

KNOWLEDGE MANAGEMENT AND JOB SATISFACTION IN THE CIVILITY OF THE FACULTY OF TARBIYAH AND TEACHER TRAINING, STATE ISLAMIC UNIVERSITY OF MATARAM

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Abstract

This paper aims to explore the role of knowledge management on employee satisfaction, and explore the ability to strengthen knowledge management professional relationships with faculty strategies and innovation-based continuous learning processes. A qualitative method with a case study approach is used in examining the focus of the problem, the researcher is the key research instrument using a qualitative method with a case study type. Data were collected through observation techniques, interviews, and documentation with data analysis through an interactive approach. Legitimacy with standards of credibility, conformability, transferability, and dependability. The results of this study are (1) The challenges of working mentally show that civility can use their skills and abilities; (2) Experienced, moderate, and have the sensitivity to develop themselves; (3) Rewards are balanced, related to the system of rewards and promotions based on job requests, individual skill levels, a set of standards that apply to the end of the work environment, then satisfaction will seek wisdom; and (4) Supporting working conditions, so that workers can work well.

Keywords: Knowledge Management; Job Satisfaction, Islamic Higher Education

INTRODUCTION

Islam provides a paradigm and a contributive appreciation of the development of science and technology (Anwar, 1994), but has not yet received a portion and position in the world community (Rifai, 2018). Muslim scientists differentiate knowledge into perennial knowledge and acquired knowledge (Kosim, 2008). The rolling of the industrial revolution 4.0, smart society 5.0, and Indonesia Making 4.0 has made the role of leadership very dominant for the success of institutions and organizations, this affirmation is an instrument of achieving quality and applied performance practices.

The work organizational environment applies provisions or regulations governing behavior and activities in carrying out activities, realizing goal-

directed work, each leader needs to provide guidance, assistance and direction to employees in order to increase high performance (Wardana & Agustina, 2018). Leadership development for civility is carried out formally, informally and non-formally. Respond to leadership coaching varies with regard to work effectiveness and work efficiency. Overall, indications of response can be seen from effort and satisfaction. The role of the leader is very vital, considering that the decision-making process greatly influences the development of study programs, student affairs, lecturer careers and infrastructure.

Educational transformation must be ongoing and must be an endless work (Rinawati, 2015). College reformers need stamina, need to take a deep breath, and be good at managing the rhythm of their struggle. There are two major obstacles faced: first, the existing higher education bureaucracy must be destroyed first. On the rubble of the bureaucratic majesty that brought disaster, we started something new. Second, the educational transformation process is in a very decadent political culture. The political culture is also the result of the existing education system, in addition to the environment that surrounds it.

Managing faculties with very large study programs in the current situation is not something easy, it is necessary to have leadership knowledge and personnel and institutional development strategies. Application of knowledge management in the Faculty is related to planning, implementation to reporting activities, education and teaching, research, and finance. The Tarbiyah and Teacher Training Faculty (known with FTK) is the oldest faculty in UIN Mataram. During its journey, the Tarbiyah Faculty underwent various changes, especially in the number and nomenclature of departments. FTK originated from the Tarbiyah Faculty of IAIN Sunan Ampel Mataram Branch which was inaugurated on October 24, 1966 with the Decree of the Minister of Religion No. 63 of 1966. On June 13, 1997 (based on the Minister of Administrative Letter No. B-589/I/1997), there was a transfer of status

from the Tarbiyah Faculty and the Syari'ah Faculty of IAIN Sunan Ampel Mataram Branch to the Mataram State Islamic College (STAIN), in accordance with the Presidential Decree of the Republic of Indonesia. Number 11 of 1997. In 2004, STAIN Mataram changed its status to IAIN Mataram with the Presidential Decree of the Republic of Indonesia Number 91 of 2004, October 18, 2004.

Faculty of Tarbiyah and Teacher Training at State Islamic University (FTK UIN) Mataram, manages 11 (eleven) study programs, 4911 students, 207 lecturers, 43 education staff. The main task of the faculty is to produce graduates who have competence in the fields of education and teaching, by implementing the ideal planning that relates to the vision and mission of the ministry of religion and the university. Long-term development efforts will be conducted toward a superior faculty with a reputation for measurable performance in human resource output.

Knowledge management is required for all companies (Purba & Pradhanawati, 2021). Related to the utilization and development of knowledge assets in the Tarbiyah and Teacher Training Faculties of UIN Mataram, there are four processes in implementing management, namely creating a repository of knowledge, improving access to knowledge, advancing the knowledge environment, and managing knowledge as an asset (Arianto & Zulaikha, 2018). The process of higher education knowledge management is creating new knowledge, accessing knowledge from external sources, storing knowledge in documents, databases, software, realizing and using knowledge in processes, products and services, transferring knowledge in the organizational environment, using knowledge in making decisions, facilitating knowledge development through culture and incentives, measuring the value of knowledge assets and their impact on knowledge management (Adelia, 2020).

Proper management, with effective knowledge management, is an instrument for transforming the FTK UIN Mataram. The real effort

implemented is that the organization becomes a knowledge base, leaders that focus on the main actions of developing potential, by (1) developing strategies, infrastructure and maintaining institutional platforms, (2) Looking for knowledge gaps to develop faculties, and (3) creating knowledge to gain strength competitive.

Other factors in efforts to develop faculties are the individuals they have, the values they hold, personality traits, and past experiences. The impact of these efforts is that the planning, implementation and implications of work programs run effectively and efficiently. Employees find security and comfort at work by presenting job satisfaction (Sari, 2015; Suryanti, 2022). Factors that influence job satisfaction are wages, working conditions, job security, quality of supervision, co-workers, type of work and opportunities for advancement (Hutabarat, 2015; Asfar & Syahrir, 2014).

Job satisfaction in general is a person's feelings towards work, the more aspects of work that are in accordance with the wishes and needs of the individual, the higher the satisfaction felt and vice versa (Hamidi et al., 2019). Employees at the Faculty of Tarbiyah and Teacher Training are basically something that is individual where each individual has different satisfactions, according to the value system that applies to him (Astitioni & Surya, 2016; Paparang et al., 2013).

From the various descriptions and opinions about knowledge management and job satisfaction put forward, it can be concluded that the factors that influence job satisfaction are: Individual factors, including the needs possessed, the values held and personality traits and factors outside the individual that are related to work which includes: (1) the work itself, including the tasks given, working conditions and environment, (2) the quality of supervision and supervisor including the relationship between employees and superiors, work supervision and quality of work, (3) Colleagues include the relationship between employees, (4) promotions that

are closely related to issues of promotion or position, and (5) the salary received includes other social security.

LITERATURE REVIEW

1. Knowledge Management

Knowledge management developed in 1990 was introduced by Takeuchi, Davenport and Nonaka. This concept focuses on the development of ideas related to concentrations and scientific disciplines, oriented towards models of change, types of knowledge developed from tacit knowledge to explicit knowledge or vice versa, carried out as a basis for learning and innovation (Prabowo, 2010).

The implementation of knowledge management consists of two main elements, namely (1) Tacit Knowledge and (2) Explicit knowledge (Wijaya, 2015). *Tacit Knowledge* is knowledge in one's mind (brain) that is relevant to knowledge and experience, unstructured, difficult to define, difficult to publish using formal language with its contents including personal experience not other people's (Rohmiyati, 2019). Explicit knowledge is knowledge and experience that is easily understood, articulated, coded, accessed and verbalized because it is implied and has been documented (Basit et al., 2019). Knowledge management is the process of creating knowledge, through socialization, externalization, internalization and combination processes (Nuryana, 2017).

The process by which explicit or tacit knowledge is communicated to others, 3 important things in the KM process, namely (1) Sharing knowledge, means effective-transfer, namely the recipient of knowledge understands that knowledge can apply it, (2) What is shared is knowledge, not recommendations based on knowledge, and (3) Sharing knowledge can occur between individuals, between groups, departments or organizations (Alavi and Leidner, 2001).

2. Job Satisfaction

Theories of job satisfaction in a limited environment consist of discrepancy theory, equity theory and two-factor theory (Andjarwati, 2015). Work decisions depend on the discrepancy between what should be there (expectations, needs and values) and what according to feelings or perceptions that has been obtained or achieved through work (Setiawan, 2014). People will be satisfied if there is no difference between what is desired and the perception of reality, because the desired minimum threshold has been met (Hamidi et al., 2016). If it turns out that what is obtained is greater than what is desired, then people will be even more satisfied, even though there are differences, this is called positive discrepancy (Amrullah et al., 2018). Conversely, if the reality is farther from the expected minimum, it will cause dissatisfaction, which is known as negative discrepancy (Amrullah et al., 2018).

The satisfaction and dissatisfaction that a person feels depends on whether he feels there is equity or not for the situation (Ghonyah, 2012). This feeling is obtained by comparing himself with other people at the same level, at the office or elsewhere. Another opinion says that job satisfaction and dissatisfaction are two different things (Harzberg, 1968 in Hamidi et al., 2016). This opinion is known as the two factor theory. Harzberg divides situations that affect a person's attitude towards his work into two groups of satisfiers and dissatisfied groups.

Satisfiers are factors that are proven to be a source of satisfaction such as: work performance, responsibility, the work itself, knowledge and recognition of work and self-development. The existence of this factor will lead to satisfaction, but the absence of this factor does not necessarily lead to dissatisfaction.

Dissatisfiers are factors that prove to be a source of dissatisfaction such as: regulations, company administration, supervisory techniques, wages, internal relations, working conditions, security and status. Improvement of

these factors will reduce or eliminate dissatisfaction, but will not lead to satisfaction. According to Herzberg, the group that can motivate someone to work well and passionately is only a group of satisfiers.

3. Islamic Religious College

Higher education is an educational unit that organizes higher education, in the form of academies, polytechnics, high schools, institutes or universities. Its strategic role is the implementation of education and teaching, research and community service. Implementation of education as a form of accountability in producing educated, qualified and competitive human resources. Research activity as an effort to find the truth and solve problems. Community service is an activity of utilizing knowledge in an effort to contribute to the progress of society.

Higher education is an organization that requires qualified and responsible leaders. Forms of leadership in tertiary institutions include; chancellor, chairman, and director. Higher education leaders have a special position with several roles such as leader, educator, creator, initiator, cocensus seeker and persuader. The strength of this organization must be a competitive strength in winning the competition (Concoro, 2009).

Leaders in higher education need to have the ability to mobilize the potential of institutions to compete. Relevance of graduates to the world of work by: (1) meeting the needs and expectations of stakeholders; and (2) pay attention to the applicable regulations. Stakeholder needs and expectations are known from various measurement processes regarding stakeholders, while with regard to regulations, strategies developed by universities must be based on various existing regulations (Hambali & Mu'alimin, 2020).

METHOD

This study uses a qualitative approach, a type of case study with a multi-case design. The purpose of the qualitative approach is to obtain knowledge

that can be used to describe a phenomenon, including the characteristics of the phenomenon (Kasiram, 2010). Data and facts are collected from natural backgrounds in depth with the hope of obtaining a holistic and in-depth picture. Furthermore, in the context of multiple cases, the researcher analyzes each case carefully and strictly, because each case raised is directed towards a specific goal if it is with a single experiment, if it is multi cases with multiple experiments as a whole, a framework is needed for researchers to develop theoretical bridging the withdrawal of generalizations towards new cases.

The research location was determined at the Faculty of Tarbiyah and teacher training at Mataram State Islamic University. The choice of location was based on several reasons, namely first, it was the oldest, largest and most numerous faculty in terms of buildings, students and lecturers. There are 10 departments that covered both natural and social science (chemistry, biology, physics and mathematics, social sciences (economy sciences, madrasah primary school teacher education, early childhood Islamic education and humanities, Arabic language education and English Tadrīs or education. Lastly, it has the biggest number of departments at UIN Mataram as mentioned above.

The researcher is in the position of being a key instrument (*the key instrument*) (Sugiyono, 2006), so, the presence of researchers is a must. The presence of researchers is an important element in qualitative research. Researchers are planners, executors of data collectors, and in the end become reporters of research (Sugiyono, 2012).

To determine the informants, the researcher took purposive sampling, internal sampling and time sampling. Purposive sampling technique will provide breadth for researchers to determine when information mining is stopped and continued. In order to obtain accurate data, this research requires informants who are knowledgeable about the social situation under study with the criteria of: (1) understanding, (2) being involved in the

activity being researched, (3) having sufficient time, and (4) conveying fact-based information (Sugiyono, 2012).

Researchers conducted interviews to obtain constructions that occurred about; other people, events, organizational activities, feelings, motivations, recognition, seriousness and so on. The role of the observer is the researcher is often involved in activities at relevant research locations and research focus. In connection with the observation, the researcher used open and closed observation techniques. Documentation data in this study is used as complementary data that has been obtained through interviews and observation methods. For tracking documentation from the results of interviews and or observations referred to as annotations.

Qualitative data analysis is inductively analytic in nature which emphasizes the meaning of the specificity of a case, not its generality (nomothetic). Analytical inductive analysis is an attempt to analyze data based on phenomenological logic explaining that qualitative data analysis is carried out at the time data collection takes place and after completion of data collection within a certain period (Sugiyono, 2012). In this study will use several techniques to achieve credibility, transferability, conformability and dependability.

RESULTS AND DISCUSSION

1. Model of the Knowledge Management System at the Faculty of Tarbiyah and Teacher Training UIN Mataram

Knowledge Management at the Faculty of Tarbiyah and Teacher Training is a system that is interrelated, interacts and forms an integrated unit in institutional management. Leadership behavior is also a major determinant, as well as job satisfaction and employee personality suitability for achieving job satisfaction. This effort is relevant to the process conveyed by Akhmad Hidayatno, 2006 summarizing the SECI model, (1) Socialization the process of transferring information between individuals in an organization by means

of a conversation process. In this process there is a transfer from tacit knowledge to explicit knowledge, (2) Externalization, namely the transfer from tacit knowledge to explicit knowledge, such as writing journals, books, magazines and others, (3) Combination transfer from explicit knowledge to textual knowledge summarizing books, presentation,

Knowledge Management can be well managed if it fulfills the elements of inventory, process and overall distribution to organizational components. The activity of managing knowledge can have implications for the ability and individual job satisfaction and performance. Knowledge management can form a stable, innovative and creative personality. Work motivation because it is according to choice, supported by talents and interests, skills to meet customer demands, has implications for high community satisfaction from their work.

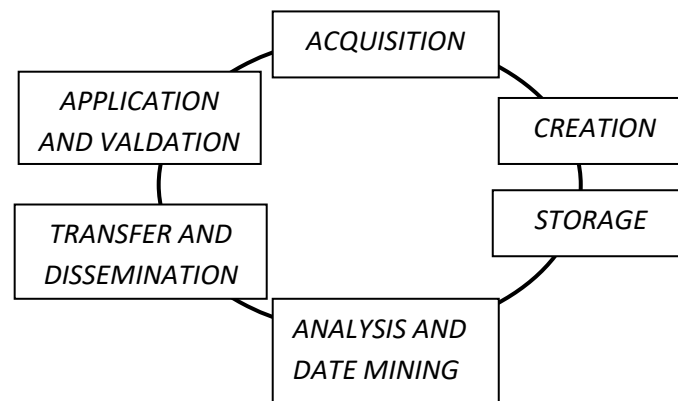


Figure 2. Knowledge Subsystem. Marquardt, 2002

Supportive working conditions, so that the community can work well. FTK UIN Mataram shows that it prefers a physical environment that is not dangerous and comfortable. air temperature, lighting, aroma and other environmental factors should not be ruled out for most civility, work also fills the need for social interaction, friendliness and supportive cooperation will increase job satisfaction. through meetings such as meetings, discussions that contribute to the emergence of tacit knowledge. Externalization is the

process of articulating tacit knowledge to become concrete and clear, changing it to explicit knowledge.

According to Siagian (1993), he said that a more precise understanding of Job Satisfaction and realized when an analysis of Job Satisfaction associated with these aspects. Work performance, absenteeism rate, desire to move, job age, position level and the size of the organization.

Basically, life works for humans, not only used to satisfy material needs, but also to meet other needs such as those that are mental, psychological, and spiritual. In relation to this, the size of the organization affects job satisfaction. This means that if due to the size of the organization and the large number of workers, the identity and identity of employees becomes blurred, it can have an impact on job satisfaction. It is participating in the decision-making process does not materialize, solidarity and equality among employees decreases, making friendship becomes difficult, personal relationships do not occur, all of which can be a factor in low job satisfaction. Therefore, in large organizations, it is necessary to find ways of grouping employees in such a way that each employee feels that they are being treated and given individual attention according to their own identity.

2. *Knowledge Management; Productivity, Professionalism and Strategy at the Faculty of Tarbiyah and Teacher Training UIN Mataram*

In general, what is meant by productivity is the comparison or ratio of output and input. The use of this ratio needs to pay attention to employee aspects (quality and number, aspects of group leadership). Development of Knowledge Management at the Tarbiyah and Teacher Training Faculties of UIN Mataram, carried out by optimally utilizing all available resources, and producing added value to employee productivity and satisfaction.

The performance presented by the FTK UIN Mataram community can be a feedback for business or institutional motivation, as well as more effective utilization of the resources used. On a macro level, productivity depends on

environmental aspects, technology, skills, and the quality of the resources used. On a micro level, productivity has relevance to achievement. Increasing the productivity of the community is very urgent and essential, because the human resources owned by FTK UIN Mataram are numerous and varied.

Work productivity is a mental attitude that always has the view that quality is a priority, appropriate indicators are used as criteria for benefits and components for measuring productivity include increased work performance, decreased employee absenteeism and labor turnover. The Faculty of Tarbiyah and Teacher Training always strives to increase productivity, with the aim of increasing material efficiency, minimizing costs per unit and maximizing output per hour worked.

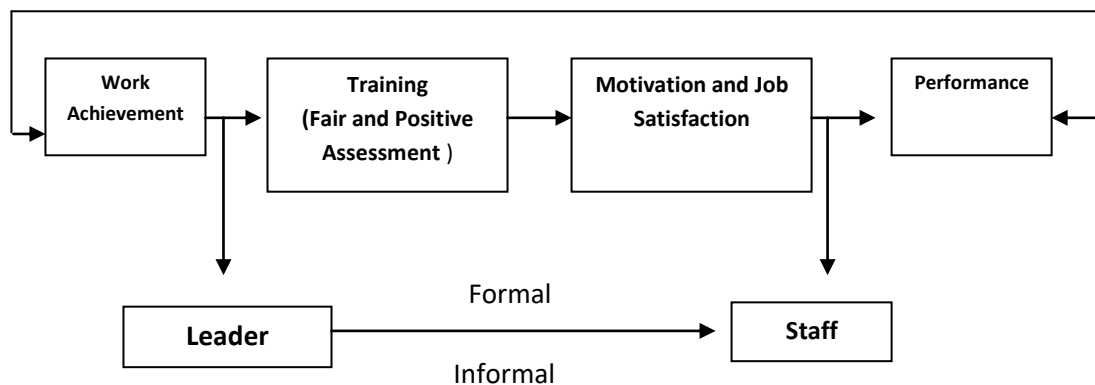
Civil society work activities at FTK UIN Mataram, have many challenges, risks that can lead to boredom, frustration and potential for failure. However, it can be implemented by increasing academic qualifications, accelerating academic positions and continuing to increase academic achievements, by creating satisfaction and new experiences. Rewards are balanced, related to the system of rewards and promotions workers want a reward system and promotion policies that are fair, precise, clear and in line with expectations.

Meanwhile, to measure the quality of civil society work, it can be seen from an increase in job satisfaction and a decrease in stress. The role of management is very strategic to increase productivity by combining and utilizing all means of production, implementing management functions, creating performance, division of labor, placement of workers according to their fields, and creating conditions and a safe working environment.

Increasing the productivity of the FTK UIN Mataram community through the potential for knowledge management has macro and micro benefits. Future macro benefits contribution academically and economically. The income of the UIN Mataram FTK community members is better than other faculties within the Mataram UIN environment, furthermore the ability of the faculty to respond and provide for community needs. Micro-beneficial for

civility, namely a comfortable working climate, guaranteed welfare, improving working conditions, increasing morale, creating a sense of security in the workplace.

Based on the description above, it can be concluded that coaching carried out by leaders in a work organization has a very large role in encouraging performance growth. Through these performance conditions then become feedback that will affect work performance in the future. So the relationship between leadership (independent variable) and performance (dependent variable) becomes a continuous system, as shown in Figure 1.



Picture. 1 Relationship between Leadership and Performance

It is impossible to increase productivity if it is only carried out in certain areas. The elements of increasing productivity that are important are incentives (stimuli), and job satisfaction.

Most of the techniques and methods and areas of work that effectively increase productivity are (1) the field of investment in machines to replace human labor, (2) efforts directed at determining and implementing the most suitable work methods, (3) eliminating unproductive practices which can inhibit increased productivity, (4) improvement of personnel management that can be used by managers to make more effective use of Human Resources of a company.

The most important productivity growth factors are materials and labour. Increasing productivity also depends on the selection of materials and optimal utilization. In the field of labor productivity improvement efforts are made that one of the highest potential arenas in increasing productivity is reducing unproductive working hours, the length of time workers works and the proportion of productive time is very dependent on the method of arrangement, and motivation.

Table. 1. The Productivity Factors of the Civility at FTK UIN Mataram

No	Factor	FTC conditions
1	Man	Human resources at the Faculty of Tarbiyah and Teacher Training of UIN Mataram, in quantity are still lacking, the level of expertise of the community members varies with different cultural backgrounds and has good abilities, skills, supported by attitudes, interests, and an effective work structure.
2	Capital	The academic and social capital aspects of FTK UIN Mataram are very superior, besides that it is supported by fixed capital factors, IT support, Research & & development, running effectively
3	Method factor (process)	includes task layout, handling of auxiliary raw materials and machinery, production planning and supervision, maintenance through prevention, technology that uses alternative methods.
4	Production	includes quantity, quality of production space, mixed structure, production specialization.
5	Feedback	Society values the quantity and quality of production in part to be paid for the main inputs (labor and capital) that society offers to companies.

All of these factors are seen as sub100to show where potential productivity and reserves are stored. There are two100important things that affect the decline in productivity growth, namely100economic and institutional factors. Economic factors in relation to productivity performance tend to emphasize an approach to macroeconomic factors that contribute directly to growth, for example,100The institutional approach focuses more on behavioral orders, attitudes and motivations among academic actors.

3. KM and Career Planning at FTK UIN Mataram

Knowledge management is needed by all to achieve common goals because it contains a series of ways to achieve organizational goals. Stoner in Wijayanto argues that Management is the process of planning, organizing, directing, and supervising the efforts of members of the organization and the use of other organizational resources in order to achieve organizational goals that have been set.(Wijayanto, 2012). The same thing was expressed by Mary Parker Fallot in Wijayanto Management is the art of getting work done through other people(Wijayanto, 2012).

Knowledge management enters all types of organized activities and in all types of organizations, so that various management concepts appear, starting from education management, human resources, finance, strategy, management, marketing and others. Known management in certain fields, namely as follows: a). Human resource management, management focused on personal improvement in the organization, b). Production management, management related to the results developed by the organization, c). Management of financing or capital, management related to organizational finances, d). Marketing management, management related to product distribution, for example selling certain products(Pananrangi, 2017).

The planning process at the UIN Mataram Faculty of Tarbiyah and Teacher Training allows lecturers and education staff to identify career goals and pathways to development. Development activities can be carried out through various programs organized by faculties, rectors, institutions and units, including from the ministry of religion. Then through activities or development employees look for ways to improve themselves and develop their career goals.

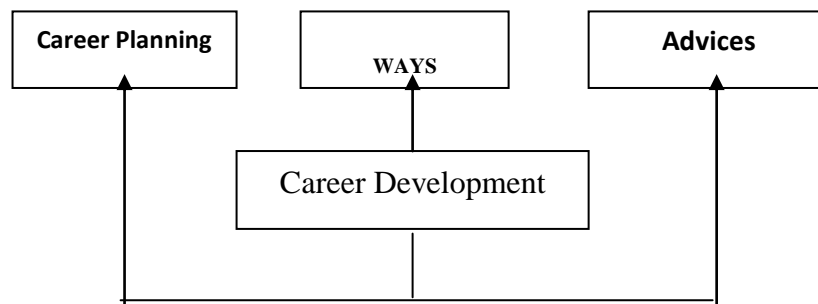


Figure 2. Framework for Career Planning and Development at FTK UIN Mataram

Various internal problems include the inadequate qualifications and competence of Islamic Higher Education institutions, the lack of welfare of the teaching staff, the low commitment and work ethic of available human resources, and the lack of public appreciation for the existence of Islamic Higher Education (Sahlan, 2012). Through changes marked by the integration of science, general study programs will be opened which complement the religion study programs that have already been developed, so the development of Islamic higher education is oriented towards the formation of scholars/scientists who not only have strength in mastering religious sciences, but also has professional maturity in modern science. So that UIN Mataram will be able to stand on equal footing or even outperform the quality of other universities. And this will foster optimism and expectations of increasing public interest in Islamic tertiary institutions.

Globalization demands fast and precise changes. On the other hand, the demands of a dynamic society make the problems of implementing education more complex, especially in tertiary institutions. The relevance and construction of human resources in preparing and marketing with two sides of potential, namely intellectuality and a competent, professional and competitive workforce.

These problems entangle the world of education in general, so Islamic education focuses on activities that can reduce backwardness by emphasizing (1) the process of acculturation and empowerment, (2) the process lasts a lifetime, (3) systemic and systematic unity is built, (4) open

and accountable, (5) multi-meaning and integrated and (6) based on the principle of legality.

The solution to solving this problem is strong, trusted, and strategic leadership. Leadership is the most strategic condition in educational institutions. These problems will be able to be handled and resolved properly if an educational institution has a competent leader (Triwiyanto, 2021). Leaders who have expertise in managing their institutions properly.

Discussion

Imam Suprayogo explained about the problems of PTKIN/PTKIS, (1) some people saw that it had not shown significant progress, especially when measured by its quality, (2) The rather late increase was due to the limited amount of funds and human resources, (3) the condition the objective of most of the stagnant IAIN and STAIN is not solely due to financial limitations, but also caused by a low work ethic, which is caused by weak managerial implementation, (4) lack of ability to utilize the environment including internal strength(Suprayogo & Rasmianto, 2008).

The idea of transforming Islamic Higher Education occurred at the Mataram State Islamic Institute (IAIN), which changed its status to become the Mataram State Islamic University (UIN) in 2017. The transformation strengthened the building of a scientific philosophy called the "Horizon of Science", which became the fundamental foundation in the development of aspects academic-scientific UIN Mataram.

The Tarbiyah and Teaching Faculties of Mataram State Islamic University (FTK UINMA) as part of Islamic tertiary institutions are expected to be able to produce religious intellectuals who are professional and/or professional intellectuals who are scholars. Or in other words, graduates are expected to have a balance between mastery of knowledge and spiritual depth. The Knowledge management transformation process is shown in Figure 3.

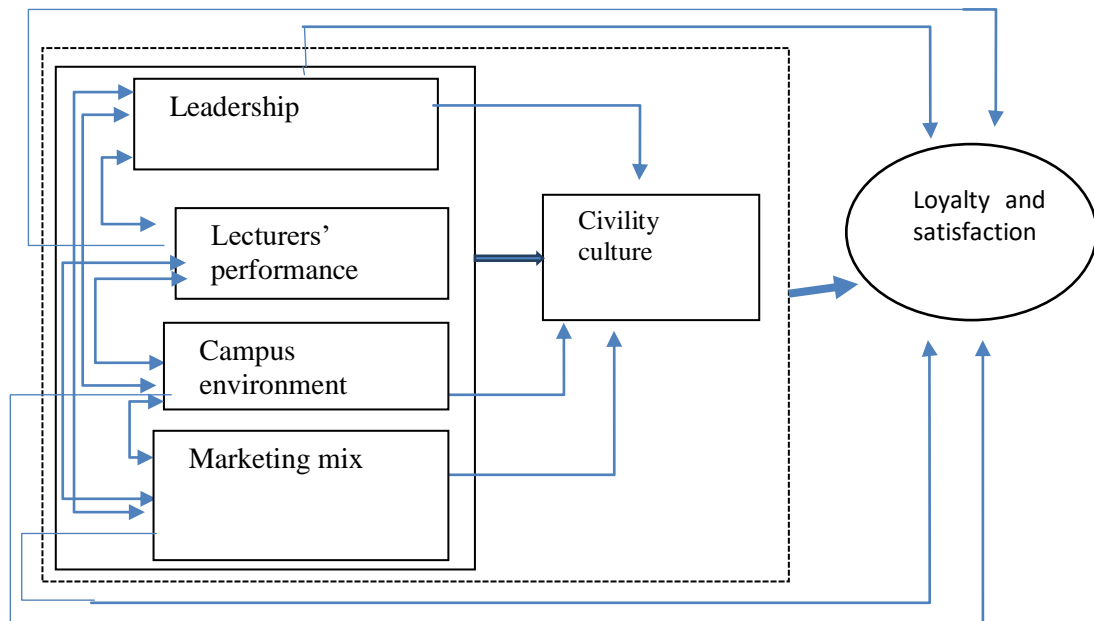


Figure 3. Knowledge management transformation process, job satisfaction at FTK UIN Mataram

Transformational leadership (transformational leadership). Transformational leadership is a type of leadership that pays more attention to charismatic and effective leadership elements (Octaviana & Kristina Silalahi, 2017). The popularity of transformational leadership may be due to the emphasis on intrinsic motivation and development for followers to match organizational needs, be inspired and empowered to achieve success (Othman et al., 2020).

Leadership in Education plays a strategic role because it is a process of influencing, coordinating, moving, directing, giving motivation to people in educational institutions to carry out educational activities effectively to achieve the educational goals that have been formulated. Leadership has a very strong relationship with power. In addition, power has jurisdictional powers and other powers to influence other people to act as expected.

Organizational climate is the twin brother of organizational culture (Kurniawati, 2019). Adding organizational climate as something that can be measured in the work environment either directly or indirectly affects employees and their work (Yuliejantiningih, 2013).

Academic Culture Is an academic activity outside of academic norms which is often a requirement in the learning process, for example seminars, discussions and scientific publications. Thus the academic culture in a tertiary institution is characterized by academic independence, academic characteristics, academic openness, academic excellence, diversity and creativity in the academic culture (Septiawan & Suriani, 2009).

CONCLUSION

1. The application of good knowledge can realize collaboration and can fulfill the objectives of the Faculty
2. Knowledge Management can be well managed if it fulfills the elements of inventory, process and overall distribution to organizational components
3. The performance presented by the Mataram UIN FTK community can be a feedback for business or institutional motivation, as well as more effective use of the resources used
4. Career planning at the UIN Mataram Faculty of Tarbiyah and Teacher Training allows lecturers and education staff to identify career goals and pathways to development.
5. The implementation of education at the Mataram UIN FTK must be able to present a legacy in order to realize the big, long-term, universal vision and mission and produce intelligent intellectual, emotional and spiritual people as well as administrator skills, scanning the internal and external environment in creating strategies to win the competition.

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