

Analysis Of The Influence Of Leadership Style, Knowledge Management, Organizational Culture On Organizational Performance And Its Implications On Sustainable Energy Management In Textile Industry In Central Java, Indonesia

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ABSTRACT

Textile is a basic need of every human being that continues to develop from day to day along with population growth and technological advances and human activities with the rapid development of fashion design trend. Textile industry contributes significantly to the provision of employment, especially people around the industry, and is also able to support local and national economic growth. To produce high quality textile products, there are certainly some criteria such as quality textile raw materials, adequate energy availability, high commitment from leaders, adequate human resource competencies and good work culture carried out sustainably, resulting in performance that very positively and significantly influences the company/organization.

The purpose of this research was to analyze the influence of Leadership Style on Organizational Performance, Knowledge Management on Organizational Performance and Organizational Culture on Organizational Performance, Leadership Style on Sustainable Energy Management, Knowledge Management on Sustainable Energy Management, Organizational Culture on Sustainable Energy Management and Organizational Performance on Sustainable Energy Management.

The methodology of the research used was quantitative research using a causal and SEM research design. The total population in this research were 157 textile industries and the total sample 195 respondents of the Textile Industry in Central Java.

The results showed that there was a positive and significant influence of Leadership Style and Knowledge Management Organizational Culture on Organizational Performance, and Leadership Style and Knowledge Management Organizational Culture on Sustainable Energy Management, and Organizational Performance on Sustainable Energy Management.

KEYWORDS: Leadership Style, Knowledge Management, Organizational Culture, Organizational Performance, Sustainable Energy Management, Energy Conservation, Textile Industry.

Date of Submission: 05-02-2020

Date of Acceptance: 21-02-2020

I. Introduction

The Indonesian textile industry began to develop from the mid-1970s to the mid-1980s that was able to produce and provide job opportunities for the people of Indonesia, especially those domiciled around the factory site as a labor-intensive program (Rasiah, and Ofreneo, 2009). The Association of Textile and Garment Entrepreneurs synergized with the Government to formulate trade policies and increase textile and garment production to create local capabilities in the trade of textile sector in developing and international countries (Kim, Traore and Warfield, 2006). The contribution of the Indonesian textile industry to the economic growth of 2019 of Republika's version was 18.98%, compared to 2018 of 7.46% in the same period. In contrast to the data of the Central Statistics Agency (BPS) in the first quarter it reached 18%, increasing 4.45% compared to the same period in 2018 (Republika, 2020). The role of the Government is to create a healthy investment climate, simplify licensing procedures, provide legal certainty and set an adequate wage for workers (Raisah, and Ofreneo, et.al., 2009). Advances in textile industry technology causes the need for energy consumption in the production process to rise, thus for optimization it is necessary to implement an energy conservation program by making energy savings in textile production (Sharma, 2012).

II. Literature Review

2.1. Management

Management is defined as a tool in the form of a series of concepts, processes and training (Nedelko, and Potocan, 2016). Federick Taylor, 1911, argued that management must have special methods in making decisions and evaluating organizations. Taylor's approach requires valid and reliable information for making decision and conducting supervision (Mowll, 1989). Stoner, Freeman and Gilbert argued that management is a

process of planning, organizing, directing/controlling and controlling the organization to achieve performance in accordance with organizational goals and objectives (Stoner, Freeman and Gilbert, 2019). According to Henry Sisk effective management did not depend on the success of the management function, the reciprocal relationship between the management function and the achievement of goals and targets must be balanced. Likewise Fayol believed that managerial success did not only depend on leadership alone, but the coordination of group work also determined success (Mowll, et.al, 1989). Decision making regarding investment is an important concern of managers and owners of companies on business trust and competitors (Peric, and Durkin, 2015).

2.2. Sustainable Energy Management

Energy management is a strategy to find opportunities to reduce production costs. There are four principles of energy management: the first principle is to control energy costs, the second to control the function of energy as production costs, the third to control and measure the main energy and the fourth principle to seek the implementation of an energy management program (Illeve, Kloyanov, Gramatkov, Terziev, Palov and Stefanov, 2011). Energy management is needed to produce goods and provide services at the lowest possible cost to reduce energy requirements per output unit, while minimizing negative effects on the environment (Deshmukh, and Patil, 2013). Energy management is also a technical approach to obtain energy savings (Lancaster, 2015). The benefits of implementing energy management are to be efficient in using energy and improve the quality of clean air and minimize environmental impacts (Deshmukh and Patil, et. al., 2013). One strategy for implementing sustainable energy management is to conduct energy audits at least once a year (Dhanre, Urvashi, and Mudafale, et. al., 2014). A sustainable energy efficiency program is the duty of the energy manager to direct what workers must do, how to do it, when to do it and who does it. The manager is responsible for the change management as an appropriate way (Alkahtani, and Jarad, 2011).

2.2.1. Planning

Planning is one of the functions of organizational management (Ufartiene, 2014) where the direction and goal of the organization are determined through various programs and activities of the organization. Planning function is included into organizational decision making, where employees are involved to provide quality new ideas according to their experience and skill (Leung, J. and B. Kleiner, 2004). Planning of Energy Management is the duty of Manager to make an Action Plan, in the form of a matrix of activity steps that describe the activities to be carried out, who is responsible as a Person In Charge (PIC), when it will be implemented, how long it will take, how long the payback period is and the financial incentives (EU-Program, 2014). Successful energy management means when organizational culture is an integral part of the planning itself. Planning must be integrated and consistent with the organization's mission. Planning must be in line with measurable organizational performance goals, thus the organizational goals are achieved. The plan contains strategic matters which include (1) the goals and objectives to be achieved, and the time required must be measured and (2) the implementation strategy and how to maintain it (WRP, 2006).

2.2.2. Organizing

Management organizing function exists in various activities related to Human Resource Management, such as position design, appointment, placement and assignment of duties/ positions. The role of Human Resources is very important in an organizational function. Organizational policies in the form of regulations, decisions or stipulations function strongly to provide trust to public/private (Daft, and Marcic, 2011). Organizing is a basic procedure for connecting and combining human, physical and financial resources in a reciprocal relationship to achieve organizational goals (Kapur, 2018). The organization and its relationship with humans in resolving reactions to problems faced require specialized and professional units (Buytendijk, 2008). Management strategy is a process in which the organization tries to determine what needs to be done to achieve company goals. Ideally, senior managers examine and ensure the success of strategic planning usually done within the next three to five years (Mello, 2015: 114).

2.2.3. Leading

Leading is a very important function for leaders in using their influence to motivate their subordinates to achieve organizational goals (Daft, and Marcic, 2011). A leader must become an agent of change by building and maintaining effective leadership management (Jalagat, 2017). Leaders who produce high performance in carrying out energy management have the following stages (1) having adequate knowledge in developing awareness on the application of energy management (2) self-management of leader to do the best and be able to manage thought and emotion (3) a schedule integrated with energy planning and an integrated team in implementing an energy management strategy proactively (Drucker, 2018).

2.2.4. Controlling

Controlling function is to monitor the performance of organization and employees in a certain period, thus the progress level of the implementation of the organization's programs and activities can be found. Control system can reduce risks and uncertainties in the implementation of organization's activities (Spreitzer and Mishra, 1999). To ensure that the performance of division, department, section and employees conform to predetermined goals and objectives, corrective action is necessary (Kapur, et al. 2018).

2.3. Leadership Style Theory

Gary Yukl defines leadership as a process of naturally influencing and motivating a group of people in a social system that spreads among an organization to contribute to the organization (Yukl, 2010: 2-4). Alberto Silva defines "*Leadership is the process of interactive influence that occurs when, in a given context, some people accept someone as their leader to achieve common goals*" (Silva, 2016). Bathi argued that leadership is a process of influencing activities of individual or group, leaders as trainers, communicators, coordinators and supporting listeners and willing to take risks in an effort to achieve better organizational goals for tomorrow (Nadeem, Maitlo, Shaikh, Hashmi and Shaikh, 2012). Leadership is an important component in the process of organizational commitment, organizational effectiveness and development and change of organizational culture (Pickled, 2012). Leadership is used in various aspects of politics, business, academia and social work. Situation and environmental characteristics influence leadership. Leaders' abilities in an effective leadership style play an important role in improving organizational performance (Timothy, Okwu, and Nwankwere, 2011).

2.3.1. Transformational Leadership Style

Transformational leadership style is a relationship of mutual trust and respect between leaders and employees (Barbuto, 1997). Indicators for transformational leadership style of leaders include (1) having influence, charisma and being an ideal role model for their employees (Clinebell, Škudienė, Trijonyte and Reardon, 2013), (2) having wise character and being able to facilitate the needs of each individual employee and (3) providing motivation, inspiration, guidance and coaching and direction and (4) providing stimulation from the experience, knowledge of the leader so as to be able to awaken intelligence, creativity, innovation and skills in solving organizational problems (Alkahtani, 2016). Transformational leadership style also has the characteristics of encouraging and influencing subordinates in building organizational mission commitment through the process of change. Leaders always try to provide innovation and focus on handling organizational problems and meeting the needs of the organization (Thomas and Stephen, 1991). A good organizational leader must have a strong character, being able to demonstrate an example for his/her subordinates, motivate and be responsible for organizational performance and employee loyalty and attachment to the organization (Bello, 2012). Transformational leadership style functions to connect between leaders and subordinates. This leadership style focuses on developing skills, value systems, motivation and morality to achieve organizational goals (Ojokuku, Odetayo and Sajuyigbe, 2012).

2.3.2. Transactional Leadership Style

Transactional leadership style is similar to the management concept where employees are given wages based on a performance achievement system and leaders monitor employees to enforce company rules, thus employees can reduce errors in carrying out work responsibilities (Al Kahtani, et.al. 2016). In the transactional leadership style there is an award where employees or subordinates get benefits according to the performance level achieved. This kind of leadership style is almost similar to the autocratic leadership style where leaders are the owner of power and authority (Samad, Reaburn, Davis and Ahmed, 2015). Transactional leadership style tends to use a contingency reward system where employees will be paid according to the work or performance achieved in a certain agreed period (Sokovic, Pavletic and Pipan, et.al., 2010).

2.3.3. Laissez Faire Leadership Style

Laissez faire leadership shows that managers are flexible to the opinions of subordinates, where subordinates are required to have experience, working period and technical training (Canty, 2005). With the *delegative* leadership style, a leader gives freedom of decision making to his/her subordinates (Malakyan, 2013). Laissez faire leadership is a leadership style where the leader reflects himself as an inspiratory and motivator, and stimulates the intellectuals of subordinate individuals and influences the subordinate's positive nature, thus decision making and supervision of responsibilities towards subordinates becomes effective (Xirasagar, 2008). Transformational, transactional and laissez faire leadership styles are used by a leader to consciously consider which leadership style is effective for certain types of work. It is not always a certain leadership style that is specifically suited to different situations and conditions (Chan Sook Leng, et.al. 2014).

2.4. Knowledge Management

The term knowledge management has two concepts, namely knowledge and management. Knowledge provides limits of understanding of goals, rules and routine activities. Whereas management is a process of controlling, guiding, coordinating and communicating actions and activities (Rechberg, and Syed, 2014). Knowledge can also be defined from various aspects of experience, values, contextual information and expert perspective that provides scientific arguments for analysis and evaluation by combining experiences and information from individual experts (Gharakhani and Mousakhani, 2012). From traditional point of view, knowledge means data compiled into information and then the information is processed in minds/thought of humans as individuals who already have experience and ability to judge, so as to produce creative works called knowledge. In other words, knowledge can be defined as information that can be understood by individuals regarding ideas, facts, concepts, procedures, observations, interpretations and judgments. However, every information does not always produce knowledge, this is because individuals sometimes experience failure in understanding the information received contextually (Chen, 2011).

2.4.1. Knowledge Creation

How Knowledge Management is created, converted, shared and transferred in an organization, thus employees can move forward and develop competitively is very important (Alipour, Idris and Karimi, 2011). Consequencely, in the era of very dramatic competition between companies, the speed and accuracy of creating new ideas is a superior resource in the face of market power competition (Grim, Lee, and Smit, 2006). Intellectuals are an important source for learning and facilitating various ideas and experiences to produce competitive advantages that must be managed systematically (Klein, 1998: 1). Human resource competencies to overcome product quality competition, new product development and customer service can use the Action-Reflection-Trigger System (ART) which is part of information technology (IT) as triggering the dynamic process of accumulation, creation, exploitation and dissemination of knowledge (Nonaka, et.al, 1994).

2.4.2. Knowledge Transfer

Knowledge Management Transfer is defined as a process where (1) one organizational unit or department or division passes on its experience to another unit, (2) information and skill are systematically organized, (3) knowledge are exchanged between individuals, groups or organizations. Knowledge transfer aims at distributing organizational cognition to locations where organizational units need or will use it. Knowledge management creation is described as a new content of innovation development (Novak, 2017).

2.4.3. Knowledge Storage

Building knowledge repository is used to store organizational knowledge as data and information that can later be reused for various purposes and transferred to employees. Knowledge storage systemis used for preserving and restoring internal organizational knowledge (Taraszewski, 2005). There are two types of knowledge, namely explicit knowledge which is the knowledge documented and codified in the type of information technology. This knowledge has an important role to share and store knowledge information using the latest technological system in the organization. The second type of knowledge is tacit knowledge which is the knowledge gained from work experience and intuition (Alaaeddin, Islam; Helal, Abdirahman, Mohamedand Ibrahim, 2014).

Developing skills and strategic thinking done consistently are useful in understanding the strategy management process (Mullen, et al. 1991). There are various strategies to involve knowledge management in an organization to invest in knowledge management. The first strategy is the codification strategy based on computers and databases to store knowledge. The second one is a personalization strategy based on communication between working people(Jahn, 2013).

2.4.4. Knowledge Application

Every organization must have a clear vision and the need for a knowledge management strategy to be developed and implemented in an organization aligned with the strategies of all organizational units (Sharma, 2014). Increasing market competition and fulfilment of customer demands and market expansion orientation require all management and employees to innovate continuously. Knowledge is a potential key to achieve competitive advantages in helping organizational innovation projects (Chen, et.al, 2011).

Relationship between knowledge management and organization shows that knowledge management has a strategic role in the success of the organization (Goudarzvandchigini, 2011). The role of intermediaries has potential to increase knowledge mobilization through unique abilities to reach out and connect to all organizational units (Cooper, 2012). Knowledge mobilization supports/encourages decision making (Levesque, 2013). Emotional intelligenceis very positively related to one's work behavior (Ivan Vratskikh, et.al, 2016).

2.5. Organizational Culture

The definition of organizational culture is a set of values and norms owned by a person or a group of people in an organizational community. They control and obey those values and norms and regulate the way one interacts with others and how to interact with someone or the community outside the organizational community (Vratskikh, Al-Lozi, and Maqableh, 2016). Organizational culture is not only a set of values and excellence of knowledge but also a factor that stimulates employees to share knowledge within teamwork or with fellow employees or superiors with subordinates (Masa'deh, Gharaibeh, Tarhini, and Obeidat, 2015).

Tolerance is an alternative for someone to give mutual respect and maintain courtesy to others in the workplace community in an effort to improve teamwork and the achievement of organizational goals and performance (Von, Bressler, and Collier, 2012). Organizational Culture as a whole literature strongly believes that it can increase organizational performance (Ahmad, 2012). Culture drives the company by placing chosen people to set business goals and create jobs opportunities and career planning for their employees. Culture also has a direct impact on a company's financial performance, in reality it is practically that human resources and management control and encourage employee development, career and employee promotion (Sneezing, 2015).

2.6. Organizational Performance

Government policy by providing freedom of investment for private entrepreneurs in the textile industry sector and developing investment in other industries (Dawes, 2001), and providing facilities and infrastructure in promoting industrialization is expected to reap success (Traore, 2004). Competitive advantage is the most important thing in managing a business, by adopting various business strategies that have excellences. Competing with similar business competitors is certainly unavoidable, thus a company must have an excellent strategy for organizational performance. The steps required include: (1) Non-financial Measures, such as a) Objective Achievement, b) Competitors' Effectiveness and (2) Financial Measures, namely Return on Capital Employed (ROCE). ROCE is used for finding out the effectiveness of the company in managing working capital, thus generating profits. The organizational competitive strategy tends to be placed on financial performance, where a competitive strategy is measured for negative-oriented goals with ROI (Return on Investment), which means in order to reap profits, managers are trying to outperform their business competitors (Windapo, and Oluwakemi, 2014). The organization and textile industry community jointly struggle for competitive products and services to get excellence and satisfaction of customer and supplier. The socio-cultural element positively influences diversification of the organizational community in understanding the innovation of textile entrepreneurs, by testing the interaction between genetic and cultural information (Altındağ and Coşar, 2014). Operational performance includes speed, quality, cost, flexibility and dependability. The speed concerns the time needed to produce, research new products or develop them. Operational flexibility is related to product line configuration, where companies produce several types of quality products that can adapt to operation, so as to fulfil the needs of different market. Production quality to determine the conformity of a product to specified specifications will determine organizational performance and customer satisfaction. Cost per unit of product depends on changes in various factors such as product volume and variation. Dependency is used for measuring how timely the delivery of products to customers in accordance with price and cost planning (Planettogether, 2019).

Performance is an achievement achieved by someone in carrying out work in accordance with the standard criteria set out in the work (Harlen, 2015). Job achievement or performance means the actual job performance or achievement that someone has ever achieved. The definition of job performance/achievement is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him/her. Factors that influence the achievement of performance are ability and motivation factors. Teamwork and steps to find breakthroughs in employee performance are positively related to employee performance (Manzoor, Ullah, and Hussain, 2011). The application of Energy Management in companies has an impact on decreasing energy efficiency by complying with ISO 50001 as a guideline for Energy Management System (Fedoskina, 2016). The potential for energy savings is one of the parameters in conducting an energy audit. Financial analysis of energy saving project investment must be considered for the calculation of the payback period (Popescu, 2012).

III. Research Conceptual Models

The previous research model was limited to looking for the influence of independent variables (X) on dependent variables (Y). In this research, there was a research model development by adding intervening variables (Z). The function of the intervening variable (Z) is to mediate several independent variables expected to have a stronger effect and there are ongoing implications for the dependent variable (Y) compared to the effect of independent variables (X) only on dependent variables (Y) without the impact of its implications, as stated in figure 3.1.

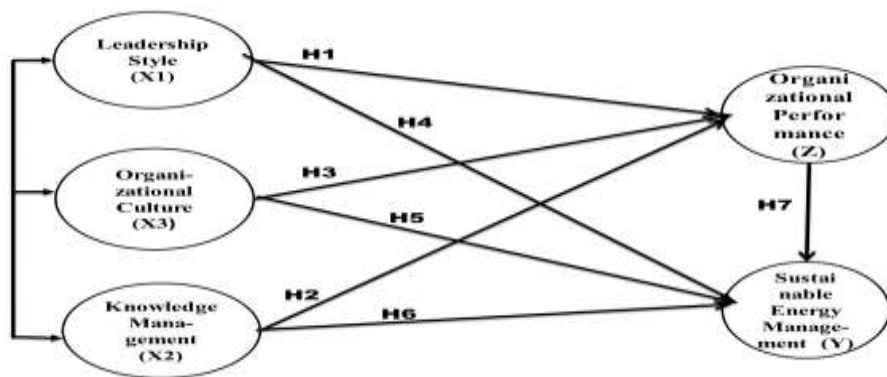


Figure 3.1. : Conceptual Research Model

IV. Research Methodology

The purpose of this research is to analyze and disclose and seek answers to research problems (Raco, 2010: 65). This type of research is explanatory research where the research explains the concepts and problems or phenomena under research, which further determines the characteristics and relationships between problems or phenomena and variables under research to explain the relationship between variables using hypothesis testing. The tested hypothesis is the result of modeling based on theories in previous researches (Bougie, and Sekaran, 2016). The population of this research were 154 textile companies located in Central Java. This research used probability sampling techniques, where each member of the population was given the same opportunity to be selected as a sample member (Akdon, and Riduwan, 2013). The sample size in this research was based on the number of samples calculated from the number of indicators multiplied by 5 (five) (Ghozali, et. al., 2006). The number of variables in this research were five types with a total of 39 indicators, thus the samples needed in this research were: $39 \times 5 = 195$ respondents. The sample of 195 respondents came from 17 companies consisting of Directors, General Managers, Managers, Division Heads, Section Heads, Supervisors and Group Leaders from textile companies located in Central Java.

V. Discussion

The variables in this research consisted of Leadership Style, Knowledge Management, Organizational Culture, Organizational Performance and Sustainable Energy Management. The hypothesis testing was conducted through data analysis using the Structural Equation Model (SEM) method and LISREL 8.8 application software processing tool, thus summary index of conformity was obtained as shown in Figure 5.1.1.

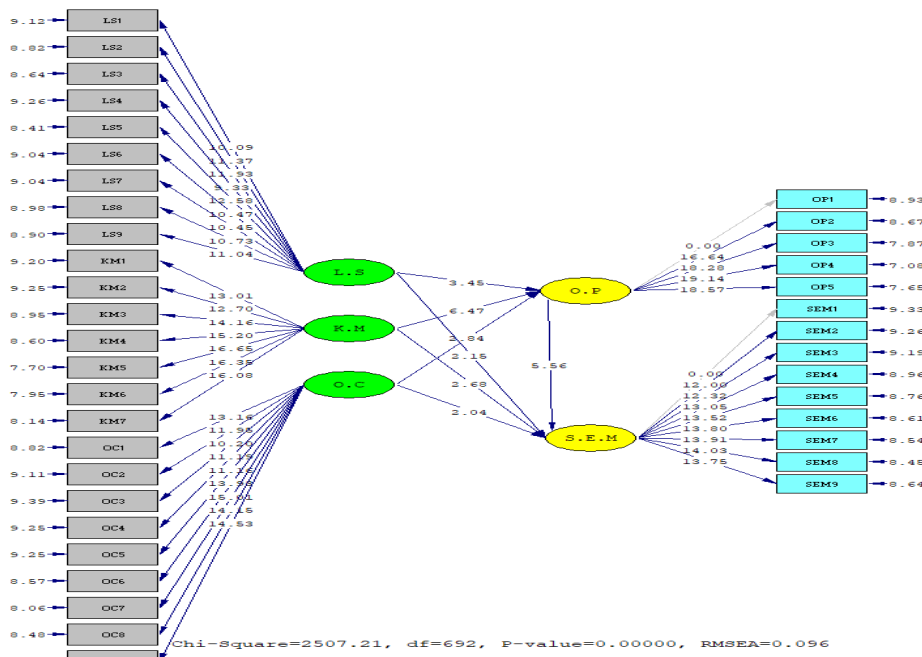


Figure 5.1.1. : Structural Model (T Values)

Source: Processing Results using LISREL 8.8

The t-values model figure displays a complete model path diagram with numbers showing the t-values of each related estimated number. In the results of data analysis using the Structural Equation Model (SEM) method and the LISREL 8.8 application software processing tool produces a summary index of model conformity shown in the table below:

Table 5.1.1. Model Conformity Index

GOF Indicator	Expected Size	Estimation Result	Conclusion
Absolute Fit Size			
RMSEA	RMSEA < 0.1	0.096	Good Fit
Absolute Fit Size			
NFI	NFI > 0.90	0.94	Good Fit
NNFI	NNFI > 0.90	0.95	Good Fit
CFI	CFI > 0.90	0.96	Good Fit
IFI	IFI > 0.90	0.96	Good Fit
RFI	RFI > 0.90	0.93	Good Fit

Source: The Results of Processing using LISREL 8.8

Based on Table 5.1.1 above, there are six model conformity indexes obtained that have a good model conformity index (RMSEA, NFI, NNFI, CFI, IFI and RFI). Thus, it can be continued to the next analysis. Furthermore, based on the estimation result of structural equations or the structural model equations, where this section relates to the evaluation of the coefficients or parameters showing a causal relationship or the effect of one latent variable with other latent variables. The resulting structural model equations are as follows:

Structural Equations

$$O.P = 0.26 * L.S + 0.50 * K.M + 0.18 * O.C, \text{ Errorvar.} = 0.30, R^2 = 0.70$$

(0.077)	(0.077)	(0.063)	(0.045)
3.45	6.47	2.84	6.73

$$S.E.M = 0.48 * O.P + 0.16 * L.S + 0.21 * K.M + 0.12 * O.C, \text{ Errorvar.} = 0.25, R^2 = 0.75$$

(0.086)	(0.073)	(0.077)	(0.059)	(0.043)
5.56	2.15	2.68	2.04	5.85

The results of this evaluation can be summarized in the table below accompanied by hypotheses from the following research model:

Table 5.1.2. Evaluation of Structural Model Coefficients and Hypothesis Testing

Path	Estimasi	t-value	Conclusion
<i>Leadership Style</i> → <i>Organizational Performance</i>	0.26	3.45	Accepted
<i>Knowledge Management</i> → <i>Organizational Performance</i>	0.50	6.47	Accepted
<i>Organizational Culture</i> → <i>Organizational Performance</i>	0.18	2.84	Diterima
<i>Leadership Style</i> → <i>Sustainable Energy Management</i>	0.16	2.15	Accepted
<i>Knowledge Management</i> → <i>Sustainable Energy Management</i>	0.21	2.68	Accepted
<i>Organizational Culture</i> → <i>Sustainable Energy Management</i>	0.12	2.04	Accepted
<i>Organizational Performance</i> → <i>Sustainable Energy Management</i>	0.48	5.56	Accepted

Source: The Results of Processing using LISREL 8.8

Hypothesis testing using the LISREL 8.8 program showed the following result. Hypothesis 1: *Leadership Style* has a positive and significant influence on *Organizational Performance*, where the t-value is 3.45 (t-value > 1.96). Hypothesis 2: *Knowledge Management* has a positive and significant influence on *Organizational Performance*, where the t-value is 6.47 (t-value > 1.96). Hypothesis 3: *Organizational Culture* has a positive and significant influence on *Organizational Performance* where the t-value is 2.84 (t-value > 1.96). Hypothesis 4: *Leadership Style* has a positive and significant influence on *Sustainable Energy Management*, where the t-value is 2.15 (t-value > 1.96). Hypothesis 5: *Knowledge Management* has a positive and significant influence on *Sustainable Energy Management*, where the t-value is 2.68 (t-value > 1.96). Hypothesis 6: *Organizational Culture* has a positive and significant influence on *Sustainable Energy Management*, where the t-value is 2.04 (t-value > 1.96). Hypothesis 7: *Organizational Performance* has a positive and significant influence on *Sustainable Energy Management*, where the t-value is 5.56 (t-value > 1.96).

VI. Limitations And Further Research

This research is limited to review relationship among five variables, namely: *Leadership Style*, *Knowledge Management*, *Organizational Culture*, *Organizational Performance* dan *Sustainable Energy*

Management. Further research is suggested to take respondents not only those deriving from textile companies only in Central Java but also other regions. It is also necessary to consider adding qualitative researches obtained, thus it is expected to obtain a more comprehensive result. Further research can add other related variables such as: *Technology Information, Behaviour and Productivity, Economic Growth.*

VII. Conclusions

As mentioned in the objectives to be achieved in this research based on the result of hypothesis testing and discussion on previous chapters, it can be concluded that *Leadership Style* has a positive and significant influence on *Organizational Performance*, where the t-value of 3.35 is greater than 1.96 (t-value >1.96). The *Knowledge Management Style* has a positive and significant influence on *Organizational Performance* where the t-value of 6.47 is greater than 1.96 (t-value >1.96). *Organizational Culture Style* has a positive and significant influence on *Organizational Performance* where the t-value of 2.84 is greater than 1.96 (t-value > 1.96). *Leadership Style* has a positive and significant influence on *Sustainable Energy Management* where the t-value of 2.15 is greater than 1.96 (t-value >1.96). *Knowledge Management Style* has a positive and significant influence on *Sustainable Energy Management* where the t-value of 2.68 is greater than 1.96 (t-value > 1.96). *Organizational Culture Style* has a positive and significant influence on *Sustainable Energy Management* where the t-value of 2.04 is greater than 1.96 (t-value >1.96). *Intervening effect of Organizational Performance* can increase the positive and significant influence on *Sustainable Energy Management*, where the t-value of 5.56 is greater than 1.96 (t-value > 1.96).

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Sukiman"Analysis Of The Influence Of Leadership Style, Knowledge Management, Organizational Culture On Organizational Performance And Its Implications On Sustainable Energy Management In Textile Industry In Central Java, Indonesia." *International Journal of Business and Management Invention (IJBMI)*, vol. 09(02), 2020, pp 60-69.