the performance of public sector services in China. The public sector in China requires transformative leaders to achieve more optimal service performance, particularly in facilitating the transition from management to service orientation (Fan et al., 2023). These results are also in line with the research of Qalati et al. (2022) on MSME employees in Pakistan. The social bond between employees and leaders determines employee performance in the environment of SMEs in Pakistan. The results

indicated that managers/supervisors in the company may find it beneficial to implement transformational leadership style practices to help their employees succeed (Qalati et al., 2022).

The finding in H4 also consistently supported the hypothesis. This result is in line with a study conducted by Sudha et al. (2023) on civil servants in various civil service offices in the Maldives. This evidence showed that transformational leadership reflected leaders who were able to articulate a clear vision, be a role model, and provide intellectual stimulation for individuals in the Maldivian civil service. At the same time, this leadership style increases their psychological bond with the organization, thereby having a positive impact on work performance (Sudha et al., 2023). Similarly, a study conducted by Park et al. (2022) on permanent employees in Korean private organizations indicated that transformational leadership is essential for fostering follower motivation, encouraging novel perspectives on work-related matters, and demonstrating care for followers' individual needs and welfare.

The results of H5, which supported the hypothesis, were also evidenced in many previous studies. The first is research by Razzaq et al. (2019) on public sector organizations in Pakistan, the second, is research conducted by Sudha et al. (2023) on public sector organizations in the Maldives, and the third is research conducted by Oyewobi et al. (2019) on construction organizations in Nigeria. The findings of these studies indicate that treating knowledge workers as assets by their organizations can increase overall organizational commitment. This increase in organizational commitment subsequently motivates employees to exert additional effort beyond their regular duties, thereby enhancing their performance (Razzaq et al., 2019; Sudha et al., 2023).

Moreover, the mediating effect observed in the results of H6 and H7, demonstrating that organizational commitment positively mediated the relationship between variables, was consistent with research conducted by Razzaq et al. (2019). This research indicated that knowledge management serves as a system utilized by knowledge workers to enhance their performance. Consequently, organizational commitment could arise as a consequence of knowledge management practices, while the performance of knowledge workers could directly result from them (Razzaq et al., 2019). The full mediating effect between transformational leadership and employee performance was discovered by Sudha et al. (2023), which emphasized that in the context of the public sector in the Maldives, transformational leadership did not directly influence employee performance. Various previous studies that positioned organizational commitment as a mediator and provided positive results were supported by studies conducted by Oyewobi et al. (2019), Razzaq et al. (2019), Patwary et al. (2023) and Sudha et al. (2023).

5. Conclusion

Employee performance is a critical factor that directly influences the success of an organization, especially in the public sector. This refers to the effectiveness and efficiency of the organization, where employees carry out public service responsibilities which also contribute to achieving the organization's vision and mission. Therefore, it is important to investigate indicators that can influence public service performance.

Based on the explanation of hypothesis testing in the Discussion section, there are some general conclusions regarding the results of this research. Knowledge management and transformational leadership have a positive and significant effect on organizational commitment and employee performance. This demonstrated that KM practices involving acquiring, exchanging, updating knowledge, and managing material data, alongside the presence of a leadership style capable of motivating, inspiring, fostering cooperation and mutual trust, and showing appreciation to subordinates, increased employees' affective commitment to the organization, consequently resulting in enhanced performance. Subsequently, this research demonstrated that organizational commitment had a positive and significant impact on employee performance. This means that the higher the employee's commitment in the form of emotional attachment and employee involvement in the organization, the higher the employee's performance will be. Moreover, it has been established that organizational commitment serves as a partial mediator in the connection between knowledge management and transformational leadership concerning employee performance. This suggests that employee performance can be improved through the implementation of KM practices and a transformational leadership style, especially if it is supported by high employee emotional ties or employee affective commitment to the organization.

The conclusions drawn from this research suggest that organizations can consider several crucial factors to enhance employee performance. Knowledge management practices are the most significant driving factor in influencing organizational commitment and employee performance. It can be said that knowledge management practices in the public sector, especially in developing countries, can be seriously considered for implementation. Knowledge management practices that include four dimensions, including knowledge creation, knowledge retention, knowledge codification, and knowledge retention, prove that it directly impacts employee performance by providing employees with the necessary information and expertise to perform their tasks efficiently and effectively. When employees have access to relevant knowledge, they can make better decisions, solve problems more effectively, and innovate, leading to improved performance. As an organization run by knowledge workers, and dominated by a technology-savvy generation, modernizing HR management practices such as knowledge management is important to be able to improve sustainable performance for the organization (Razzaq et al., 2019). Furthermore, in terms of its impact on organizational commitment, a culture that promotes knowledge sharing and continuous learning can create a more positive and

engaging work environment. When employees feel that their contributions are recognized and that they are part of a learning organization, they are more likely to develop a strong commitment to the organization.

The findings also show that transformational leadership contributes significantly to increasing organizational commitment and performance of public sector employees. Transformational leaders inspire and motivate their followers by articulating a compelling vision and demonstrating enthusiasm and commitment to goals. This inspirational motivation can lead to increased employee performance, as workers are more likely to be driven to achieve their best when they feel inspired. Transformational leaders encourage their followers to think creatively and challenge existing assumptions. This intellectual stimulation can foster innovation and problem-solving skills, which are crucial for high performance. Therefore, it can be concluded that a transformational leader has the capacity to foster employee engagement across cognitive, emotional, and behavioral dimensions, all aimed at achieving desired organizational outcomes (Park et al., 2022). From the perspective of their influence on organizational commitment, transformational leaders cultivate trust and loyalty through their integrity and authentic care for their followers. This can lead to increased organizational commitment, as employees are more likely to feel a strong sense of loyalty to a leader whom they perceive as trustworthy and caring. Finally, Both knowledge management and transformational leadership contribute to creating a positive organizational culture that values learning, innovation, and employee development. This culture, in turn, fosters higher levels of employee performance. The synergy between knowledge management and transformational leadership creates a dynamic environment where employees are equipped, motivated, and empowered to excel in their roles, ultimately driving the organization's success.

The findings of this study also offer several managerial implications applicable to public sector organizations, particularly government financial organizations (GFOs), aiming for continual improvement in performance. Firstly, recognizing that knowledge management stands out as the most influential factor impacting the employee performance, it becomes imperative for GFOs to allocate resources and efforts towards reinforcing knowledge management practices within the organization. Enhancements could involve establishing an efficient and user-friendly information system, refining the knowledge catalog to be more focused and current, enhancing accessibility and platforms for information dissemination, and fostering a collaborative culture conducive to information exchange. Secondly, given that GFOs play a pivotal role in managing state finances, their performance significantly affected by global fluctuations, the presence of a transformational leader becomes crucial in articulating the organization's vision to their subordinates. Organizational endeavors to cultivate this leadership style may entail implementing training and development programs emphasizing aspects such as strong visionary leadership, inspiration, intellectual stimulation, and individualized attention to team members.

This research has several limitations. Firstly, utilizing the self-assessment technique to complete this research questionnaire, especially for self-reported employee performance, may risk causing bias, as it may be affected by respondents' subjective viewpoints and evaluations of themselves. This discrepancy between respondents' self-reports and objective reality has the potential to impact the research outcomes. Secondly, this research is limited to the public sector in Indonesia specifically within the scope of the GFO, which is not public sector organizations in general, which may limit the generalizability of the research findings. Variations among public sector organizations both in Indonesia and in other countries can impact the application of research findings to diverse contexts. Lastly, this research uses a cross-sectional method, which only provides a brief overview at one particular point in time. Consequently, it does not allow for the assessment of changes or trends over time. This limitation can restrict the comprehension of the dynamics and progression of the relationships between the variables studied.

Based on the limitations of the research above, there are several suggestions that can be considered in further research. Firstly, regarding the potential for bias in self-assessment when filling out questionnaires, further research can combine data from self-assessment with other data sources, such as direct observation or secondary data in the form of performance evaluations by direct superiors or co-workers. This can help provide a more holistic viewpoint of the performance or characteristic under study. Secondly, further research can consider units of analysis in other public sectors, especially in developing countries, where currently studies on KM practices are still rarely carried out. Lastly, future research can consider the impact of other leadership styles on independent variables, such as servant leadership and/or ethical leadership. These variables can be considered as predictors of performance, especially in the public sector because these types of leadership have different focuses. Servant leadership focuses on services, such as followers' needs, development, and welfare, while ethical leadership focuses on dimensions of ethical behavior such as integrity, social responsibility, and justice (Hoch et al., 2018). Lastly, future research could consider narrowing the research focus by taking only respondents from the staff level who are directly affected by the leadership style of their superiors.

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Author Contribution

Author I: Conceptualization, original draft writing, data curation, formal analysis, testing, and methodology

Author 2: review and editing, supervision

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Conflict of Interest

The authors affirm that the research was conducted without any commercial or financial associations that could present a potential conflict of interest.

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Appendix

Table 6. Research Instrument

Variable	Dimension	Label	Items	Source
Employee Performance (EP)	Task Performance	EP1	I perform hard tasks properly	Andrade, Queiroga, and Valentini (2020)
		EP2	I seize opportunities that can improve my results at work	
		EP3	I do my job according to what the organization expects from me	
		EP4	I plan the execution of my job by defining actions, deadlines and priorities	
		EP5	I plan actions according to my tasks and organizational routines	
	Contextual Performance	EP6	I take initiatives to improve my results at work	
		EP7	I seek new solutions for problems that may come up in my job	
		EP8	I work hard to do the tasks designated to me	
		EP9	I execute my tasks foreseeing their results	
		EP10	I try to update my technical knowledge to do my job	
Knowledge Management (KM)	Knowledge Creation	KM1	Information about the status, results and problems of different projects is easily available	Kianto, Vanhala, and Heilman (2016)
		KM2	Employees are encouraged to seek information actively outside the organisation	
		KM3	My organisation constantly gathers information about the external operating environment	
		KM4	Our organisation actively collects development ideas.	
		KM5	Our organisation develops new methods for sharing knowledge (e.g. blogs, discussion forums) and encourages using them	
		KM6	Middle management facilitates sharing knowledge between staff and top management	
		KM7	Customers often participate in our innovation processes (i.e., in developing a new product or service or other solution)	
		KM8	We have learning groups, where members can discuss their work experiences and problems	
	Knowledge Codification	KM9	I easily find the documents and files needed in my work.	
		KM10	Previously made solutions and documents are easily available	
		KM11	Electronic communication (e.g., e-mail) is smooth in my work	
		KM12	Our organisation has efficient and appropriate information systems	
		KM13	Information systems are exploited efficiently	
	Knowledge Retention	KM14	When an experienced employee leaves, they are encouraged to transfer and distribute their knowledge to others	
		KM15	Mentoring and coaching are used for familiarizing new employees to their tasks	
		KM16	This organisation encourages sharing information with colleagues	
	Knowledge Sharing	KM17	Communication with other members of my work group is efficient and beneficial	
		KM18	My colleagues are open and honest with each other	
		KM19	Our staff is interactive and exchanges ideas widely across the organisation	
		KM20	I find it easy to communicate and co-operate with employees from other organizational units and functions	
		KM21	There is a mutual understanding between the various organizational units and functions	
		KM22	Our staff shares information and learns from each other	
	KM23	Different opinions are respected and listened to in this organization		

Variable	Dimension	Label	Items	Source
Transformational Leadership (TL)		TL1	My supervisor communicates a clear and positive vision of the future	Carless, Wearing, and Mann (2000)
		TL2	My supervisor treats staff as individuals, supports and encourages their development.	
		TL3	My supervisor gives encouragement and recognition to staff.	
		TL4	My supervisor fosters trust, involvement and cooperation among team members	
		TL5	My supervisor encourages thinking about problems in new ways and questions assumptions	
		TL6	My supervisor is clear about his/her values and practices what he/she preaches	
		TL7	My supervisor instills pride and respect in others and inspires me by being highly competent	
Organizational Commitment (OC)	Affective Commitment	OC1	I would be very happy to spend the rest of my career with this organization	Allen and Meyer (1993)
		OC2	I really feel as if this organization's problems are my own	
		OC3	I do not feel a strong sense of "belonging" to my organization (R)	
		OC4	I do not feel "emotionally attached" to this organization (R)	
		OC5	I do not feel like "part of the family" at my organization (R)	
		OC6	This organization has a great deal of personal meaning for me	