



## THE EFFECT OF LEADERSHIP STYLE AND KNOWLEDGE MANAGEMENT ON THE STRATEGY OF DEVELOPMENT AND INCREASING PRODUCTIVITY STUDY OF PT. SULSEL CITRA INDONESIA

Wahid<sup>1\*</sup>, Sumardi<sup>2</sup> and M. Sobarsyah<sup>3</sup>

<sup>1</sup> Wahid 1; [wahidnibiru@gmail.com](mailto:wahidnibiru@gmail.com)

<sup>2</sup> Sumardi 2; [sumardilasire@gmail.com](mailto:sumardilasire@gmail.com)

<sup>3</sup> M. Sobarsyah 3; [msobarsyah@gmail.com](mailto:msobarsyah@gmail.com)

\* Correspondence Address: Wahid, Email : [wahidnibiru@gmail.com](mailto:wahidnibiru@gmail.com), Tlp.082393334706

### Abstract

*This study aims to determine and analyze the effect of leadership style, knowledge management on development strategies and increasing in work productivity, the influence of development strategies on increasing work productivity, and the influence of leadership style and knowledge management that have an indirect effect on increasing work productivity through development strategies at PT. Sulsel Citra Indonesia.*

*The approach taken was a quantitative approach, data collection techniques through questionnaires, data analysis techniques with path analysis methods. The populations in this study were all employees of PT Sulsel Citra Indonesia as many as 34 respondents.*

*The results showed that leadership style had a positive and significant effect on development strategies. Knowledge management has a direct negative and insignificant effect on development strategies, Leadership style has a positive and significant direct effect on increasing productivity. Knowledge management has a direct positive and significant effect on improvement productivity. Development strategy has a positive and significant effect on productivity, leadership style has a negative and insignificant effect on productivity when through development strategies and knowledge management has a positive and insignificant effect on productivity when going through development strategies at PT. Sulsel Citra Indonesia.*

**Keywords:** leadership, knowledge management, productivity and development strategy

### PRELIMINARY

Humans are a very important resource in the efforts of an organization, institution, or government or private institution to achieve goals and success. Human resources are defined as all the people in an institution who contribute to the running of the organization, so they need full attention in order to carry out their respective duties properly. According to A. Yusmiar, human resources can support an organization with work, talent, creativity, motivation and innovation. (A. Yusmiar, 2014: 4)

Resources are very important in the development and progress of a company, the development and advancement of a company is certainly seen from the performance of human resources and all elements that are in the company. That in order to manage human resources, especially those that can be directed to be able to make a positive contribution to an institution or company, it is necessary to carry out clear standardization. The standardization of human resource management seems to be the problem faced by every institution, organization or company today. Every organization in the field of human resource management certainly wants at any time to have quality human resources in the sense of fulfilling competency requirements to be utilized in an

effort to realize the vision and mission to achieve the organization's short, medium and long term goals.

Leaders who are able to move their members to achieve organizational / institutional goals can be said to have had effective leadership. In fact, the effectiveness is still influenced by several factors such as; time factor, factors of sources used, factor level of productivity, and others. The level of effectiveness is actually a joint result between the efforts of the leader and those who are led. Leaders cannot do much without led participation. Likewise, those who are led, they will not be effective in carrying out their duties without good direction, control and cooperation with the leader. (Lasa HS, 2004).

Leadership style includes how someone acts in the context of the organization, so the easiest way to discuss various types of styles is to describe the types of organizations or situations that are produced by or suitable for one particular style (Miftah Thoah, 1995).

On the other hand, the company must also pay attention to the abilities and skills possessed by employees by continuing to strive to direct, foster and develop employees at work. One of the ways that companies can do is to continue to increase employee motivation so that they can work optimally and contribute optimally in achieving company goals. Of course, every employee is required to be able to work in accordance with their main duties and functions properly so that they are able to face increasingly fierce business competition with the emergence of competitors in the same field.

In order for a company to be able to manage the knowledge of every human resource properly, it is necessary to have a knowledge management, which is a system-based container that helps manage ideas, tactics, suggestions, every HR that can help an organization or company find the fastest way to succeed. Knowledge management is a way for companies to identify, create, represent, distribute and enable the adaptation of insights and experiences. These insights and experiences consist of knowledge, both owned by individuals and knowledge that is inherent in company processes or standard procedures. The main purpose of Knowledge Management is to maintain and effectively transfer important knowledge to employees (Leung, Chan, & Lee, 2003: 179).

So that each individual is required to adapt themselves adaptively to the competencies that must be possessed in carrying out their work. In turn, competence must be followed by changes in knowledge, abilities and attitudes that are proportionate, wise and wise. For example, the development of human resources in the service sector must side with customer service orientation. The key to the success of regional companies is of course the fulfillment of the desires of the community in accordance with the expectations and realities being thought, of course it is inseparable from excellent service and company management strategies. Development strategies that are oriented towards improving efficient, reliable, safe, comfortable and environmentally friendly services are part of efforts to increase productivity. The implementation of the development strategy involves all the functional aspects of the company (strategic factors) which are called internal key factors. Employee performance is the basis for developing the ability and willingness of employees to carry out their function optimally, to plan what must be done comprehensively and to be designed to ensure that the basic objectives of the company can be achieved. The resource development strategy will be able to give a positive value to the productivity of a company. In general, Regional-Owned Enterprises (BUMD) in Indonesia in carrying out their business are charged with three missions, namely, as a public service, as a source of regional revenue (PAD), and also as an agent driving regional economic growth, but in current developments the performance of BUMD is still low. . This is due to political interference in company activities, and the nature of activities that are not managed properly as a business venture. Meanwhile, BUMD as a company that is engaged in community services and sources of regional income, of course reliable

effective strategic management to uphold good business strategies and regional business development, so that community service and optimization of regional economic potential can always be maintained in order to increase productivity. company.

The phenomenon seen in the BUMD of South Sulawesi Province is that there are many BUMDs that are not running according to expectations and continue to experience losses. This is because the BUMD is still managed by civil servants. However, the phrase BUMD was chosen not because of chaotic governance but was considered unsuccessful in the field of planning management. Of course with this problem the role of leaders in BUMD plays an important role so that BUMD is strategic in its future development.

PT. Sulsel Citra Indonesia has 10 business units in various business fields, namely: Parking, City Gas, Agribusiness, Trains, Rent Car, SS Pro (Property), Hazardous Waste Management, SPAM (Drinking Water Supply System), Multimedia and LRT which are incorporated in one management, namely, the BUMD management of PT. Sulawesi Citra Indonesia. The management of the BUMD PT. Sulawesi Citra Indonesia is currently struggling to put BUMDs in a proper role as contributors to increasing PAD.

PT. Sulsel Citra Indonesia is also in the process of revamping / changing the status of a Regional Company (Perusda) to a Regional Company (Perseroda). This is to increase South Sulawesi PAD and according to the Managing Director of the South Sulawesi Perseroda, Taufik Fachruddin, said that there are several business fields that the South Sulawesi Perseroda will develop. Among other things, the development of the Natural Resources (SDA) business includes the development of nickel potential, the development of natural gas in Sengkang, the provision of superior seeds such as corn seeds, rice seeds and several others, as well as concentration in agribusiness such as livestock.

## **REVIEW THE LITERATURE**

As for the literature review in this study are: leadership style, knowledge management, development strategies and work productivity.

### **A. Leadership Style**

The leadership style basically contains the meaning as a manifestation of the behavior of a leader, which concerns his ability to lead. The embodiment usually forms a certain pattern or shape. This definition of leadership style is in accordance with the opinion expressed by Davis and Newstrom (1995). The leadership style is a comprehensive pattern of the actions of a leader, both visible and good seen by his subordinates. Leadership style describes a consistent philosophy, skills, traits and attitudes that underlie one's behavior. The leadership style will show directly about a leader's belief in the abilities of his subordinates. This means that leadership style is behavior and strategy as a result of a combination of the philosophy, skills, traits, and attitudes of a leader when he tries to influence the performance of his subordinates (Rorimpandey, 2013).

From several dimensions and indicators to measure the leadership style put forward by experts, the researcher will use 4 leadership styles proposed by Agus Jamaluddin in his journal (2017) based on personality, namely: charismatic leadership style, diplomatic leadership style, authoritarian leadership style and leadership style. moralist.

### **B. Definition of Knowledge Management**

Knowledge management is a relatively new concept that operates on top of existing information technology (Internet & Intranet) infrastructure. In contrast to procedural efficiency concepts, knowledge management is focused on making a person / an institution win in its competition because it has better knowledge than its competitors. The main issue in knowledge

management is competitiveness. Competitiveness is obtained by managing the knowledge we have properly and efficiently (Supriyanta, 2014).

Knowledge management is an organizational activity in managing knowledge as an asset, where in various strategies there is the right distribution of knowledge to the right people and in a fast time so that they can interact with each other, share knowledge and apply it in their daily work for the sake of improving organizational performance (Lita Wulantika 2012: 264).

Knowledge Management is a systematic coordination within an organization that regulates human resources, technology, processes and organizational structures in order to increase value through reuse and innovation. This coordination can be achieved through creating, sharing and applying knowledge using the experiences and actions that the company has taken for the continuity of organizational learning (Dalkir 2011: 4). According to Alvin Soleh (2011: 33) knowledge management indicators are: Identification of knowledge, Creation of knowledge, Sharing of knowledge, and Use of knowledge.

### **C. Development Strategy**

The development strategy is an action plan that requires top management decisions in business development to make it happen. Besides that, the development strategy also affects the life of the organization in the long term, for at least five years. Therefore, the nature of the development strategy is future oriented. The development strategy has the function of formulating and considering internal and external factors facing the company. Strategy formulation is the development of a long-term plan for the effective management of environmental opportunities and threats, in light of the company's strengths and weaknesses. The formulated strategy is more specific depending on the functional activities of management. Strategy formulation includes the activities of developing the vision and mission of a business, identifying external opportunities and threats to the organization, determining the internal strengths and weaknesses of the organization, setting long-term goals for the organization, making a number of alternative strategies for the organization, and selecting certain strategies to use (Muhammad Afridal, 2017: 224). From some of the above definitions, it can be concluded that the definition of business strategy is a series of integrated and coordinated actions which are used as the main thinking base in making a strategy to gain a competitive advantage.

### **D. Definition of Work Productivity**

Work productivity comes from the English language, product: result, outcome develops into the word productive, which means to produce, and productivity: having the ability to make or create, creative. The word is used in Indonesian as productivity, which means strength or ability to produce something, because it is in the organization. The work that will be produced is the realization of its goal. From the perspective of productivity psychology, it shows behavior as the output of a process with various psychological components behind it. Productivity is nothing other than talking about human or individual behavior, namely productivity behavior. More specifically in the field of work or work organization (Sedarmayanti, 2004).

Productivity is a comparison between the results achieved and the total resources used. Furthermore, Paul Mali also stated that productivity is not the same as production, but production, quality performance, results are components of productivity efforts (Prima Fithri, 2015). Productivity is the secret between valuable outputs and inputs, for example the efficiency and effectiveness of the available resources, namely personnel, machinery, materials, capital, facilities, energy, and time to achieve very valuable outputs (Sutiyo, 2006).

Productivity is also related to the efficient use of resources (inputs) in producing goods or services. Apart from being closely related to performance and efficiency related to resource

utilization, productivity means the achievement of both of these things. 'From the above definition, two definitions can be separated. The first part is a collection of results. This shows effectiveness in achieving a goal. Part two resources because without the resources used productivity will not occur. This section shows the number, type and level of resources required.

## **MATERIALS AND METHODS**

### ***Research Location and Design***

This research will be conducted at the Regional Owned Enterprises of South Sulawesi Province, PT. Sulsel Citra Indonesia. The design of this study uses a quantitative approach, namely research whose specifications are systematic, well-planned, and clearly structured from the start to the making of the research design. This study uses a survey method, to obtain data from certain natural places by distributing questionnaires to determine the relationship between the influence of leadership style and knowledge management on development strategies and increasing work productivity.

### ***Population and Sample***

Population is a whole collection of elements that have a number of general characteristics, which consists of areas to be studied. Or population is the whole group of people, events or goods that the researcher observes for research. Thus, population is a whole collection of elements that can be used to make some conclusions (Amirullah, 2015: 67-68). In this study the population is all employees at BUMD South Sulawesi Province PT. South Sulawesi Citra Indonesia amounted to 34 people. Based on this research, because the total population is not greater than 100 respondents, the authors take 100% of the total population at PT. South Sulawesi Citra Indonesia as many as 34 respondents. Thus the use of the entire population without having to draw the research sample as a unit of observation is called a census technique.

### ***Method of collecting data***

The data needed in this study are:

#### **1. Primary Data**

Primary data is data that is directly obtained from the subject (respondent). The purpose of this field research is to obtain accurate data. The data obtained by means of research include:

- a. Observation, namely making direct observations and studying things related to research directly at the research location, namely Perseroda South Sulawesi Province PT. Sulsel Citra Indonesia.
- b. Interviews, namely by conducting interviews with staff and employees at PT. Sulsel Citra Indonesia.
- c. Questionnaires, namely how to ask questions that have been prepared in writing by distributing a questionnaire and accompanied by alternative answers that will be given to respondents.

#### **2. Secondary Data**

Secondary data, namely data obtained from second sources or secondary sources to support primary data. The author uses the method to obtain secondary data as follows:

##### **a. Library**

Secondary data is obtained through history, literature, and books that we will use according to research needs and as reference material for compiling literature reviews or theories in this study.

b. Journal

Secondary data can be obtained from journals and previous research results related to research variables.

**Data Analysis Method**

Path analysis is an extension of multiple linear analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (causal models) that has been predetermined based on theory (Ghozali, 2013: 249). Path analysis itself does not determine causal relationships and also cannot be used as a substitute for researchers to see the causality relationship between variables. The causality relationship between variables has been formed with a model based on a theoretical basis. What path analysis does is it determines the pattern of relationships between three or more variables and cannot be used to confirm or refute the imaginary causality hypothesis.

**RESEARCH RESULT**

**Path Analysis**

**1) Path Analysis Model 1**

The direct influence of leadership style (X1) and knowledge management (X2) on development strategy (Y1). Where from the results of the path coefficient of model 1, leadership style has a significant effect on the development strategy because the significant value is <0.05, while knowledge management has no significant effect on the development strategy because the significant value is > 0.05. Path coefficient values were obtained from standardized coefficients beta. The value of R square 0.185 shows that the influence of leadership style and knowledge management on the development strategy is 18.5% while the rest is a contribution from other factors not included in the research. Meanwhile, the value of e1 can be found with the formula  $e1 = \sqrt{1-0.185} = 0.902$ . Thus, the path equation for model 1 is  $Y1 = 0.440X1 + -0.030X2 + 0.902e1$ .

Table 1. Model Path Coefficient 1

	Independent Variabel	Standardized Coefficients	Signifikance
Model 1	Leadership Style	0.440	0.016
	<i>Knowledge Management</i>	-0.030	0.862

**2) Path Analysis Model 2**

The direct influence of leadership style (X1), knowledge management (X2) and development strategy (Y1) on productivity (Y2). Where the results of the path coefficient analysis show that the leadership style, knowledge management and development strategy have a significant effect on productivity (because the significance value is <0.005). Path coefficient values were obtained from standardized coefficients beta. The R square value of 0.553 indicates that the contribution of the influence of leadership style, knowledge management and development strategies to productivity is 55.3% while the rest is a contribution from other factors not included in the study. Meanwhile, the value of e2 can be found with the formula  $e2 = \sqrt{1-0.553} = 0.685$ . Thus, the path equation for model 2 is  $Y2 = -0.726 X1 + 0.519X2 + 0.521Y1 + 0.685e2$ .

Table 2. Model Path Coefficient 2

Model 2	Independent Variabel	Standardized Coefficients	Signifikance
	Leadership Style	-0.726	0.000
	<i>Knowledge Management</i>	0.723	0.000
	Development Strategy	0.112	0.001

**3) Indirect Effect**

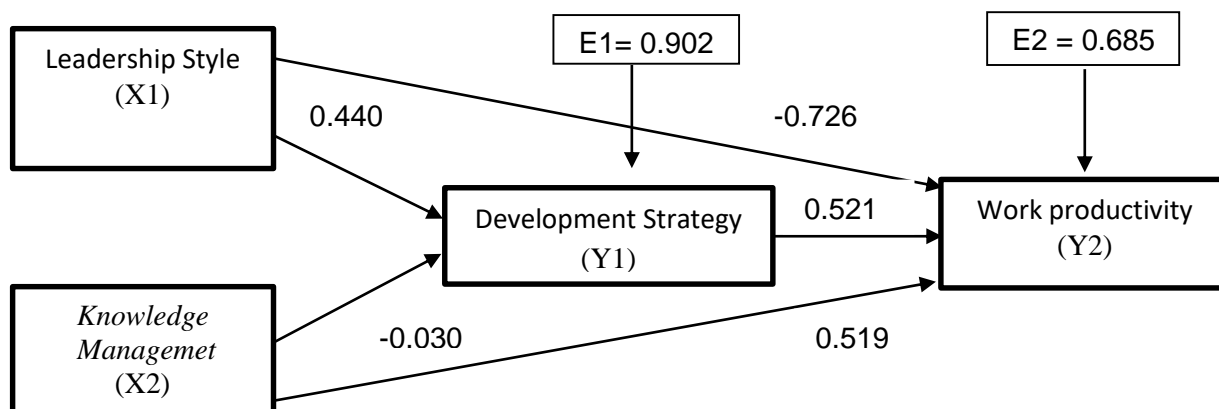
The indirect effect of the independent variables on leadership style and knowledge management on the dependent variable of work productivity through development strategies as intervening is described as follows:

a) The influence of leadership style through development strategies to increase work productivity  
 It is known that the direct effect of leadership style on work productivity is -0.726, meaning that indirectly leadership style has an effect of -72.6% on work productivity. While the indirect effect of leadership style through development strategies on work productivity is the multiplication between Beta of leadership style on development strategies with Beta value of development strategies on work productivity, namely  $0.440 \times 0.521 = 0.22924$ , meaning that indirectly leadership style has an effect of 22,924% on work productivity. . The total effect given to work productivity is the direct effect plus the indirect effect, namely  $-0.726 + 0.229 = -0.497$ , meaning that the total influence of leadership style on work productivity is -49.7%.

b) The influence of knowledge management through development strategies to increase work productivity

It is known that the direct effect of knowledge management on increasing work productivity is 0.519, meaning that knowledge management directly has an effect of 51.9% on increasing work productivity. Meanwhile, the indirect effect of knowledge management through development strategies on work productivity is the multiplication of the Beta value of knowledge management on the development strategy with the Beta value of the development strategy on increasing work productivity, namely:  $-0.030 \times 0.521 = -0.016$ , meaning that knowledge management indirectly has an effect. equal to -1.56% of the increase in work productivity. The total effect given by knowledge management on increasing work productivity is the direct effect plus the indirect effect, namely  $0.519 + -0.016 = 0.503$ , meaning that the total influence given by knowledge management is 50.3%.

Figure 1. Final Model Path



### Hypothesis test

Based on the results of the path analysis, the following will describe hypothesis testing to determine the relationship between direct and indirect relationships between the variables studied:

Table 3. Direct and Indirect Relationships

No	Hypothesis	Coefficient Value		Probability	Total	Information
		Direct	Indirect			
1	The Effect of Leadership Style on Development Strategy	0.440	-	0.016	0.456	Significant
2	The Influence of Knowledge Management on Development Strategy	-0.030	-	0.862	0.833	Not Significant
3	The Effect of Leadership Style on Work Productivity	0.726	-	0.000	0.726	Significant
4	The Influence of Knowledge Management on Increasing Work Productivity	0.519	-	0.000	0.519	Significant
5	The Effect of Development Strategy on Increasing Work Productivity	0.521	-	0.001	0.522	Significant
6	The Effect of Dreaming Style on Increasing Work Productivity through Development Strategies	-	-0.726	0.863	0.137	Not Significant
7	The Influence of Knowledge Management on Increasing Work Productivity through Development Strategies	-	0.519	0.863	1.382	Not Significant

## DISCUSSION

### 1. The Effect of Leadership Style on Development Strategy

Based on the results of this study, it shows that the leadership style has a positive and significant effect on the development strategy. This has been proven by the results of the <math>\alpha</math> significance hypothesis test, meaning that the leadership style provides positive and significant results for the development strategy.

The results of the findings of this study are in line with the theory of leadership style indicators, and based on the results of data processing for respondents' responses to the questions in the questionnaire indicate that the leadership style of superiors / leaders at PT. Sulse Citra Indonesia is good (results of valid data processing), it can be seen that the leadership of PT. Sulse Citra Indonesia is working closely with the private sector or the government itself to improve a product that is covered by PT. Sulse Citra Indonesia and the cooperation run by PT. Sulse Citra Indonesia with the private sector is part of a development strategy.



As stated by Muhammad Afridal (2017), a development strategy is an action plan that requires top management decisions in business development to make it happen. So, according to researchers, the relationship between leadership style and development strategy is very close because if the leader is able to explain what goals the company / organization will achieve, the party being offered will cooperate with careful consideration. These findings support the results of research conducted by Riris Febriani Adinda (2013) showing that leadership style has a positive and significant effect on development.

## **2. Influence of Knowledge Management on Development Strategy**

Based on the results of the analysis, it shows that knowledge management has a negative and insignificant effect on the development strategy. This is evidenced by the results of hypothesis testing that the value is significant  $> \alpha$ , so knowledge management has a negative influence on the development strategy and does not have a significant effect on the development strategy. This shows that there is a negative and insignificant relationship between knowledge management and development strategies, meaning that the knowledge of employees / subordinates at PT. Sulse Citra Indonesia, about what knowledge management is, is poorly understood and the leadership lacks attention to provide training in managing jobs. Because we all know that PT. Sulse Citra Indonesia is still relatively new and is in the stage of changing its status from Perusda to Perseroda. These findings do not support research conducted by Rahmat Dodi Prasetyo (2019) which shows that the influence of knowledge management has a significant effect on performance.

## **3. The Effect of Leadership Style on Increasing Work Productivity**

Based on the results of the analysis, it shows that the leadership style has a positive and significant effect on increasing work productivity. This means that the better the leadership style, the work productivity will increase as well. This is evidenced by the results of hypothesis testing that the value is significant  $< \alpha$ , meaning that the leadership style has a positive and significant impact on increasing work productivity.

Based on the results of data processing for respondents' responses to the questions in the questionnaire, it identifies that the leadership style is good, where there is the attention of a leader in paying attention to his subordinates in giving instructions or orders and on work productivity variables where employees / subordinates are disciplined in time / timeliness in doing a job that has been entrusted by the leader. These findings support the results of research conducted by Husna Purnama (2012) showing that leadership style has a positive and significant effect on increasing employee work productivity.

## **4. The Influence of Knowledge Management on Increasing Work Productivity**

Based on the results of this study, it shows that knowledge management has a positive and significant effect on increasing work productivity. This means that the better knowledge management, the better the increase in work productivity. This is evidenced by the results of hypothesis testing that the value is significant  $< \alpha$ , meaning that knowledge management has a positive and significant impact on increasing work productivity.

The findings of this study are also in line with the opinion of Bryan Bergeron (2003) who stated that knowledge management is a management tool to support the success of a company's business strategy, to maximize the performance of the company, with a systematic approach in managing the company's intellectual assets and / or knowledge so that the company has competitive advantages. Where, according to researchers also that if a company manages knowledge management well and complies with the rules that have been determined, the results will be good. Based on the results of data processing for the responses of the respondents to the questions in the questionnaire, it identified that knowledge management at PT. Sulse Citra Indonesia is already good, where employees always apply the knowledge they get apart from within the scope of PT. Sulse Citra Indonesia to facilitate the work they do. Knowledge management is also a guideline for

employee behavior if they have good knowledge to inform other employees so that it will have an effect on increasing work productivity. These findings also do not support the research conducted by Diana (2011) which shows that knowledge management has a negative and insignificant effect on increasing productivity.

### **5. The Effect of Development Strategy on Increasing Work Productivity**

Based on the results of the analysis, it shows that the development strategy has a positive and significant effect on increasing work productivity. The better a company / organization development strategy is, the work productivity or output will increase. This has been proven by the results of hypothesis testing, namely the significant value  $< \alpha$ . This means that the development strategy has a positive and significant impact on increasing work productivity. Based on the results of data processing for the responses of respondents to the questions in the questionnaire, it identifies that the development strategy is good, where the wiser is in investing and using funds, the business performance will increase, has a very good relationship in increasing work productivity because if a company / organization in carrying out transparency of funds / budgets, the company / organization will be trusted by other companies to carry out cooperation or an MoU. These findings support the results of research conducted by UU Suryana (2014) showing that the effect of training has a positive and significant effect on productivity.

### **6. The Effect of Leadership Style on Work Productivity through Development Strategies**

Based on the results of data analysis that has been done, it shows that leadership style has a negative and insignificant effect on work productivity through development strategies. This is evidenced by the results of testing the hypothesis rejected. Where, the leadership style does not contribute to work productivity when going through a development strategy.

The relationship that is given is not harmonious because of some of the questions in the questionnaire on the work productivity section that the quality of my work always meets the standards that have been set means that the employees at PT. Sulsel Citra Indonesia must be given trainings so that there is a higher increase and not only assessed by a predetermined standard. From the results of this study, to increase the work productivity of a company there are several indicators needed, namely improving the quality of work. These findings do not support research conducted by Nora Pitri Nainggolan (2017) that leadership style has a significant effect on productivity.

### **7. The Effect of Knowledge Management on Work Productivity through Development Strategies**

Based on the results of data analysis that has been carried out, it shows that knowledge management has a positive and insignificant effect on work productivity through development strategies. This is evidenced by the results of hypothesis testing stating that the hypothesis is rejected. Where, existing knowledge management among employees / subordinates and the company will provide positive results on work productivity even though it is not significant.

The relationship given is partial mediation, meaning that knowledge management directly contributes to work productivity. This is based on the results of data processing for respondents' responses to the questionnaire questions indicating that knowledge management at PT. Sulsel Citra Indonesia is getting better. If they have high or good knowledge of all employees / subordinates, it will have a positive impact on the employees themselves and the company so that the value of work productivity will be higher and better too. The results of this study do not support the research conducted by Ahmad Sahas Nur Falah (2017) that knowledge management has a positive and significant effect on company performance through employee performance.

## CONCLUSIONS AND SUGGESTIONS

Based on the results of data analysis and discussion that has been carried out, it is concluded that leadership style has a positive and significant effect on development strategies, Knowledge management has a direct negative and insignificant effect on development strategies, Leadership style and Knowledge management have a direct positive and significant effect on development strategies. increased productivity. The development strategy has a positive and significant effect on productivity. Leadership style has a negative and insignificant effect on productivity when through development strategies and Knowledge management has a positive and insignificant effect on productivity when going through development strategies at PT. Sulsel Citra Indonesia. Thus, the leadership style at PT. Sulsel Citra Indonesia is very good with leaders and employees who can develop the Company well. From several conclusions, it is hoped that they can contribute to the repertoire of science, especially in managing strategic management, and can be a reference for researchers. As well as further research, it can further study or connect the variables mentioned above with other variables that are considered important to be examined in an organization / agency. The leadership style given by the leadership of PT. Sulsel Citra Indonesia to employees is positive and significant in developing organizational / company strategies. A good leadership style is always applied by the leadership in order to develop all work units in PT. Sulsel Citra Indonesia, as well as PT. Sulsel Citra Indonesia should provide management training, carry out routine breafing and provide work motivation training for all employees without exception. Transparency at PT. Sulsel Citra Indonesia must be better so that investors or second parties who want to work together will believe in either transparency or performance, funds and business.

## THANK-YOU NOTE

Thank God, the researcher, Robbil Alamin, for the presence of Allah SWT who has given His gift, so that the researcher can complete this thesis. To complete this thesis, the researchers received a lot of direction, guidance and assistance from various parties, especially the supervisors and examiners. Apart from that, thanks to my beloved parents and siblings, who have provided assistance both morally and spiritually, as well as colleagues who have given their support in completing this thesis. Hopefully this thesis can be useful for readers and researchers in particular. Amen

## BIBLIOGRAPHY

### Journals

- Afridal, Muhammad, (2017). Tanjong Bread Business Development Strategy in Samalanga District, Bireuen Regency.
- Jamaludin, Agus, (2017). Policy for Development of Small and Medium Enterprises in the Municipality of East Jakarta. *Econoscience Scientific Journal* Vol 15 No 1.
- Lasa HS, (2004). *Library Management*. Yogyakarta: Gama Media
- Lee, H., & Choi, B. 2003. Knowledge Management Enablers, Processes, and Organizational Performance: An Integrative View and Empirical Examination. *Journal of Management Information Systems*.
- Rorimpandey, Lidya (2013). Leadership Style Transformational, Transactional, Situational, Service and Authentic on the Performance of Village Employees in Bunaken District, Manado City. Faculty of Economics and Business Management Department. *EMBA Journal*. ISSN 2303-1174. Vol. 1 No.4: 2233-2244.
- Supriyanta, (2014). Knowledge Management for Improving Academic Services in Higher Education, *Journal* Vol. II No. 1. Yogyakarta: Informatics Ferris Wheel.

Sutiyono, (2006). Utilization of Bittern as a Coagulant in Paper Industry Liquid Waste. *Journal of Chemical Engineering* Vol. 1 No. 1.

**Book**

- Ahmadi Bi Rahmadi, Nur (2016). *Economic Research Methodology*. Medan: Feb UIN - SU Press.
- Amirullah, (2015). *Introduction to Management*. Jakarta: Mitra Wacana Media.
- Arikunto, Suharmisi (2002). *Research Procedure A Practice Approach*. Jakarta: Asdi Mahasatya.
- Arikunto, Suharmisi (2012). *Research procedure*. Jakarta: Rineka Cipta.
- Baidan, Nasharuddin, (2014). *Islamic Ethics in Business*. Yogyakarta: Student Library.
- Davis, K and Newstrom (1995). *Behavior in Organizations*. Jakarta: Erlangga.
- Ghozali, Imam, (2013). *Multivariate Analysis Application with IBM SPSS 21 Update PLS Regression Program*. Semarang: Diponegoro University Publishing Agency.
- Sedarmayanti, (2004). *Human Resources and Work Productivity*. Bandung: Mandar Maju.
- Soleh, Alvin, (2011). *Smart Knowledge Management*. Jakarta: KMplus.
- Thoha, Miftah, (1995). *Leadership in Management: A Behavioral Approach*. Jakarta: Raja Grafindo Persada.
- Wulantika, Lita (2012). *Knowledge Management in Enhancing Company Creation and Innovation*. Bandung: UNIKOM Scientific Magazine.
- Yusmiar, A, (2014). *Human Resource Management in Improving Employee Performance*. Makassar: Alauddin University Press.

