

ROLE OF KNOWLEDGE TRANSFER IN MEDIATING RELATIONSHIP BETWEEN KEY FACTORS OF ORGANIZATIONAL SUCCESS ON ORGANIZATIONAL PERFORMANCE (A Study on Daily Newspaper Media in Southeast Sulawesi)

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Abstract—This research aims to determine (1) effects of key factors of organizational success on organizational performance, (2) effects of key factors of organizational success on knowledge transfer, (3) relationship of knowledge transfer on organizational performance, and (4) role of knowledge transfer in mediating relationship between key factors of organizational success on organizational performance.

The number of population is 210 people with research samples are 131 respondents. Data collection was by using instruments based on theories developed by experts and by researchers which they are previously tested to 131 respondents empirically to determine the effects between variables. This research used Structural Equation Model (SEM) analysis with the assistance of AMOS 24.0, SPSS 23 program and MS Excel 2013.

Findings of this research are: (1) There is a positive and significant relationship between key factors of organizational success on organizational performance. This shows that higher level of key factors of organizational success namely applying organizational culture, organizational structure, role of human resources (employees), information technology and company extern environment then it will increase organizational performance in daily newspaper media in Southeast Sulawesi, (2) There is a positive and significant relationship between key factors of organizational success on transfer knowledge. This shows that more effective of key factors of organizational success namely organizational culture, organizational structure, role of human resources (employees), information technology and company extern environment then it will improve any knowledge of works in daily newspaper media in Southeast Sulawesi, (3) there is a positive and significant relationship between knowledge transfer and organizational performance. This shows that better knowledge owned by company managers and employees will leads to improved organizational performance in daily newspaper media in Southeast Sulawesi, and (4) there is a positive and significant relationship of key factors of organizational success on organizational performance which is mediated by knowledge transfer. This shows that knowledge transfer plays a role in mediating the relationship of key factors of organizational success on organizational performance. It means that more effective application of success key factors by the knowledge owned by managers and employees in company management will improve organizational performance.

Index Term: Success Key Factors, Knowledge Transfer, Organizational Performance.

1 INTRODUCTION

Organizational performance is the attracting main variable for businessmen having concern to all fields of management. Market competition for customers, inputs and capital serves as an important role for organizational performance sustainability and business success, consequently, organizational performance has played a central role as a final end.

Industrial, marketing, operational, human resources, and strategy, all of which ultimately are assessed by their contribution on organizational performance. Pierre J, et. al (2009)

Measurement on organizational performance is very important to be conducted on any specific actions taken by a company and managers in which a company is established by facing their competitors and the company should develop and perform from time to time.

Employee performance is a result of individual work in an organizational, while organizational performance is a totality of

work results achieved by an organization. So, in this case, employee performance and organizational performance have a very close relationship. Achievement of organizational targets is inseparable from role of each human resource in an organization, namely employee which has an active contribution as an actor in achieving the organizational targets.

Geral Sengke, (2015) described that organizational performance is a level of achievement by a company in specific period of time. Performance of a company determines company development. Better organizational performance can be seen from achievement of benefits and growth. Also, *performance organizational* can be seen from its level of sale, level of benefits, capital return, level of *turn over* and *market share*.

There are a number of theoretical review on how to measure achievement of organizational performance, one of which is one expressed by Aries Susanti, et.al (2012) stating that organization-

al performance can be seen from acquisition of market share and company profitability. Rhodes, Jo. (2008) describes that organizational performance includes financial and non-financial performance.

Nikpour, *et.al.*(2017) confirmed that performance related to inputs and outputs show that performance has a close relationship with works and results. Organizational performance is seen as a number of achievement by all businesses. Such achievement involves an organizational target in specific period (Ahmed & Shafiq, 2014). Meanwhile, (Tangen, 2004) also confirmed that organizational performance includes effectiveness, efficiency, productivity, quality and innovation.

Based on explanation of previous theories, it can describe that broad acquisition of market share, realization of company effectiveness and efficiency, and achievement of quality, innovation, productivity and profitability are seen as indications for better organizational performance. According to Syed Ikhsan and Rowland, (2004), both described that organizational performance is determined by *key success of organizational success*. Such dimensions include organizational culture, organizational structure, human resources and technology.

The second variable giving effects on organizational performance improve is *knowledge transfer effectiveness*. According to Steers (1984:1), good management is an ability in organizing and utilizing available resources to achieve and maintain an effective operational level.

Tabitha, *et.al.* (2013) said that knowledge transfer is measured by achievement of knowledge, re-use of knowledge and realization of knowledge as key elements in organization in order to create better organization.

Resource Dependence (RD) theory by Pfeffer and Salancik (1978) in (Alo Liliweri, 2014:194), expressed that no organization can meet their own needs, all organization must utilize resources from the environment. Relationship between organization and its resources has a characteristic of mutual dependence. Generally, organization requires resources taken from the environment namely money (material), participants and legitimation. The main key of organization with target of organizational survival is organizational ability to look for and manage any available resources in external environment.

There will be problems in an organization due to inability of organization to look for and manage its resources. External environment serves as an important part with effects on organizational sustainability. This theory is the main theme of environment approach. Based on approach description of open system theory and RD theory, it can be concluded that to complete the *key success factor* dimensions in realizing better organizational performance there are research recommendations namely external environmental approach factors as stated by Aries Susanty, *et.al.*(2015); it also serves this research originality.

Based on the aforementioned background description, the importance of this research is based on: (1) To realize better organizational performance is not only influenced by organizational culture, organizational structure, people (human resources) and information technology but, it is important to add external environment variables based on the theory open system by Von Bertalanffy (1972) and Resource Dependence Theory (RD) by Pfeffer and Salancik

(1978). (2) Literature study and empirical study show that knowledge transfer is able to strengthen the relationship between key success factor dimensions to organizational performance. (3) Limitations of the research by Aries Susanti *et.al* (2015) are not conducting direct testing on the main keys of organizational success on organizational performance so, there is a gap for model development. This study will analyze the direct effects of organizational success key factors on organizational performance to answer the limitations of previous research. While the research objective is to analyze the direct effects between the key factors of organizational success on organizational performance, the key factors of organizational success on knowledge transfer, the direct effect between knowledge transfer on organizational performance and the role of knowledge transfer in mediating the relationship between key factors of organizational success on organizational performance.

2 LITERATURE REVIEW

2.1 Organizational Success Key Factors

Based on a number of literature studies and previous research studies as described in Chapter I, the background topic describes the key factors related to organizational success as external support factors. The support factor will serve as inputs to be processed and can influence to determine the achievement of success level for a better performance in an organization (company). Because there are many support factors namely more than one, then it is called as the key factors for organizational success.

This research also serves as key success factors that will provide support for success consisting of: 1) Organizational Culture, 2) Organizational Structure, 3) The Role of HR (employees / workers), 4) Information Technology, and 5) External Environment. These factors will become independent variables and one by one will be further explained.

Organizational Culture

Conceptually, organizational culture is also known as work culture, namely knowledge of the dominant values in the organization and is ignored as the work philosophy by employees so that employees can be more motivated to work. To provide an understanding on the organizational culture, experts have given different definitions, but depending on which point that we need, then we can understand and the following will be explained further.

Organizational Structure

Badeni (2013: 237) explained that organizational structure is the composition and parts that are manifested in various departments, sections, specialties, and provisions of authority and standards of behavior of task holders in an organization. The organizational structure contains dimensions of complexity, formalization and centralization. The complexity dimension is a description of the extent to which tasks are divided into specializations, organizational levels, and distribution of work locations. The formalization dimension is a description

of standardized behavior of officers. While centralization is a description of the extent to which decision making is distributed to several / many people. Each organization has different emphases.

Role of Human Resources (Employees / Workers)

The success of an organization in order to achieve its goals depends on the ability and reliability of human resources operating various work units in the organization. For this reason, it is necessary for the existence of role of a person or individual in order to produce high performance given by actors of each activity.

Another opinion was also stated by Sutermeister (1976) in Fuad Mas'ud (2004: 44) that there are various related factors and influencing on productivity (individual and organization) which in a famous book: "People and Productivity", it can be understood that people (individuals) with individual and organizational productivity are influenced by various factors and thus, there are not fixed effects of a factor on productivity variable. This is influenced by Task Requirements and Individual Skills / Abilities.

Information Technology

Stephen P. Robbins, 1992 in Badeni (2013: 213) argued that technology refers to overall knowledge, tools, methods, and activities used to convert an organization's input into output. Based on this, it can be seen that the notion of technology encompasses a broad understanding, not only relating to physical equipment but also related to the knowledge and methods used to process inputs into outputs. This can be accepted logically because, in the process of converting inputs into outputs, some organizations rely more on knowledge than on physical equipment. For example, a legal aid agency and educational organization. Both of these organizations use very little physical equipment in their daily operations. Both of them use more knowledge and information in the process of converting inputs into outputs.

The role of technology in organizational behavior has long been known by researchers such as Waker, Guest (1952) and Dubin (1958). In studies to explain the nature of the role played by technological factors, in particular always, it focuses on the interrelationship between technology in determining effectiveness.

External Environment

Badeni (2013: 208) as he stated that organization serves to give meaning or value to the environment and receive many sources from the environment. This means that the environment is one of the most important variables in determining organizational mission, strategy and structure. Organizational environment in this case is the external environment having all important elements beyond organizational boundaries which then can influence on the organization.

Stephen P Robbins, (1990) in Badeni (2013) argued that the external environment can be seen from the dimensions of complexity, stability, and capacity. Complexity refers to heterogeneity of environmental elements that directly influence on an organization. Stability refers to the degree of change in the

elements of the environment, and capacity refers to the opportunities or resources available in the organizational environment to support organizational growth. The situation of each dimension will create an uncertainty degree faced by the organization. If the organization is in a complex and unstable environment with low capacity, there will be very high level uncertainty faced by the organization and also the contrary. Organizational situation requires an appropriate strategy if the organization wants to survive or develop.

2.2 Effectiveness of Knowledge Transfer

Tabitha, et.al. (2013) in a research journal, he stated that transfer of knowledge serves as a key element for human resources for individuals involved in organizations in order to create something better. Generally, more competitive individuals or human resources (employees) in the organization can help employees to share the knowledge they have with the whole team, in order to increase productivity value. Human resource management is the management on operational employees. Organizational management can be observed through changes in knowledge. So, it must be known that knowledge transfer is not an easy task either through tacit and explicit knowledge that is expected by the organization to produce innovation and better performance. There are three main reasons to create knowledge transfer, namely: 1) Knowledge acquisition, 2) knowledge reuse, 3) and knowledge creation. Watson and Hewett (2006) in Siu Felix LC, et.al. (2017) emphasized that successful knowledge transfer system must have a high level of knowledge reuse so that it can save start up and maintenance costs of repository knowledge.

2.3 Organizational Performance

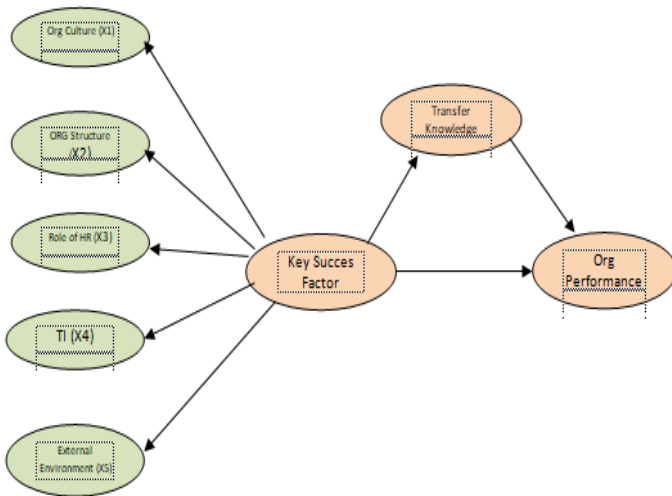
Based on Heny Sidanti (2015), some opinions of experts have suggested that performance is the desired result of actors (Gibson, 1996). Factors that influence on performance are ability of employees to work (Mathis, 2006). Performance is the desired result of behavior (Gibson, 1996) Performance is a comparison of work results achieved by employees with predetermined standards (Bambang Guritno and Waridin, 2005). Etzioni (1964) suggested that organizations are "planned units, deliberately formed for the purpose of achieving certain goals". In addition, Porter, Lawler and Hackman (1975) suggested that organizations are characterized by five main factors: (1) social composition, (2) goal-orientation, task differentiation, (4) intentional rational coordination, and (5) long term continuity..

3. THINKING FRAMEWORK AND HYPOTHESES

The conceptual framework thinking model used in this study is a deep thinking framework based both on theory and results of previous research that will describe about; direct relationship of key factors of organizational success to organizational performance, direct relationship of key factors of organizational success to the role of knowledge transfer, direct relationship of knowledge transfer to the organizational performance, and the role of knowledge transfer in mediating the relationship of key factors of organizational success to organi-

zational performance

Figure 1 : Research Thinking Framework



- The hypotheses proposed in this study are as follows:
- H1: Key factors of organizational success have significant direct effects on organizational performance.
 - H2: Key factors of organizational success have significant direct effects on knowledge transfer.
 - H3: Knowledge transfer has direct significant effects on organizational performance.
 - H4: Knowledge transfer plays a role in mediating the relationship between organizational success key factors and organizational performance.

4. RESEARCH METHOD

This research will be conducted on five newspapers publishing companies that are published daily in Southeast Sulawesi, namely the Kendari Pos Daily, the Sultra People's Daily, the Buton Pos Daily, the Kolaka Pos Daily, and the Kendari City News Daily. The population in this study included all people (workers / employees) in the publishing of daily newspapers in the Southeast Sulawesi area with a total of 196 employees with the details, there are 78 employees of the Kendari Pos Daily, 50 employees of the People's Daily Sultra, 22 employees of the Daily News Kendari City, 31 employees of Buton Pos Daily and 15 employees of Kolaka Pos Daily. The total sample is 131 people determined by slovin formula. While the technical analysis used is descriptive statistics and Structural Equation Model (SEM). The software analysis used in this study is IBM SPSS and AMOS version 24.

5. RESEARCH RESULTS AND DISCUSSION

5.1 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis is a way to confirm whether the observed variables can reflect the analyzed factors by the loading factor (λ) which is required to reach ≥ 0.40 (Ferdinand, 2005). Results of the confirmatory factor analysis and loading factor of organizational culture variable, organizational structure factors, the role of HR, information technology and external

environmental factors, the effectiveness of knowledge transfer and organizational performance are all above the cut of point of 0.40 so that, the overall indicators can be a measure of each variable .

5.2 Full Structural Equation Model

Based on the model specification (measurement model) which is analyzed through confirmatory factor analysis, it can be seen that each variable can be used to define a latent construct, so the full-SEM model can be analyzed. Full structural equation model is used to test the causality model of causal relations. Testing of the model feasibility based on the values of Chi Square, GFI, AGFI, CFI, TLI, and RAMSEA, it is obtained values that meet the critical value requirements as presented in Figure 5.17 and Table 5.19., As the following:

Table 5.19. Results of Goodness Of Fit Index Test Structural Equation Model (SEM)

Goodness of Index	Cut-off Value	Model Results	Information
Chi Square	Expected to be small	832,293	Marginal
Probability	$\geq 0,05$	0,000	Fit
RMSEA	$\leq 0,08$	0,063	Fit
GFI	$\geq 0,90$	0,738	Marginal
AGFI	$\geq 0,90$	0,699	Marginal
CMIN/DF	$\leq 2,00$	1,516	Fit
TLI	$\geq 0,95$	0,951	Fit
CFI	$\geq 0,95$	0,954	Fit

Source: Hasil Analisis SEM Amos , 2019

From Table 5.19. above, it is known that the results of chi square is 832,293 with a probability of 0,000 $< 0,05$, RMSEA value is $0,063 \leq 0,08$, GFI value is $0,738 < 0,90$, AGFI value is $0,699 > 0,90$, CMIN / DF value is $1,516 > 2,00$, TLI value is $0,951 < 0,95$, and CFI value is $0,954 < 0,95$ which indicate that the model feasibility test is largely acceptable. So, it can be concluded that this model can be continued.

Through a full model analysis, it will be seen whether the developed model feasibility and the causal relationship can be seen in Figure 5.17. Full Structural Equation Model is on the following page:

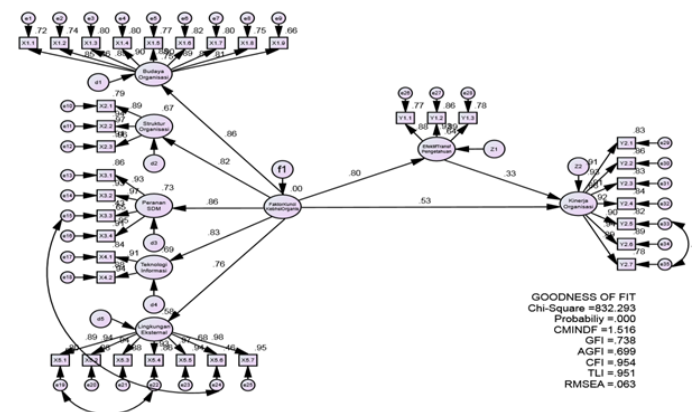


Figure 5.17. Full Structural Equation Model

Figure 5.17. describes four structural relationships in this research model, namely 3 direct relationship and 1 indirect relationship (mediation) as outlined in 4 research hypotheses. For

more details, the analysis results on direct effects between variables can be seen in the following table:

Table 5.20. Direct Effects Between Variables

Effects between variables	Estimate (Path Coefficient)	(Error Standard) S.E.	Critical Ratio t-statistic	P-Value	Information
Organizational Success Key Factors on Effectiveness of Knowledge Transfer	.589	.064	9.272	***	+Significant
Organizational Success Key Factors on Organizational Performance	.417	.093	4.509	***	+Significant
Effectiveness of Knowledge Transfer on Organizational Performance	.352	.121	2.901	.004	+Significant

Source: Analysis Results of Structural Equation Model

The SEM analysis results in Table 5.20 which are also presented in Figure 5.8 show that; (1) the key success factors of an organization on the effectiveness of knowledge transfer have positive and significant effects; (2) Key factors of organizational success have positive and significant effects on organizational performance, (3). The effectiveness of knowledge transfer on organizational performance has positive and significant effects.

The results of this analysis prove that dominant organizational performance is influenced by key organizational success factors and knowledge transfer.

Furthermore, the analysis of the role of knowledge transfer mediation on the effects of organizational success key factors on organizational performance is carried out by testing the Sobel test formulation based on the path coefficient and standard error in each path and then it is processed by using the Sobel test application.

Online Sobel test calculation results indicate that the p-value = 0.005 <alpha 0.05. That is, the effectiveness of the knowledge transfer mediates the effects of the organization success key factors on organizational performance. Thus, the fourth hypothesis in this study can be proven.

5.3 Discussion

Effects of Organizational Success Key Factors on Organizational Performance

Based on the results of structural analysis and descriptive analysis in this study, it can be seen a direct relationship between the organizational success key factors and organizational performance which will be described as follows.

From the results of the research structural analysis, it can be seen that the direct relationship between the organizational success key factors and organizational performance has a coefficient by 0.527. This means that there is a positive and significant direct relationship between the organization success key factors and the organization performance of daily newspapers in Southeast Sulawesi.

A positive and significant relationship shows that higher level of organizational success key factor application, in this case through several factors, namely: organizational culture, organizational structure, the role of human resources (employees / workers), information technology, and the external environment, will lead to further improved organizational performance in order to obtain optimal achievement in the daily newspapers publishing in Southeast Sulawesi.

While the results of descriptive analysis on the organizational success key factors can be seen in Table 5.3 and Table 5.8 which show the average score of respondents' answers to

statement items is 3.85. This will give an empirical meaning that there is high average score give by the respondents in giving responses to each variable namely the roles of organizational culture, organizational structure, the role of human resources (HR) (employees / workers), information technology, and supporting external environment in completing their routine tasks as employees.

Through the results of structural analysis and descriptive analysis results related to the organization success key factors on organizational performance, then, its effect can improve the organization (company) performance in order to obtain optimal achievements in terms of increasing market share, increasing effectiveness, increasing efficiency, increasing productivity, increasing profitability, improving quality, and increasing innovation in daily newspaper publishing companies in Southeast Sulawesi.

Effects of Organizational Success Key Factors on Knowledge Transfer

The results of the analysis on the direct relationship of organizational success key factors and the transfer of knowledge show a positive and significant relationship. This shows that the organizational success key factors are related to knowledge transfer. A positive relationship shows a direct relationship, in other words, it means that higher level of organizational success key factors which can be seen from application of organizational culture, organizational structure, the role of human resources, information technology, and the company's external environment, will lead to further improved relationship of the transfer of knowledge including explicit knowledge, knowledge tacit, and professional knowledge in daily newspaper publishing companies in Southeast Sulawesi.

Open systems theory is formulated as "a group of interconnected and related elements to the environment" (von Bertalanffy, 1972: 417, in Steers, 1984: 11). In this case, attention is more directed to the issues on mutual relations, on structure and on object mutual interdependence rather than on constant attributes of those objects" (Kat & Kahn, 1966: 18, in Steers, (1984: 12).

Open systems theory includes three basic components namely input, processing, and output. Input represents all planted factors in an organization by the external environment. The intended input includes among others, workers, raw materials, equipment, consumers, suppliers, competitors, government, trade unions, trade associations, communities and others. These inputs are then changed (processed) into various outputs that are returned to the environment (for example: finished products, profit or return on investment, retired workers, or laid off workers, and others on). So, a system is seen continuously influencing one another by the existence of its environment in a wide variety of exchange relations.

Effects of Knowledge Transfer on Organizational Performance

According to Keith Davis, (1981) in Badeni (2013), in terms of improving organizational performance as organization effectiveness, an organization success as a complex whole will tend

to allocate resources rationally for the success of organizational goals. To achieve the expected success, several factors will be used as key success factors for the success of organizational goals including; organizational culture, organizational structure, the role of human resources, information technology, and the external environment.

Based on the analysis results in this study, a direct relationship between the effectiveness of knowledge transfer with organizational performance is indicated by a coefficient value of 0.327. This means that there is a positive and significant relationship between the effectiveness of knowledge transfer and organizational performance in order to obtain optimal achievement for the organizational performance of daily newspapers companies in Southeast Sulawesi.

A positive relationship shows a direct relationship, which means that higher level of the role of knowledge transfer including explicit knowledge, tacit knowledge, and professional knowledge in various routine employee activities will lead to direct relationship which then will improve organizational performance in daily newspaper publishing companies in Southeast Sulawesi.

From the results of structural analysis and descriptive analysis that has been done related to the direct relationship of the effectiveness of knowledge transfer with organizational performance in this study, it has played a strong role in influencing in improving organizational (company) performance for optimal achievement in terms of increasing market share, increasing effectiveness, increasing efficiency, increasing productivity, increasing profitability, increasing quality, and increasing innovation in daily newspaper publishing companies in Southeast Sulawesi.

Role of Knowledge Transfer in Mediating The Relationship Between Organizational Success Key Factors on Organizational Performance

Based on the results of this research analysis, the success key factors do not only have a direct relationship, but also have an indirect relationship with organizational performance namely through the mediating role of the effectiveness of knowledge transfer with a coefficient value indicated by an indirect relationship by 0.262. This means that indirectly, the organization success key factors have a relationship with organizational efforts to obtain optimal achievement for the organization (company) performance on daily newspapers in Southeast Sulawesi.

The indirect relationship shown by the coefficient value of 0.262 is smaller compared with the direct relationship of the organizational success key factors and organizational performance which has a coefficient value of 0.527.

Based on the comparison of each correlation value shown by direct and indirect relationships in this study, it can be said that the role of the effectiveness of knowledge transfer is considered to have less role in mediating the indirect relationship between the organizational success key factors on organizational performance in the daily newspaper publishing companies in Southeast Sulawesi.

The results of the analysis on the indirect relationship between the organizational success key factors and organiza-

tional performance show a positive and significant relationship. This shows that the organizational success key factors are not directly related to organizational performance. A positive relationship shows a one-way relationship, namely higher role of the organizational success key factors carried out in a variety of employee routine activities will lead to better organization performance in the daily newspapers publishing companies in Southeast Sulawesi.

The positive and significant relationship shows that higher application of the organizational success key factors through organizational culture, organizational structure, the role of human resources (HR) (employees / workers), information technology, and the external environment will lead to further improve the organizational performance in order to obtain achievement optimal in daily newspaper publishing companies in Southeast Sulawesi.

5.4 Findings

The research findings are:

1. The first finding in the concept development of the external environment dimensions on the organizational success key factors, it has found a direct relationship that strengthens the organizational success key factors with organizational performance as indicated by a total coefficient of 0.789. This means that the external environment dimensions will further strengthen the relationship of organizational success key on organizational performance.
2. The second finding in the concept development of the external environment dimensions on the organizational success key factors, it has found the existence and direct relationship between the organizational success key factors with the effectiveness of knowledge transfer as indicated by a total coefficient of 0.800. This means that the external environment dimensions will further strengthen the relationship of organizational success key factor and knowledge transfer effectiveness.
3. The first findings and the second findings are new findings that have not been obtained by previous researchers because the research is conducted as a research development on the research by Susanty, et.al (2015). So that, it will not provide theoretical support for any studies by Susanty, et.al (2015), Rhodes et.al (2008). This study provides support for the research conducted by Nikpour (2017), Sengke (2015), Motilewa et.al (2015), Tran and Tian, (2013), and Park and Lee (2014), opinion by Keith Davis (1981), in Badeni (2013), Systems Theory (von Bertalanffy, 1972, in Steers, 1984).
4. It is also found that there is no role in the effectiveness of knowledge transfer in mediating the relationship between the organizational success key factors and organizational performance, in this case the indirect relationship is indicated by a total coefficient of 0.262. The coefficient value is smaller (<) compared to the direct relationship between the organizational success key factors and organizational performance as indicated by a total coefficient value of 0.789 so that it does not provide theoretical support for research by Susanty, et.al (2015), Rhodes et.al (2008), as well as providing theoretical support for a research by Nikpour

(2017).

6. CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

Based on the research results and statistical data processing, the following conclusions can be drawn:

1. There is a positive and significant direct relationship between the organizational success key factors and organizational performance. This shows that better or higher organizational success key factors, namely applying organizational culture, company structure, human resources, information technology, and company's external environment, will improve organizational performance in daily newspapers in Southeast Sulawesi.
2. There is a positive and significant direct relationship between the organizational success key factors and knowledge transfer. This shows that more effective organizational success key factors, namely organizational culture, company structure, human resources, information technology, and company's external environment, will increase knowledge in working on daily newspapers in Southeast Sulawesi.
3. There is a positive and significant direct relationship between knowledge transfer and organizational performance. This shows the better knowledge possessed by company managers and employees will improve organizational performance in the daily newspapers in Southeast Sulawesi.
4. There is a positive and significant relationship but the transfer of knowledge does not play a role in mediating the relationship between the organizational success key factors and organizational performance. This knowledge transfer does not show its role in mediating the relationship of organizational success key factors and organizational performance. This means that the success key factors and the transfer of knowledge possessed by managers and employees in managing the company have no meaningful roles in improving organizational performance in the daily newspapers in Southeast Sulawesi.

6.2. Recommendations

Based on the aforementioned research results, there are several things to be the concerns including:

For Companies

- a. It can pay attention to an effective organizational structure so that the work can be minimized in order to aim for better success.
- b. It can pay attention to the development of the role of human resources in certain divisions in order to further expand the company's network.

For Further Researchers

- a. It can take similar research by paying attention to organizational effectiveness in terms of organizational culture variable aspects that further strengthen the newspapers publishing company.
- b. It can take similar research by paying attention to or-

ganizational effectiveness aspects from other aspects of organizational structure such as span of control, size (size of organization), size (size of work unit).

It can take similar research by paying attention to organizational effectiveness in terms of the role of human resources aspects that better support their work abilities for better success.

- c. It can take similar research by paying attention to organizational effectiveness aspects from information technology variable aspects that better support information speed and accuracy to support better success.
- d. It can take similar research by paying attention to organizational effectiveness in terms of more specific environmental variables and which are more closely related to efforts to increase newspapers circulation.
- e. It can take similar research especially in placing knowledge transfer as an intermediate variable role for moderator relations..

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