

**TRANSFORMATIONAL AND TRANSACTIONAL  
LEADERSHIP INFLUENCE ON JOB PERFORMANCE  
THROUGH MEDIATING OF KNOWLEDGE  
SHARING: ANCORED BY COR THEORY**



**STUDY PROGRAM OF MASTER OF MANAGEMENT  
FACULTY OF ECONOMICS AND BUSINESS  
UNIVERSITY OF MURIA KUDUS  
2021**

**TRANSFORMATIONAL AND TRANSACTIONAL  
LEADERSHIP INFLUENCE ON JOB PERFORMANCE  
THROUGH MEDIATING OF KNOWLEDGE  
SHARING: ANCORED BY COR THEORY**



**A THESIS**

In Partial Fulfillment of the Requirements for the Degree of  
Master of Management (S2)  
Faculty of Economics and Business University of Muria Kudus

**Submitted by:**

**NAME: MUSTAQFIRIN  
STUDENT ID: 2016-01-047**

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Presented by:  
**MUSTAQFIRIN**

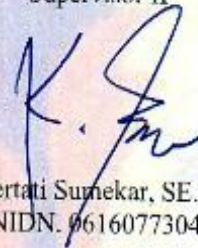
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**STUDY PROGRAM OF MASTER OF MANAGEMENT  
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2021**

## IDENTITY OF THESIS EXAMINATION COMMITTEE

### THESIS TITLE

### TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP INFLUENCE ON JOB PERFORMANCE THROUGH MEDIATING OF KNOWLEDGE SHARING: ANCORED BY COR THEORY

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## DECLARATION

This work has not previously been accepted in substance for any degree and is not being currently presented in candidature for any degree in thesis title:

### **TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP INFLUENCE ON JOB PERFORMANCE THROUGH MEDIATING OF KNOWLEDGE SHARING: ANCORED BY COR THEORY**

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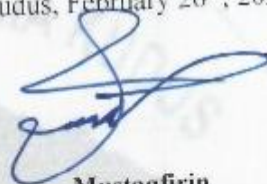


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## BIOGRAPHY

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Kudus, February 26<sup>th</sup>, 2021



Mustaqfirin

## **ABSTRAK**

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

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



## ABSTRACT

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

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

## PREFACE

By saying thanks to God Almighty, the abundance of His mercy and guidance, Sholawat and Greetings may be upon The Prophet and The Messenger, family, and Khulafaur Rashidin. The thesis presents the study entitled: TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP INFLUENCE ON JOB PERFORMANCE THROUGH MEDIATING OF KNOWLEDGE SHARING: ANCORED BY COR THEORY. The study presents discussion by uncovering the direct effect of transformational and transactional leadership on job performance and the indirect effect of transformational and transactional leadership on job performance through mediating knowledge sharing. It is well known that because of weaknesses and limitations, the study presents. Likewise, we wait for constructive suggestions so that the study is beneficial for everyone who interests.

Kudus, February 26<sup>th</sup>, 2021

Candidate



Mustaqfirin

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