The Model of Human Resources Performance Development on the Leader Organization of Regional Devices at Salatiga Government

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Abstract

The purpose of this research is to test and analyze the impact of transformational leadership and the religiosity values to the knowledge sharing and the performance of human resources. This is an explanatory research that emphasized on the relation between research variable by testing the hypothesis. To get the complete data and accurate also accountable the scientific truth used the questionnaire and interview. Instrument used in this research are questioners in Likert scale 1 to 5. Total of the respondents in this research are 141 SCAs in Salatiga Government. Researcher collects online quest data using Google form which send directly to the respondents, until the exact amount fulfilled. Data analysis in this research use Partial Least Square (PLS). Result of this research shows that Transformational Leadership has significant positive effect to the Knowledge Sharing. The Transformational Leadership has positive effect to the performance of human resources. Religiosity values have positive effect to the Knowledge Sharing but found that Religiosity Values do not have any significant effects to the performance of human resources. Knowledge Sharing doesn't have significant effect to the improvement performance of human resources. So that the performance of human resources can be improved by implementation of Transformational Leadership. Knowledge Sharing in the organization can be improving by Transformational Leadership and Religiosity values implementation.

Keywords: human resources performance development, knowledge sharing, transformational leadership

1. Introduction

Organization of Regional Devices as government organization is a government organization which has crucial rules in manage public service and also as the Indonesia's front line in an effort to realize so many priority developments programs that now forsaken because of the pandemic. The government's programs now are taking focus on how to repair the economic matters that is affected by the pandemic. Surely this program needs the support from all human resources. The performance of state civil apparatus (SCA) in this pandemic situation gets a lot of attention from the public and need to be evaluated also reformulated the SCA management system due to the order of the new normal.

In an organization, a leader has a big effect to the function goal and the organization purpose (Salas-Vallina et al., 2020). The right leadership model will affect the human resources' performance to complete the function and organization's goal correctly one of the leadership model that believed will affect positively human resources' performance is transformational leadership model which this leadership model believed can be inspiring the employees that they lead to leave personal needs for the successes of the organization (Buil et al., 2019) .

Beside the leadership, found that the employees' behavior at the work place very affected by some factors, such as family (Muse and Pichler, 2011) religiosity values (Oliver, 2018) educational degree, gender, culture, nationality, and also community or society (Oyemomi et al., 2019) when the religiosity values and organization goal meet in an organization environment, there will often produce unique dynamics. Religiosity values that connected to some believe tradition really affect the way of thinking and employees' behavior; include their behavior toward making interpersonal relation and communication in an organization (Salleh, 2012).

The research about the effect of transformational leadership to the performance still leave controversy research that make a chance continuous research. The research which claimed that transformational leadership doesn't affect significantly to the human resources' behavior (Aqmarina and Prasetya, 2016) and supported by the

research which found that four indicators transformational leadership doesn't have significant effect to the human resources' performance (Sudiantha et al., 2017). That research go backwards with the result that claimed transformational leadership can improve human resources' performance (Para-Gonz ález et al., 2018), and this result supported by the research which claimed that transformational leadership has a significant relation to the performance (Khan et al., 2018). This gap supported with research suggestion which advocate to researching to the role of other factors such as leadership model, *knowledge sharing* and others, researcher wants to research other variable that mediate the effect of transformational leadership to the *performance of human resources* according (Le and Lei, 2017).

Transformational leadership has a relation with the performance while religiosity doesn't significant (Karim, 2017). Knowledge considered as strategic resource apart from other resources that considered important in an organization, and *transformational leadership* indicates positive effect significantly to the *knowledge sharing* (Le et al., 2019) and reaffirmed by (Obeidat et al., 2017) that *knowledge sharing* acts in the improve of organization's performance and come between the relation of *intellectual capital* and organization performance, and also positive indication and significant between *knowledge sharing* to the human resources' performance (Obeidat *et al.*, 2017).

Come from those differences so that problem formulation in this article is "how is the *knowledge sharing's* effect as mediation of the effect in transformational leadership, religiosity values to the human resources' performance". The aim of this research is to analyze and test empirically the effect of transformational leadership, religiosity values and *knowledge sharing* to the human resources' performance.

2. Literature Review

2.1 Human Resources' Performance

Human resources' performance is a combine of knowledge, ability, and an employee's idea in order to complete the responsibility (Pasamar et al., 2019), the key of success or fail of an organization is the human resources' performance (Sudiantha *et al.*, 2017), human resources' performance can be optimized by the cooperation between employee and leader in every team on organization (Zaenudin and Prasetyaninghayu, 2018).

Not least research about positive indication of human resources' performance that have been done as told before (Muda *et al.*, 2017), human resources' performance is an ability of a human resource to complete the task supported by education, training and experience he has (Zaenudin & Prasetyaninghayu, 2018), human resources' performance is the work result that achieved by the human resources both quantity and quality.

(Sudiantha *et al.*, 2017), there are some indicators that can be applied to measure human resources' performance, include that quality, quantity, on time, cost effectivity, the need for supervision, interpersonal influence.

So that can be concluded that human resources' performance is crystallization of knowledge, ability, and an employee's experience that can be affected by the cooperation among the employees and cooperation with the leader in order to achieve the organization's goal. To simplified on measuring human resources' performance, researcher will adopt 4 indicators that will be applied on this research, those are:

1) Quality. This indicator will measure whether the result that achieved as target or organization expected.

2) Quantity. To know how much results that been achieved as performance target.

3) The Need for Supervision. To see how need the employee to be supervised on finishing their jobs, and the last,

4) Interpersonal Influence. To measure whether the employee can get the comfort, proud, and willing to cooperate with another employee.

2.2 Transformational Leadership

Transformational leadership is a leader, who is giving the value of trust, giving inspiration, stimulating the willing to developing themselves and considering the needs of the employees (Prochazka et al., 2017). Transformational leadership aimed on a good relation between leader and employee, motivated performance, commitment and a good leadership (Masa'deh et al., 2016).

Transformational leadership has firm characteristic and clear on delivering the goal of the organization, able to be the spearhead of organization, active on managing employees, motivating the employees to developing the organization (Le and Lei, 2018). Transformational leadership affecting ideally the employees to have vision and the possess the mission on an organization so that they take pride to be a part of an organization so the leader will be respected and be trusted by the employees. (Le *et al.*, 2019). Transformational leaderships a leadership

model which try to improve human resource performance by giving example, encourage, and aware to the employees' need so that the leader can get the trust and being respected by the employee (Para-Gonz áez et al., 2018).

Transformational leadership is a leadership model which able for moving the employees' ability more than they know and achieve the organization's goal more than have been determined (Avolio, 2007). Effectiveness of a leader measure by employees' performance, growth of organization and employee satisfaction he lead (Yulianti, 2015), transformational leadership is a leader who is able to affecting the employee without compulsion element on fulfilling organization's demand (Khan et al., 2018).

So, in conclusion that transformational leadership is a leadership model which transformative someone's ability optimally in order to reach the goal that has been set. Four indicators that cover transformational leadership are individual consideration, intellectual stimulation, inspirational motivation, and the good vibes or ideal (Bass, 1999).

Found that transformational leadership able to improve productive performance (Chan et al., 2019). Transformational leadership drive the completion of a job innovatively which eventually improve work productivity (Zuraik and Kelly, 2019). Transformational leadership is a leader who can motivate the employee so that they can solve the problem and find new ideas to improve their performance (Mittal and Dhar, 2015). Transformational leadership is an important attribute for leaders to help them achieve the organization's goal, also the human resources (Indrayanto *et al*., 2014). Found that transformational leadership able to improve the human resources performance (Para-Gonz áez et al., 2018), and this result supported by a research which claim that transformational leadership has significant relation to the performance (Khan et al., 2018). Based on the research and literature study previously, so hypothesis submitted in this research is:

H1: Transformational leadership affect positively to the human resources performance

Birasnav *et al* on 2011 claimed that transformational leadership build working culture which leads on conduct various knowledge and take part in the knowledge management process by imparts the importance of knowledge sharing on (Le & Lei, 2018). Transformational leadership facilitate knowledge sharing hoped to be able to improve human resource performance who owned by the organization to keep the survival and achieve the organization goal (Yadav et al., 2019). Transformational leadership has bigger affect to stimulate the behavior of some individual knowledge, which is a prerequisite important to improve organization performance (Son et al., 2020). Based on the previous research and literature review, so this hypothesis submitted in this research is:

H2: Transformational leadership has positive effect to *knowledge sharing*

2.3 Religiosity Values

In religious study often distinguished between religion and religiosity. Religion is a believe that lead to quality and someone's behavior to the religiosity values that become a believe (Amaliah et al., 2015). Someone religious and fully comprehend on value that been taught by their religion will feel peace and calm on doing daily activities (Oliver, 2018). Religion people will hold on the religiosity values that have been taught by their religion and will be shown on their personal live and social live (Osman-Gani et al., 2013).

Meanwhile according to (Osman-Gani et al., 2013) in Moslem, religiosity values are commitment to base on Moslem by practice and theoretically believe in fulfillment of Allah's right, follow Allah's command, secure other's right, avoid negative behavior, and conduct the worship. The individual who characterized as a religious person not only they who hold believe of any religion but also practice it on the daily life (Salleh, 2012).

Religiosity is a depth on believing a religion with knowledge level to the religion which been shown in the act of religion values, obey the rules and do their obligations with all the heart (Rivai, 2012).

Religiosity values show how far someone's believe on hold God's taught, make it as guide and support, also applied it on their life (Ilter et al., 2017). It shows that people able to protect themselves from every tension when they believe that something valuable from them will be continued even though they are died physically, as how informed in any religion taught. There are 5 religiosity dimensions (Huber and Huber, 2012):

a.   *Intellectual dimension* this dimension describes about interest, taught, interpretation, and knowledge. The general indicator of intellectual dimension is thinking frequency about religion issues. It shows how often religion knowledge they achieve from thinking process, which lead to the intellectual dimension's core.

b.   *Ideology Dimension* ideology dimension refer to social hope that religious communities have believe about the existence and essence of the relation between God and His humankind. On religious construction, this dimension represent faith, undeniable believes, and make sense pattern.

c. *Public Practice Dimension,* public practice dimension refers to social hope that religious community has a religion community that manifested in public participation in a religious ritual and communal activity. On someone's religion construction, this dimension represents act pattern and sense of belonging to the other religious community, because of God.

d. *Private Practice Dimension*, refer to the social hope that religious community devote themselves for the religious activity individually. On someone's religion construction, this dimension represents manner pattern and style or the way someone try to be close to God.

e. *Religious Experience Dimension*, refer to the social hope that religious community has direct contact to the reality, also affecting the employee emotionally.

A strong religion believes makes people not to afraid to death, because there is a promising good thing after the death itself. By depending on their religion, the employee accept more that the threatening situation which threaten their life can't be completely avoided and it's only a little chance to let the fear of dead distract their function on pushing organization activity (Alfisyah and Anwar, 2018). When the employee able to uses religious resource personally, they won't feel anxious to some case on their job and their organization.

Some literature shows that the significant effects are religiosity values, spiritualties and working productivity on employee's life. The result of the research (Zahrah, Norasyikin, *et al.*, 2016) found that religiosity values significantly affect to employee's performance. The higher the employee's religiosity values, their performance is better. This is supported by the research (Zahrah, Hamid, et al., 2016) which conclude that religiosity values also affect positively and significantly to the employee's performance.

Based on the literature review and previous research, so the hypothesis submitted in this research is:

H3: Religiosity values positively affect to knowledge sharing

Religiosity values stimulate collaborative religion, which combine between personal encouragements by searching for support or help from God on facing challenging live situation. This kind of religious values able to create resilience for some kinds of pressure on the work place, as shows on the high self-confidence and bigger sense of self-fulfillment (*personal accomplishment)* (Bickerton et al., 2014). That's why, when the employee practices the religiosity values, they will be confident in the work place, and freed from some kinds of anxiety about jobs. This includes the way of the employee live the life, act, and work. Religious believe can make significant difference on employee's behavior and performance, and give framework reference that can be applied to lead on taking the decision, especially on the multicultural and multi religion environment (Osman-Gani et al., 2013). Significantly, on the culture factor contain organization climate, academic culture, religiosity will affect the decision to participate on knowledge management and the willing to sharing knowledge (Al-Kurdi et al., 2018)

H4: Religiosity values affect positively to human resource performance.

2.4 Knowledge Sharing

Knowledge sharing between individuals who benefiting each other by exchange ideas, opinion or information they have (Son et al., 2020). Knowledge sharing is social interaction which merge knowledge exchange, experience and employee's ability on the organization so that they can work better, faster, and efficient   (Son et al., 2020). Sharing knowledge also can be known as someone's behavior who voluntarily provide the access for other people about knowledge and experience (Al-Emran et al., 2018).

Knowledge collecting and knowledge donating are parts of knowledge sharing (Le & Lei, 2018), furthermore (Obeidat *et al.*, 2017) claimed that knowledge collecting is someone's effort to get knowledge from other people. Knowledge collecting is also defined as the activate of asking to the other colleges on the process of knowledge sharing   (Wu and Lee, 2017), knowledge sharing is a consultation process done between employees to learn and improve their ability (Lin, 2007). Knowledge collecting also defined as active process of knowledge sharing in an effort to learn and improve employee's knowledge (Hislop, 2013).

Knowledge donating defined as a process of an employee on sharing his working experience and knowledge to the other employee (Obeidat *et al.*, 2017).   Ridder's on (Wu and Lee, 2017) claim that knowledge donating is the activeness of organization member on sharing the knowledge to the other organization members on the process of knowledge sharing. Other definition claim that knowledge donating is someone's effort in communicate to share his knowledge (Lin, 2007).   Knowledge donating can be defined as a process of kinds sharing knowledge that been done by someone actively in order to share experience and knowledge to his college (Hislop, 2013). Knowledge hinder, the phenomenon of unwillingness to share experience and knowledge

will inhibits the function of resource mobilization and the existence of organization (Bavik et al., 2018).

So it can be conclude that knowledge sharing is someone's behavior who voluntarily provide access for other people which involve knowledge exchange, experience and employee's ability in the organization to work better, faster, and efficient. Some indicators that been applied to measure knowledge sharing in this research is transferring process, accepting, also knowledge applying between individual (Tobing, 2007).

The provide literature consistently shows that kinds of knowledge take important part on the increasing organization's performance (Almatrooshi et al., 2020; Kader Jilani et al., 2020; Kurniawan et al., 2020; Shah and Mahmood, 2016) the act of sharing knowledge also had a role on increasing human resources' performance by distributing efficient knowledge and better productivity (Huie et al., 2020). So, the hypothesis submitted is:

H5: Knowledge sharing affect positively on human resources' performance

3. Methodology

This research kind is "explanatory research" which means this research emphasized on the relation between variable research with testing the hypothesis. To get complete and accurate data also can be held accountable the scientific truth it used questionnaire and interview. The instrument being applied on this research is questionnaires in the scale Likert 1 to 5.

Populations on this research are all state civil apparatus (SCA) in Salatiga's Government as much as 1454 SCA. To make this research more effective, the writer use Slovin's formula and using purposive sampling technique so the sample obtained are about 141 SCAs. Researcher collecting quest online data use Google forms that have been directly sent to the respondents, to the wanted number filled.

In this research there are two independent variables and two dependent variables. Independent variable is transformational leadership (X1), and religiosity values (X2), while dependent variables consist of knowledge sharing variable (Y1) and human resources' performance (Y2). Data analysis in this research use Partial Least Square (PLS).

4. Results and Discussion

Data analysis has been done to test the validity of each indicators and reliability construct. Validity criteria measured with convergent validity, while reliability construct measured by composite reliability. Validity test by convergent validity shows that an indicator is valid if it has loading factor above 0.5 to the intended construct. Output smart PLS for loading factor gives results as below:

Table 1. Result for Outer Loading

	Human Resource' performance	Knowledge Sharing	Religiosity Values	Transformational Leadership
x1.1				0,857
x1.2				0,918
x1.3				0,877
x2.1			0,920	
x2.2			0,873	
x2.3			0,839	
y1.1		0,905		
y1.2		0,923		
y1.3		0,885		
y2.1	0,870			
y2.2	0,894			
y2.3	0,887			

Source: processed primer data, 2020

Table 1 shows that loading factor gives score over suggested score that is over 0,5. Means indicator applied in this research is valid or fulfilled convergent validity.

Second test is reliability test which used by seeing composite reliability value from indicator block which measure construct. Continued by testing the Average Variance Extract (AVE)'s score.

Table 2. Composite Reliability

	Composite Reliability	AVE
Transformational Leadership	0.860	0.782
Religiosity Values	0.851	0.771
Knowledge Sharing	0.889	0.818
Human Resources' Performance	0.860	0.781

Table 2 shows that compatible reliability value for all construct are over 0,7 which shows that all construct on estimated fulfill the   discriminant validity criteria. Table 2 also shows the Average Variance Extracted (AVE) result, each construct are good which is over 0,5. An indicator have a good reliability if the Average Variance Extracted (AVE)'s score that been achieved is > 0,5, from the result above all the variables have Average Variance Extracted score > 0,5 it means it all has good reliability value and can be applied on the next research process.

After the estimated model fulfills the Outer Model criteria, next is testing the structural model (Inner model). These are R-square score on construct:

Table 3. R-Square

	Adjusted R-square
Knowledge Sharing	0,672
Human Resources' Performance	0,317

Source: processed primer data, 2020

Table 3 gives score 0,67for knowledge sharing construct and it means that transformational leadership and religiosity values can explain knowledge sharing variant as much as 67,2% the less is 32,8% explained others variation which not included on the model. Adjusted R-Square score also exist on human resources' performance which affected by knowledge sharing, transformational leadership, and religiosity values as much as 31,7% the less is 68,3% affected by other variables which not included on the model. The hypothesis test is below:

Table 4. Hypothesis Test

	Real Sample (O)	Sample Rate (M)	Deviation Standard (STDEV)	T Statistic (| O/STDEV |)	P Values
HRP -> Human resources' performance	0.240	0.245	0.136	1.757	0.079
TL -> HRP	0.326	0.329	0.088	3.683	0.000
TL -> HRP	0.423	0.427	0.107	3.944	0.000
RV -> HRP	0.571	0.568	0.089	6.429	0.000
RV -> HRP	-0.053	-0.051	0.128	0.411	0.681

Source: processed primer data, 2020

To determine a hypothesis being accepted or not is by comparing t_{count} with t_{table} provided if $t_{count} > t_{table}$, so hypothesis is accepted. The tested is using two tailed testing with probability (α) 0,05 and testing free degreed is

$$Df = (n-k)$$
$$= (141-4)$$
$$= 137$$

So, the t table score for df 137 table t two tailed test found coefficient as much as 1,97.

So, the similarity form based on the table above is:

Similarity 1: $Y_1 = 0,326 X_1 + 0,571 X_2 + e$

Similarity 2: $Y_2 = 0,240 Y_1 + 0,423 X_1 - 0,053 X_{2 +} e$

Table 4 shows that the original simple estimate scores of transformational leaderships to knowledge sharing is about 0,326 which shows that the purpose relation is positive. The relation between transformational leadership to knowledge sharing is significant with T-Statistic as much as 3.683 > 1,97. So hypothesis H1 in this research which claim that between transformational leadership has affect to the knowledge sharing is **accepted**.

Original sample estimate score between religiosity values to knowledge sharing as much as 0,571 which shows that the purpose relation is positive. T-statistic score as much as 6.429 > 1,97 so it claimed that has a significant relation. So that hypothesis H2 in this research which claims that between Religiosity Values affect Knowledge Sharing is **accepted**.

T-statistic relation score Transformational Leadership to Human Resources performance as much as 3.944 > 1,97 and original sample estimate score as much as 0,423 which shows that the purpose relation between Transformational Leadership to Human Resources Performance is significant positive. So, Hypothesis H3 in this research which claims that Transformational Leadership affect human resources performance is **accepted**.

Relation between Religiosity values to Human Resources performance is not significant to the T-statistic as much as 0,411 < 1,97. Original Sample Estimate score is negative which is as much as -0,053 which shows that purpose relation between religiosity values to human resources performance is negative. So, hypothesis H4 in this research which claims Religiosity Values affect the Human Resources Performance is **declined**.

Based on table 4.14, original sample estimate score of Knowledge Sharing to Human Resources Performance is as much as 0,240 which shows that purpose relation between Knowledge Sharing to Human Resources Performance is positive. Table data shows that relation between Knowledge Sharing to Human Resources Performance has T-statistic score as much as 1,757 < 1.97. So, hypothesis H5 in this research which claims that Knowledge Sharing affect to Human Resources Performance is **declined**.

Based on original sample estimate score then obtained the highest score which affect Human Resources Performance is on Transformational Leadership which is as much as 0,423. It shows that Transformational Leadership has higher effect to Human Resources Performance than Knowledge Sharing and Religiosity Values effect. While the least dominant is Religiosity Values which has the smallest score is -0,053.

This direct effect, indirect, and total analysis are intended to know the variable effect that hypothesized. Direct effect is coefficient from all coefficient line with one arrow or also known as coefficient line, while indirect effect is the effect cause by between variable. While, the total effect is total multiplications from direct and indirect effect. The tested on direct effect, indirect effect, and total of every variable shows on table 5

Table 5. Indirect Effect Transformational Leadership to Human Resources Performance Trough Knowledge Sharing

Effect	Relation	Coefficient	P-Value	Note
Direct	Transformational Leadership to Human Resources Performance	0.423	0,000	**Significant**
Indirect Effect	Transformational Leadership through Knowledge Sharing (0.326 x 0.240)	0.078	0,112	**Not Significant**
Total Score		0.501		

Source: processes primer data, 2020

Table 5 shows that Direct Effect of Transformational Leadership to Human Resources Performance (o,423) > Indirect effect of Transformational Leadership to Human Resources Performance through Knowledge Sharing (0,078). So, concluded that Knowledge Sharing can't mediate relation between Transformational Leadership to Human Resource Performance, so to improve human resources performance, the organization should improve Transformational Leadership maximally.

Table 6. Indirect effect

Religiosity Values to Human Resources Performance Trough Knowledge Sharing

Effect	Relation	Coefficient	P-Value	Note
Direct	Religiosity Values to Human Resources Performance	-0.053	0,681	**Not Significant**
Indirect	Religiosity Values to Human Resources Performance through *Knowledge Sharing* (0.571 x 0.240)	0.137	0,106	**Not Significant**
	Total Score	0.084		

Source: processed primer data, 2020

From the table above known that direct effect Religiosity Values to Human resources performance (-0,053) > indirect effect Religiosity Values to Human Resources Performance through Knowledge Sharing (0,137) with P-Value as much as 0,106. So, we can see that Religiosity Values don't affect the Human Resources Performance both directly and indirectly.

Table 7. Total Effect

Transformational Leadership and Religiosity Values to Human Resources Performance through Knowledge Sharing

Relation	Coefficient
Transformational Leadership to Human Resources Performance	0.501
Religiosity Values to Human Resources Performance	0.084

Source: processed primer data, 2020

From table 4.17 known that total effect of Transformational Leadership to Human Resources Performance (0,501) > total effect of Religiosity Values to Human Resources Performance (0,084). So, we know that Transformational Leadership has the biggest effect to Human Resources Performance.

This is the T-statistic score diagram based on output with Smart PLS Version 3.29:
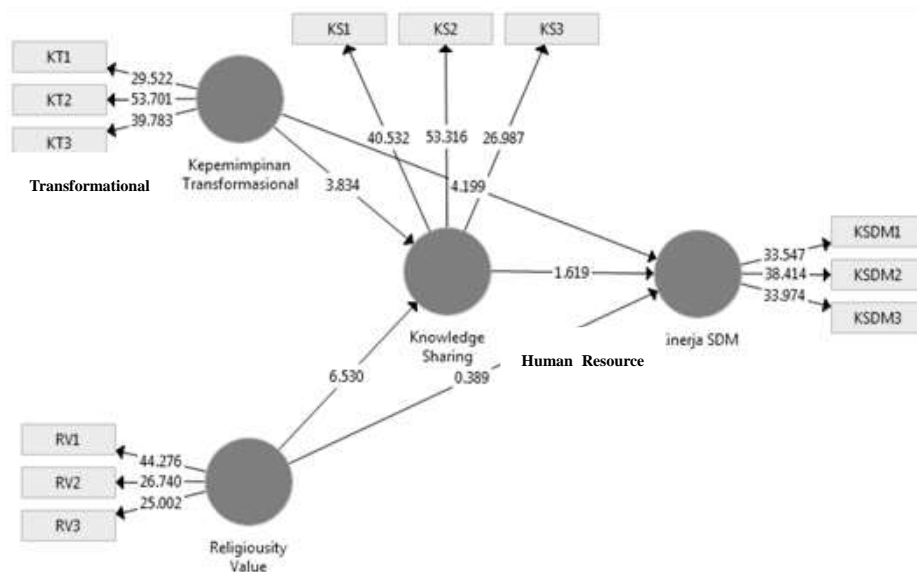
5. Discussion

5.1 Effect of Transformational Leadership to Human Resources Performance

Transformational leadership to Human Resources Performance is significant positive. It means the better the transformational leadership will improve human resources performance more. This result implicate that the better the intellectual stimulation given by the leader, the better the work quality reached as target or organization's hope: the higher inspirational motivation given by the leader will improve human resources supervise need; and the more positive effect the leader give good effect will give comfort feel, proud, and the willing to cooperate with other employee.

This result support the research result which shows that Transformational Leadership found to be able improve productive performance (Chan et al., 2019). Transformational Leadership push to finished the job innovatively that in the end will improve work productivity (Zuraik and Kelly, 2019). Transformational Leadership is a leader who is able to motivate the employees so they can resolve the problems and find new ideas to improve their performance (Mittal and Dhar, 2015).

5.2 Effect of Transformational Leadership to Knowledge Sharing

Transformational Leadership to Knowledge Sharing found that it has positive and significant effect. It means the better the Transformational Leadership will improve knowledge sharing more. This result implicates that the better the intellectual stimulation given by the leader will be better the process knowledge transfer between individual in an organization; the higher inspirational motivation given by the leader will improve process knowledge receive in the organization; and the better the leader able to give positive effect will improve knowledge application between individual.

Transformational leadership is a leader who transforms kindness value in him to his employees. Stimulate his intellectuality as a leader encourages human resources' willingness to race against each other to improve their intellectual quality. Inspirational motivation given by the leader will encourage the human resources to improve

their competency by applying new knowledge they got from the sharing result with their college. Positive effect given by the leader will more encourage human resources to act positively with their college, help each other and sharing knowledge for an effective and efficient job completion.

5.3 Effect of Religiosity Values to Performance

Religiosity values found to have negative but not significant effect to human resources performance which means Religiosity Values don't have significant effect to the performance. This result implicates that the better the honesty level of human resources will not improve human resource work quality; the feeling of comfort and ease in an organization doesn't improve the need to supervise by the leader significantly; and the willing to do worship while working will not improve human resource interpersonal effect.

Result of the interview with the Head of Education and Sport Office Salatiga claims that the major thing which makes the human resources' performance improve is the feeling of secure and comfort. Where the sense of secure will make the human resource feel free to innovate, finish the job by the easiest way he thinks it is and get a good result, also having the sense of comfort to do his job without getting affected by anyone.

From the result of open question and research obtained that the leaders less appreciate the work of his human resources and the disappointment to the leader's assessment which is often take sides, not too satisfied with the promotion system, and less comfort in the working environment make the employees unmotivated to maximize their potency and ability. The lack of recognition and appreciation of employees' achievement make the employee not work optimally. The employee only works for completing his obligation and not motivated to make his best achievement.

The result is contrast with the research done by (Zahrah, Norasyikin, *et al*., 2016) who discovered that religiosity values affect significantly to employees' performance. The higher the employee's religiosity values, the better their performance is. This result is supported by a research (Zahrah, et al., 2016) which conclude that religiosity values also affect positively and significantly to employees' performance.

This research's result is supporting the research which claim that religiosity is not significant to human resources' performance (Karim, 2017). No effect of the religion values to the performance means there are some gap between religious life and daily life. The individual who worship diligently not necessarily work diligently in the office either.

5.4 Effect of Religiosity Values to Knowledge Sharing

This result shows that Religiosity values affect knowledge sharing. Which means the better the religiosity values, the better the process of knowledge sharing. This result implicate that, when human resources able to uphold the value of honesty, feel peaceful on the organization and do the worship diligently at the office area will improve the willing of human resources to sharing knowledge and new information they have, accepting new knowledge from their college and implement the new knowledge on completing his performance.

The higher the religiosity values on human resource the more eagerness to share between human resources. This comfort feeling will encourage human resources to share on how to accomplish the job and how the problems can be solved.

5.5 Effect of Knowledge Sharing to Human Resources' Performance

Knowledge sharing doesn't have any effect to human resources' performance. This result shows that the higher the process of sharing knowledge will not improve human resources' performance. It means that the better process knowledge transfer will not improve human resources' working quality; the better the accepting new knowledge will not improve the needs of supervise by the leader; and the application of new knowledge on accomplishing the job will not improve human resources' interpersonal.

Knowledge sharing will not improve performance because the accepting knowledge process in Salatiga Government is still low. Worriness of fake information or wrong information and trapped, make half of the human resources willing to accept new knowledge. Generally, this happened on the human resource that have higher seniority and have more experience so they don't need to accept new knowledge, worried of a competition against the younger human resources.

Based on the research and respondents' open answer, knowledge sharing improves knowledge and human resources' ownership of knowledge but in this research the result doesn't improve the performance. This happen because the knowledge hinder phenomenon and SCA's working culture which more obey on previous policy regulation pattern that become the reference. So SCA's works at Salatiga Government with or without sharing process will remain the same.

This research result's is contrary to the research done by (Obeidat et al., 2017) who claim that knowledge sharing acts on the improve organization's performance and positively center the relation between capital intellectual and organization's performance, also positive and significant indication between knowledge sharing to human resources' performance (Obeidat *et al.*, 2017)

6. Conclusion

The result of this research shows that transformational leadership has significant positive effect to human resources' performance. Religiosity values have positive effect to knowledge sharing but Religiosity Values don't have significant effect to Human Resources' performance. Knowledge Sharing doesn't have significant effect to human resources' performance. So, the human resources' performance can be improving by Transformational Leadership and Religiosity Values implementation.

Related to transformational leadership variable, Salatiga's Government should maintain the ability of the Leader to motivate Human Resources to be more innovative on perform their duties and responsibilities. While the regional apparatus organization's leaders should improve their role as the intellectual stimulator for the intellectual capacity improvement of the human resources.

Related to Religiosity Values variable, Salatiga's Government should maintain the behavior of uphold the honesty value and improve the composure of human resources in their working environment. Related to Knowledge Sharing variable, Salatiga's Government should maintain the practice of sharing knowledge between individual and improve human resources' willing to accept new knowledge. Salatiga's Government should be able to maintain enough supervision function to improve work's quality.

This research answers the research difference between transformational leadership's effect to performance and religiosity values' effect to performance. Result of this research shows that transformational leadership has significant positive effect to Human Resources' Performance. Result of this research confirm the result which claim that transformational leadership able to improve Human Resources' Performance (Para-González et al., 2018), and this result is supported by the result which claim that transformational leadership has significant relation to performance (Khan et al., 2018).

Religiosity Values doesn't affect to Human Resources' performance in the Salatiga's Government environment. This result support the research which claim that religiosity doesn't significantly affect to human resources' performance (Karim, 2017).

This research is researching about the effect of transformational leadership, religiosity values, and knowledge sharing to human resources' performance in the Salatiga's Government environment. Adjusted R-Square's score of human resources' performance that affected by knowledge sharing, transformational leadership, and religiosity values is low that is as much as 31,7% the less is 68,3% is affected by other variables that not included in the model.

This research shows that the lowest variable indicator Religiosity Values is the feeling of live peacefully, the score is 3,97, it shows that work life balance that felt by the human resources still too lack, proved that there are lots of SCA who haven't feel comfort while working in Salatiga's Government environment. Hoped that the next research able to research about the work life balance which hoped able to improve human resources' performance.

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