

# Knowledge Management and Organizational Support for the Scientific Publication Performance of Private Higher Education Academics in West Java, Indonesia

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**Abstract:** This study aims to analyze the performance of scientific publications from academics in economics at private universities in West Java, Indonesia. Specifically, the analysis was carried out by examining the relationship between knowledge management, talent management, organizational support, and the performance of scientific publications using the mediating variable of lecturer involvement. Data analysis was performed using a causality test and hypothesis testing using PLS. The results showed that knowledge management, talent management, and organizational support had a positive and significant influence on the performance of lecturers in scientific publications. In addition, the findings show the influence of lecturer involvement in strengthening the influence of knowledge management, talent management, and organizational support on the performance of academic publications in the field of economics at universities in West Java, Indonesia. The results practically encourage the managers of private universities to enhance and utilize human and to create and innovate in scientific publications with adequate support from institutional strategies to allocate the available resources with the quality and quantity of research results. This also includes setting appropriate policies to encourage research output to be disseminated in scientific publications.

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## I. Introduction

Higher education plays an important role in achieving economic development, especially in the era of the knowledge economy, where the role of education is very strategic. The three functions of higher education strategies in the knowledge

economy era are as creators of knowledge, knowledge diffusion, and knowledge transfer. Higher education is demanded to be able to provide knowledge, technical, managerial, professional, and other skills needed, both by the community and the industry. Higher education is encouraged to have

the ability to increase research activities and strengthen its relationship with the industrial world in order to increase innovation and competitiveness of companies. Various studies have confirmed the relevance of higher education in economic development and competitiveness. The performance of lecturers in scientific publications will increase with the organizational ability to support through the optimization of adequate knowledge management from tertiary institutions. This understanding arises from the concepts of Kogut and Zadrner (1992) which state that knowledge management is the process of facilitating knowledge creation, storage of knowledge, transfer of knowledge, and application of knowledge in an organization. This is reinforced by Wiig (1997) which states that knowledge management is a set of approaches and processes that need to be well defined. The goal is to maximize the effectiveness of organizations related to the use of knowledge and renew the knowledge to become an asset. Such knowledge will become an important asset for universities if universities are able to conduct quality research publications so that it becomes an important asset for universities.

In this context, organizations in the form of universities play an important role in encouraging lecturers to disseminate academic works in the form of scientific publications (García-Peñalvo et al., 2010; Mutwiri, 2014). In addition to the main purpose of disseminating research results and knowledge, in the context of resource management, this is related to the performance of lecturers as institution employees. Several studies state that various policies and institutional support play a role in improving the performance of lecturers (Hakim et al., 2014; Sani & Maharani, 2012; Sukirno & Siengthai, 2011; Claudia, 2018; Yusuf, 2020). The performance of lecturers in scientific publications will increase with the support of the organization from the campus. Lecturers who are in tertiary institutions will be able to work more optimally if

supported by adequate organizational support (Pudjiarti, 2018; Bamber & Elezi, 2020). Organizational support is related to how lecturers are organized in formal or informal units within the university to achieve its mission and strategic goals, how the responsibilities of tasks and positions, compensation processes, performance management of individuals / employees, services, promotions, communication, recruitment, and planning successfully managed (Susilo, 2019; Suparjo & Sunarsih, 2018). Related to that, the concept of organizational support tries to explain the interaction of individuals with organizations that specifically study how organizations treat individuals as employees so as to cause employee perceptions of the treatment given by the organization. This study aims to analyze the scientific publications of performance of private university academics in West Java, Indonesia through optimization of knowledge management, talent management, organizational support, and lecturer involvement. Specifically, to examine this relationship, this study analyzes the influence of knowledge management, talent management, organizational support, lecturer involvement, and lecturer performance in scientific publications by taking the object of academics in the faculties of economics in various private universities in West Java Province.

## II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The performance of lecturers in scientific publications is more likely to increase with the support of adequate knowledge management from universities. Wiig (1997) states knowledge management is a set of approaches and processes that need to be well defined. The results of empirical research on the relationship of knowledge management with lecturer performance were carried out by Zargar and Rezaee (2013), Ribeiro and Nagano (2018), and Akram and Hilman (2018),

who found that knowledge management in higher education is a planned and systematic effort to improve university capabilities through the use of various sources of knowledge, both from individuals, groups, and universities themselves (Pudjiarti et al., 2017). Kogut and Zadner (1992) state that knowledge management is the process of facilitating knowledge creation, storage of knowledge, transfer of knowledge, and application of knowledge in an organization. It states that improving knowledge management is more likely to improve the performance of scientific publications at the lecturer level.

*H1. Knowledge management has a positive and significant effect on the performance of publications*

Previous studies also confirmed that lecturers' performance in scientific publications would improve if they were able to be supported by adequate talent management from private tertiary institutions. Mkamburi and Kamaara (2017) found a positive and significant relationship between recruitment, distribution, training, and talent development as part of talent management on employee performance. This result is corroborated by research conducted by Hitu and Baroda (2018) which states that employee performance will improve by using appropriate talent management practices. The employee feels very motivated by the practice of talent management because he feels given trust and opportunities to grow and develop.

*H2. Talent management has a positive and significant effect on the performance of publications*

The results of empirical research on the relationship between organizational support and lecturer performance were conducted by Rhoades, Linda and Eisenberger (2002) who found a link between organizational support and employee performance.

They find that organizational support will affect the level of performance behavior displayed by employees. The higher organizational support is given to employees, the higher the performance behavior generated by employees, and vice versa. In addition, research conducted by Chen et al. (2009) also found that perceptions of organizational support influence the increase in extra performance displayed by employees when carrying out tasks. Employees who have a positive perception of the organization because the organization provides adequate support to it will have more extra work behavior.

*H3. Organizational support has a positive and significant effect on the performance of publications*

Knowledge management, talent management, and organizational support will be more optimal influence on the performance of lecturers in scientific publications if mediated by the involvement of lecturers. Research conducted qualitatively by Schaufeli et al. (2002) found that employees involved have high energy and have self-efficacy that is formed from various events that affect him. Bakker et al. (2010) added that based on their positive attitude and active level, engaged employees will create positive feedback for themselves for the purposes of appreciation, recognition, and success. The various subjects interviewed indicated their enthusiasm and energy also appeared outside of work, for example when exercising, doing hobbies and voluntary work.

*H4. Involvement mediates the relationship between knowledge management, talent management and organizational support for publication performance*

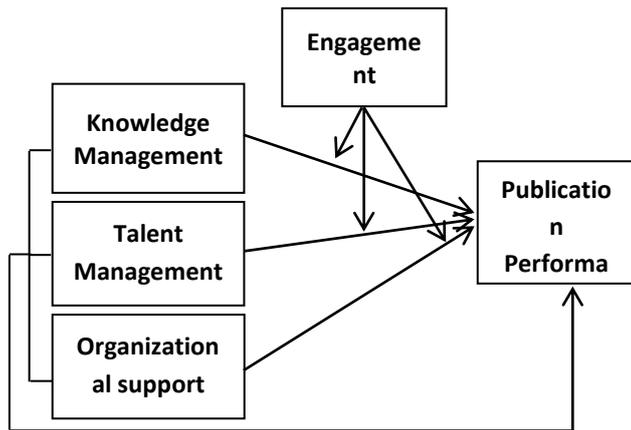


Figure 1. Research framework

### III. METHOD

The approach used to answer the problem formulation and research objectives in this study is a quantitative approach, because the solving strategy in this study uses quantitative statistical analysis used through questionnaires or questionnaires from research subjects in the form of respondents. In addition, the quantitative approach in this study was also used to obtain descriptive information from the variables studied from the research object. The unit of analysis used is obtained by the use of research samples. The approach used is a descriptive approach, in this approach because the writer wants to describe the situation or state of the object of research. The analysis and observation unit from this research is 115 lecturers at the Faculty of Economics at 15 private universities in West Java Province.

The knowledge management variable refers to the creation of lecturers' knowledge by adding from various sources of knowledge, sharing and organizing knowledge and evaluating the knowledge in order to produce continuous improvement.

Management is defined as a lecturer recruitment process that considers identifying the needs and

specifications of lecturers through the integration of strategic plans and orientation with work teams through education and training for career development goals and possible rewards.

Organizational support refers to the support of the leadership whereby the support of the leader through carrying out guidance and counseling, providing incentives, funding and support access to the scientific publication process.

Lecturer involvement is defined as the enthusiasm within the lecturer which is reflected by a feeling of pride in work, confidence, dedication and satisfaction with compensation, incentives, financial support, and working hours.

Therefore, the involvement of lecturers is able to strengthen and provide a positive synergy between the relationship of knowledge management and lecturer performance in scientific publications, the relationship of talent management and lecturer performance in scientific publications, and the relationship of organizational support and lecturer performance in scientific publications.

The performance of lecturers in scientific publications refers to the quality, quantity, consistency, and independence of lecturers related to scientific publications. The combination of the five variables is expected to be able to create lecturers who have superior performance in carrying out scientific publications.

To test the hypothesis using SEM (structural equation model), which aims to find out the causality relationship between exogenous (independent) variables and endogenous (dependent) variables. As this study also wants to analyze directly based on indicators, especially when testing the outer model that shows how each block of indicators relates to their latent variables, this study uses SEM of the PLS (partial least squares) or SEM-PLS approach. The unit of analysis and observation unit in this study were

lecturers at the Faculty of Economics of Private Universities in West Java Province.

For the theoretical framework, from the aspect of variables, this study uses five constructs, where the two constructs in this study are generally not widely used as research variables in tertiary institutions, namely related to talent management variables that are widely used in companies and lecturer involvement variables that are rarely used as a mediating variable. From the aspect of the model, it has not been found in previous studies the use of similar models, therefore the model built in this study is a new model in order to improve the performance of lecturers in scientific publications.

#### IV. RESULTS

This section will discuss the partial influence of each exogenous variable consisting of knowledge management, talent management, organizational support for the performance of KDP lecturers. The test results showed that knowledge management had a positive effect on the performance of publications with a coefficient of 0.308 and a t-statistic value of  $3.169 > 1.96$  and at a p-value of  $0.000 < 0.05$ . This means knowledge management has a positive and significant effect on the performance of publications. Accordingly, H1 was accepted. This shows that knowledge management has a substance relationship with the performance of lecturers in scientific publications. This in turn makes lecturers able to produce scientific publications with the support of knowledge management. Improved lecturer performance in scientific publications appears from the ability of lecturers to create knowledge, develop knowledge, share knowledge, organize knowledge, and evaluate knowledge.

Statistical tests revealed that talent management had a positive effect on the performance of publications with a coefficient of 0.211, and a t-statistic value of  $2.432 > 1.96$ , and a p-value of  $0.000 < 0.05$ . This shows that talent management has a positive and significant effect on the performance of publications. That is, the higher the talent management, the higher the performance of the publication. Thus, H2 is accepted. This shows that talent management has a substance related to the performance of lecturers in scientific publications. This is more likely to make lecturers able to produce more optimal scientific publications because universities are able to conduct recruitment, integration, education, training, career development, and awards, the whole process of which is aimed at producing talented lecturers, who have the ability in scientific publications.

Furthermore, the test showed a positive effect of organizational support on publication performance, which was reflected by a coefficient of 0.378, and a t-statistic value  $4.362 > 1.96$  and a p-value of  $0.000 < 0.05$ . This means that organizational support has a positive and significant effect on the performance of publications. Thus, the higher the support of the organization, the higher the performance of publications. Thus, H3 is accepted. This finding empirically confirms that organizational support has a substantial relationship with the performance of lecturers in scientific publications. In turn, this can make lecturers able to produce more optimal scientific publications because of adequate support from the leadership, the existence of guidance and counseling channels in solving problems, support for providing incentives, the existence of financial support, and the availability of access support so that lecturers will work more productively. Test results regarding the partial effect of each of these variables are shown in Table 1.

Table 1 Path Coefficients of Exogenous Variables to Endogenous Variables

Variable	Original Sample (O)	Sample Mean (M)	Std. Dev (STDEV)	T Statistics ( O/STDEV )	<i>p</i>
KM ->Perf	0.308	0.316	0.097	3.169	0.002
TM ->Perf	0.211	0.212	0.087	2.432	0.015
OS ->Perf	0.378	0.373	0.087	4.362	0.000
KM=knowledge management; TM= talent management; OS=organizational support; Perf= scientific publication performance					

The next test in Table 2 is about the mediating effect of the lecturer involvement variable in the relationship between knowledge management, talent management and organizational support for publication performance. The test results show that the involvement of lecturers is able to mediate the relationship between knowledge management on the performance of publications, with path coefficients of 0.058 and a t-statistic value of 2,341 > 1.96 and p-value of 0.013 < 0.05. Table 2

shows that the involvement of lecturers was able to strengthen the positive influence of talent management on the performance of scientific publications with a path coefficient of 0.141, t-statistics 2.987 > 1.96 and p-value of 0.004 < 0.05. This confirms that the variable of lecturer involvement is able to strengthen the relationship between talent management and the performance of scientific publications.

Table 2 Path Coefficients Effect of Mediation on Lecturer Involvement

Variable	Sign (expected/result)	coefficients	t-stat.	<i>p</i>
KM- EN-Perf	+/+	0.058	2.341	0.013
TM- EN-Perf	+/+	0.141	2.987	0.004
OS- EN-Perf	+/+	0.171	3.327	0.020
KM=knowledge management; TM= talent management; OS=organizational support; Perf= scientific publication performance; EN= engagement				

Furthermore, the mediation test also revealed the positive influence of lecturer involvement in strengthening the relationship between organizational support and publication performance, which was reflected by the path coefficients of 0.171 and t-statistics 3.327 > 1.96 and p-values of 0.020 < 0.05. This confirms that the construct of lecturer involvement reinforces the positive influence of organizational support on the performance of scientific publications. This confirms that the involvement of lecturers who have substance relations with the performance of lecturers in scientific publications will make lecturers able to produce more productive scientific

publications because lecturers will have high enthusiasm, pride, confidence, dedication, and high satisfaction.

To determine the magnitude of the influence of exogenous variables on endogenous variables, the coefficient of determination test is performed with the results showing an R Square value of 0.703 or 70.3%, and a probability of 0.000 < 0.05. This means that the predictor ability of the three variables together ie exogenous variables KM, TM, and OS is 70.3% of the endogenous variables of scientific publications performance (Table 3).

Table 3. Coefficient of Determination

Construct	Original Sample(O)	Sample Mean(M)	Standard Deviation(STDEV)	T Statistics( O/S TDEV )	<i>p</i>
Perf	0.703	0.714	0.033	21.216	0,000

The findings highlight the importance of efforts to improve the quality of human resources in higher education, one of which can be done through improving the performance of lecturers in scientific publications. In turn, increasing the performance of lecturers in scientific publications will be able to improve the performance and reputation of private tertiary institutions in the midst of increasingly fierce tertiary competition. Theoretically, these results confirm Wiig (1997) which states that knowledge management is to maximize the effectiveness of organizations related to the use of knowledge and update the knowledge to become an asset. This finding also confirms Hitu and Baroda (2018) who state that employee performance will improve by using appropriate talent management practices. The findings regarding the positive influence of organizational support on performance also strengthen Chen et al. (2009) who found that perceptions of organizational support influence the increase in extra performance displayed by employees when carrying out tasks. Finally, regarding the mediating influence of the involvement of lecturers in the relationship between knowledge management, talent management and organizational support for the performance of publications reinforcing Schaufeli et al. (2002) who found that employees involved have high energy and have self-efficacy that is formed from various events that affect him.

## V. CONCLUSION

The results revealed that knowledge management, talent management, and organizational support simultaneously had a positive and significant effect on the performance of lecturers in scientific

publications at the faculty of economics at private universities in West Java Province. This shows that knowledge management that is built from knowledge creation, knowledge development, knowledge sharing, organizing knowledge, and evaluating knowledge is positively related to quality, quantity, consistency, and independence having a direct relationship, meaning that if the dimensions of knowledge management have increased, then lecturer performance dimensions in scientific publications will also increase.

The results presented that knowledge management, talent management and organizational support mediated by the involvement of lecturers had a positive and significant effect on the performance of lecturers in scientific publications. This means that the involvement of lecturers that is built from enthusiasm, feelings, beliefs, dedication, and satisfaction can strengthen the relationship between dimensions possessed by talent management to the performance of lecturers in scientific publications. These results are practically encouraging private universities in West Java to take corrective steps both in enhancing the uniqueness of human resources, and utilizing the available potential from internal or external to create and innovate in scientific publications. In addition, institutional strategies are needed to allocate the availability of facilities and human resources and research funding with the quality and quantity of research results. This also includes setting appropriate policies to encourage research outputs to be disseminated in scientific publications, by providing adequate funding, compensation, incentives and rewards.

The limitation of this research lies not empirically analyzing the relationship between knowledge management, talent management, and organizational support for the direct involvement of lecturers. In addition, indicators, dimensions and constructs that exist in the performance of lecturers in scientific publications, knowledge management, talent management, organizational support, and lecturer involvement need to be further developed. Future studies are expected to be able to analyze the broader unit of observation performance of lecturer publications, not only involving various fields of science in various universities in Indonesia.

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