The Influence of Knowledge Management and Islamic Leadership on the Decision-Making of the Muslim Youth Development Organization in High Schools

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ABSTRACT

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The da'wah organizations for Islamic youth development, both in high schools and universities, often face constraints in the decision-making process. The low effectiveness of knowledge sharing process among members, the lack of direction and support from the top management, and the low quality of information management are considered the main factors to be blamed for the failure of either the work program management or the entire activities in the Islamic youth da'wah organization. The absence of means to manage historical activities hampers the decision-making process in the organization. In addition, misunderstanding and the lack of knowledge pull down the ghirah (motivation) and ukhuwah (kinship) in the board of Islamic youth da'wah organizational board in educational field. This study intends to reveal how structured knowledge management aiming at developing the Islamic youth in senior and junior high schools is able to transform the information to be a useful asset of Islamic da'wah and long-term decision-making process of organizations by using determining factors of: knowledge management aspect and Islamic leadership characteristics. It employed a quantitative-confirmatory approach and multiple linear regression analysis by using a questionnaire survey to Muslim youth organization members in school XYZ in Bandung regency. The result declares that there is a significant positive effect of the implementation of structured knowledge management, which is 47.1%, and Islamic leadership by 41.9%, on the decision-making process of organizations for Islamic youth development, particularly in middle schools, and other Islamic educational institutions in general.

Keywords*: Knowledge Management; Decision-Making; Muslim Youth Development*

ABSTRAK

Organisasi dakwah pembinaan pemuda Islam, baik di sekolah menengah maupun perguruan tinggi, seringkali menghadapi kendala dalam proses pengambilan keputusan. Rendahnya efektivitas proses berbagi pengetahuan di antara anggota, kurangnya arahan dan dukungan dari manajemen puncak, dan rendahnya kualitas manajemen informasi dianggap sebagai faktor utama yang disalahkan atas kegagalan manajemen program kerja atau seluruh kegiatan di organisasi dakwah pemuda Islam. Ketiadaan sarana untuk mengelola kegiatan sejarah menghambat proses pengambilan keputusan dalam organisasi. Selain itu, kesalahpahaman dan

kurangnya pengetahuan meruntuhkan ghirah (motivasi) dan ukhuwah (kekeluargaan) di pengurus organisasi dakwah pemuda Islam bidang pendidikan. Penelitian ini bermaksud untuk mengungkap bagaimana manajemen pengetahuan terstruktur yang bertujuan untuk mengembangkan pemuda Islam di SMA dan SMP mampu mengubah informasi menjadi aset dakwah Islam yang berguna dan proses pengambilan keputusan jangka panjang organisasi dengan menggunakan determinasi faktor: aspek manajemen pengetahuan dan karakteristik kepemimpinan Islami. Penelitian ini menggunakan pendekatan kuantitatif-konfirmasi dan analisis regresi linier berganda dengan menggunakan survei kuesioner kepada anggota organisasi pemuda Islam di sekolah XYZ di Kabupaten Bandung. Hasil penelitian menyatakan bahwa terdapat pengaruh positif yang signifikan penerapan structured knowledge management sebesar 47,1%, dan kepemimpinan Islami sebesar 41,9%, terhadap proses pengambilan keputusan organisasi pembinaan pemuda Islam, khususnya di SMP, dan lain-lain. lembaga pendidikan Islam pada umumnya.

Kata-kata kunci: Manajemen Pengetahuan; Pengambilan Keputusan; Pembinaan Pemuda Muslim

1. INTRODUCTION

Religious organizations or extracurricular activities, especially youth Muslim development, is one of rights of students, and thus government or educational institutions, both public and private, must provide it in middle schools to colleges or universities (Warsah dkk., 2020). Educational institutions are expected to provide qualified facilities to develop students' interest and talent during their middle or university study.

Islamic da'wah organization, commonly called as Mosque youth association (IRMA) or Islamic spiritual (ROHIS), is a typical extracurricular activity facilitated by educational institution from primary schools to universities that is managed by students under the control of teachers (Warsah dkk., 2020). The youth in this context means a group of people aged between 12-25, unmarried, having no fixed income, non-taxpayer, and having high motivation to do something new.

This high motivation becomes crucial in their age to be continually developed and becomes the hope for better future of state order, education, social aspect, and religion as well (Rulmuzu, 2021). More specific, youth is people studying in schools or universities and is under the custody of parents or guardian (Fatmawaty, 2017). Mawardi et.al. (2021) explained that the failure of work programs and da'wah in education field is caused by miscommunication amongst members in the organization and the lack of guidance from top management in the process of knowledge transfer to give comprehensive understanding about the organization to all teachers.

In their study, Zuniawan & Sriwana (2019) stated that the factor causing the failure of an organization's development is the low leadership quality indicated by the inability of the leader to control, communicate, and manage the members to cooperate

in applying da'wah activities and in the transfer of information and knowledge to share to the next generation.

Though the organization is conducted by students, knowledge management is still an important thing to have. It functions as a liaison to connect between the member recognition and stored information after the coaching from teachers. It is expected that the information, knowledge management, and organizational structure becoming the reference of da'wah activities can be comprehensively delivered and well practiced, according to the goals of institutions, namely, to create a faithful and pious person.

In a study, Arif & Lessy (2020) revealed that only 40% of youth Islamic da'wah organizations in Indonesia realize the effective knowledge management, though it is still conducted conventionally in form of bookkeeping, making Minutes of Meeting (MoM), or other documentation to keep information and experience to share to the next generation. Likewise, in another study, it is found that 60% of students organization and social institution in the field of da'wah and people development did not realize the importance of knowledge management in applying the work programs and efficiency of organizational activities (Aziz, 2020).

The absence of knowledge management in organization leads to miscommunication, the decrease of internal performance, and even the stagnant development of the organization. The continuous performance decrease of the organization members requires re-training and evaluation, which takes lots of time and efforts (Fatmawaty, 2017). The knowledge management in this context is a process of documentation of all operational activities of the organizations to create re-useable knowledge of experience (Hustad et.al., 2017).

Knowledge management is important to build Islamic leadership, which is defined as the activities conducted by the mentors or teachers to manage the organizational understanding among members and information becoming the asset of organizational activity development (Muhammad, 2016). There are some novelty of this study compared to previous studies in which the knowledge is defined as unlimited and dynamic resource, yet it requires synergy from other triggering factors to create direct benefits toward the development of Islamic da'wah organization in primary and secondary schools (Sujiyanto & Febrianingsih, 2020).

The process of integration between knowledge management, Islamic leadership and decision-making can be defined as structured and systematic process carried out by a leader in obtaining, distributing and applying knowledge, which is able to support organizational decision making in order to achieve goals (Wierzbicki & Ren, 2007). Decision-making lies between the two poles of knowledge namely, tacit, and explicit knowledge. Tacit knowledge is abstract and personal in nature. It includes how a Muslim leader must have commendable characteristics, which is not only includes siddiq (honest), amanah (trustworthy), tabligh (communicative), and fathonah

(intelligent and knowledgeable) as a good role model, but also must be able to be optimistic and think systematically in dealing with problems (Mahmu et.al., 2018). Explicit knowledge, as the name suggests, is explicit in nature. It is also needed by organizations to create a deeper and cohesive understanding.

Decision Making is a systematic process of selecting and adjusting the best alternative from several alternatives, to be followed up as a step in finding a solution to a problem (Alwizra et.al., 2020). The decision-making process, also known as decision analysis, is the stage that is carried out after analyzing the situation and problems during the problem-solving process (Purwanti, 2018).

Decision-making requires explicit knowledge, which in this context includes documentation, information management, and rules in accordance with Islamic principles to produce wise decisions (Andrawina et.al., 2014). Explicit knowledge in decision-making process forms a process of learning and experiences storing in physical form, including documentation of the activities undertaken, as a reusable knowledge or knowledge database. Explicit knowledge emphasizes the potential role of knowledge management in influencing the people involved in decision-making (Dalkir, 2020).

In addition, decision-making in an organization is affected by knowledge management in form of information management which is integrated and shared with all members. Hence, it results in good synergy with the Islamic organization leadership (Jhuji et.al., 2020). As a supporting factor in decision-making, knowledge management includes documentation related to historical activities and experiences, which is one of essential references in decision making (Khan & Shaheen, 2021).

To analyze and validate how knowledge management and Islamic leadership is able to support the decision-making about effective and efficient da'wah activities in high schools, a set of questionnaire was given to the Muslim youth development organization in XZY high school in Bandung regency. The collected data was then analyzed by using a quantitative approach by applying multiple linear regression statistic technique.

2. METHOD

Multiple linear regression analysis was conducted to expose how knowledge management and Islamic leadership influence decision making of high school Muslim youth organization. According to Hair (2019), multiple linear regression analysis is a multivariate statistical analysis technique that identifies the direction and magnitude of the independent variable's influence on the dependent variable to produce a degree value based on a linear equation.

In this study, knowledge management becomes an independent variable (X1). It is the indicator that influences the ability of organization to make decision which is indicated from the documentation of past and current work programs to create new

knowledge (reusable knowledge) (Purwanto et.al., 2019). Likewise, Islamic leadership is also an independent variable (X2) in this study. It is because the syar'i-based leadership is able to accommodate the weakness of knowledge management, and together synergize to create effective organizational management to develop Islamic youth activities and da'wah in education field.

Figure 1 decision-making becomes the dependent variable (Y) in this study, in which the decision-making variable is the variable to be analyzed or confirmed regarding the relationship between the two independent variables (X1 and X2) and the dependent variable (Y).
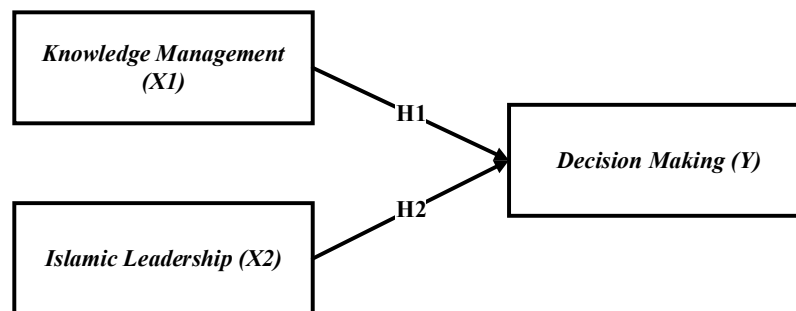

Figure 1. The model of Research Concept

The primary data of this quantitative study was conducted by using the survey technique. The instrument used in this research was a questionnaire. The questionnaire was divided into three namely the assessment of knowledge management variable (X1), the assessment of Islamic leadership variable (X2), and the decision-making variable (Y). Likert scale 1-4 was used as an assessment indicator for two independent variables, knowledge management (X1) and Islamic Leadership (X2), toward the dependent variable, decision making (Y). The secondary data was obtained from the library study. Saturated sample was employed by involving 32 active members of the Muslim youth development organization in XYZ high school. The data collected was then analyzed by using multiple linear regression test as in equation 1 (Sugiyono, 2016).

$$Y = a + b_1 x_1 + b_2 x_2 + e$$

note:

Y   :   Dependent variable (*decision making)*
a   :   constant
b1   :   regression coefficient of *knowledge management*
b2   :   regression coefficient of *Islamic leadership*
x1   :   Independent variable 1 (*knowledge management)*
x2   :   Independent variable 2 (*Islamic leadership)*
e   :   Error (variable of another effect beyond regression test)

Figure 2 there are several procedures to carry out in multiple linear regression analysis in a study. The picture below depicts the systematic must be addressed in this study.
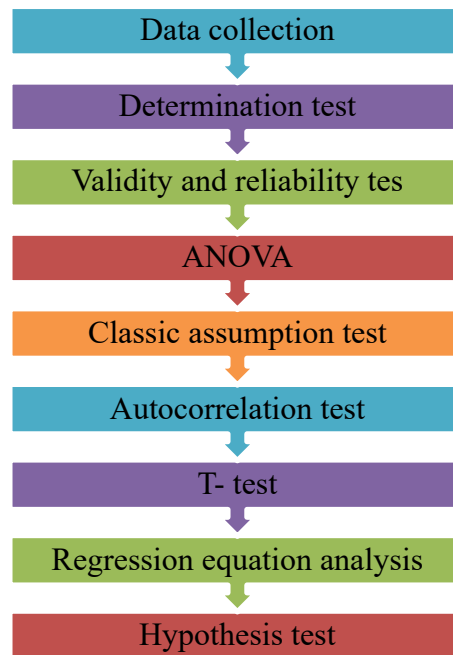
Figure 2. The stages/systematic of the study

This study aims to prove that there is a relationship between knowledge management and Islamic leadership on organizational decision making. To do that, a hypothesis test is carried out by applying Regression Test or T Test using IBM SPSS.

3. RESULT AND DISCUSSION

Said (2020) believed that knowledge management has a positive influence on the decision-making process. This is because knowledge management is a process of historical documentation of every organizational activity, including strategic planning, management of information and knowledge experienced by the organization in carrying out the business operations of a company or organization. In another study, Maulana (2019) stated that decision-making should not only be based on knowledge, but also be coordinated by an intelligent and agile leader as pointed out in the Qur'an and Hadith.

Prior to distributing the questionnaire to members of Muslim youth development organization inXYZ school, the researcher conducted an observation related to how the organization carries out deliberative activities for developing leadership characteristic and managing documentation as a reference for decision making. Muslim youth development organization in XYZ school has already had standard operation procedures (SOP) in the organization's business process and routine documentation of every meeting conducted, both internal meetings with mentors and external meetings. In addition, each recorded documentation or notes then stored in the organization's database as explicit knowledge that can be reused for future work programs and decision-making (Wierzbicki& Ren,2007).

a. Data Collection

After the observation, the researcher then collected primary data by distributing the questionnaire to members of the Muslim youth development organization in XYZ school to identify and validate how knowledge management, in form of management activity and creation of explicit knowledge, and Islamic leadership positively influence the decision-making process of Muslim youth development organizations in that school. The following is table 1, which shows the frequencies of respondents' answers related to the relationship of knowledge management and organizational activity decision-making.

Table 1. The Frequency of Knowledge Management as X1

No	Question item	1 (STS)		2 (TS)		3 (S)		4 (SS)		Total	
		F	%	F	%	F	%	F	%	F	%
1	We obtain knowledge from formal education, so that we are able to analyze decisions within the organization (*tacit knowledge*)	0	-	6	18.8	14	43.8	12	37.5	32	100
2	We obtain knowledge from the process of interaction/socialization among internal members of the organization to carry out the mandate (*tacit knowledge*)	0	-	7	21.9	12	37.5	13	40.6	32	100
3	We obtain knowledge from the documentation of previous organizational predecessors (*explicit knowledge*)	0	-	7	21.9	12	37.5	13	40.6	32	100
4	We acquire knowledge from books, the internet and other media that support the organization (*explicit knowledge*)	0	-	5	15.6	10	31.3	17	53.1	32	100
5	We gain knowledge by "Learning by doing" experience so that it can be implemented within the organization (*tacit knowledge*)	0	-	8	25	7	21.9	17	53.1	32	100
6	We gain knowledge from our previous experiences outside the organization (*tacit knowledge*)	0	-	5	15.6	14	43.8	13	40.6	32	100

Source: processed primary data (2021)
note: Score 1 = Strongly disagree, Score 2 = Disagree, Score 3 = Agree, Score 4 = Strongly agree

Table 1 indicates that all indicators (1-6) involve the level of contribution of knowledge management (X1). 80.2% of respondents agree (score 3 and 4) that knowledge management contribute to the decision-making. On the other hand, 19.8% of the respondents do not agree that there is a relationship between knowledge management and organization decision-making, which is indicated by choosing score 1 and score 2.

Table 2 below shows the frequency of respondents' answer related to independent variable (X2), which is about the influence of Islamic leadership toward the decision-

making of Muslim youth development organization in a high school in Bandung regency.

Table 2. The Frequency of Islamic Leadership as X2

No	Question item	1 (STS)		2 (TS)		3 (S)		4 (SS)		Total	
		F	%	F	%	F	%	F	%	F	%
1	*Honesty* is needed by leaders in the process of decisionmaking	0	-	4	12.5	10	31,3	18	56,25	32	100
2	*Responsibility* and *trustworthiness* are needed by leaders in the decision-making process	0	-	5	15.6	10	31.3	17	53.1	32	100
3	*Good Communication skill* is needed by leaders in the process of making organizational decisions	0	-	6	18.7	12	37.5	14	43.7	32	100
4	*Intelligence* is needed by leaders in the decision-making process	0	-	4	12.5	14	43.7	14	43.7	32	100
5	Leaders' *optimism* is needed in the decision-making process	0	-	12	37.5	10	31.2	10	31.2	32	100
6	*Systematic thinking* is needed by leaders in decision making	0	-	8	25	11	34.3	13	40.6	32	100

Source: Processed Primary Source (2021)
Note: Score 1 = Strongly disagree, Score 2 = Disagree, Score 3 = Agree, Score 4 = Strongly agree

As shown in table 2, which is about the influence of Islamic leadership on the organizational decision-making process of the Muslim youth organization in XYZ school, 79.6% of respondents agree that Islamic leadership consisting of honesty, trustworthiness, communicativeness, intelligence, optimism, and systematic thinking affect the decision-making process. However, 20.4% of the respondents disagree about this. Following the independent variable (X1 and X2), the respondents' answer for the dependent variable (Y) of decision-making is described in the following table 3.

Table 3. Frequency of the decision-making as indicator Y

No	Question item	1 (STS)		2 (TS)		3 (S)		4 (SS)		Total	
		F	%	F	%	F	%	F	%	F	%
1	We are consistent about decision-making and carry out arranged routine activities	0	-	5	18.8	13	43.8	14	37.5	32	100
2	We are consistent with the decisions that have been made and comply with the socialized results of the mubes/syuro' (discussion)	0	-	6	21.9	14	37.5	12	40.6	32	100
3	We are consistent in making Minutes of Meeting (MoM) as documentation in making future decisions	0	-	9	25	11	34.4	12	40.6	32	100
4	The organization's chairperson makes alternative decisions based on the authority and results of the	0	-	5	`5.6	10	31.3	17	53.1	32	100

No	Question item	Respondents' answer								Total	
		1 (STS)		2 (TS)		3 (S)		4 (SS)			
		F	%	F	%	F	%	F	%	F	%
	previous documentation after being discussed with the members										
5	We always hold syura' (discussion) in a systematic and organized manner to effectively transfer the knowledge	0	-	4	25	14	21.9	14	53.1	32	100
6	We create policies on which it is the fundamental commitment to be in the organization	0	-	4	15.6	12	43.8	16	40.6	32	100

Source: Processed Primary Source (2021)
Note: Score 1 = Strongly disagree, Score 2 = Disagree, Score 3 = Agree, Score 4 = Strongly agree

Table 3 indicates that in indicator 1, which represents the consistency of organization in conducting activities based on the plan, 43.8% of respondents agree and 40.6% of respondents strongly agree with the statement. It means that 84.4% of agree with statement in indicator 1. The rest 15.6% of respondents disagree with the statement.

Indicator 2 of the questionnaire deals with the consistency of the organization to conduct the resulted decisions of the meeting. For this indicator, 37.5% of respondents agree and 43.8% strongly agree, meaning that 81.3% of respondents approve of the statement of indicator 2. Likewise, most respondents (71.9%) agree with the statement of indicator 3. 37.5% of respondents strongly agree and 34.4% agree with the statement. It indicated that the organization has already made Minutes of Meeting (MoM) as a reference for decision-making.

The aggregate score of agree is also obtained from the statement of indicator 4. In indicator 4, the total number of respondents who agree with the statement is 84.4% consisting of strongly agreed respondents (53.1%) and agreed respondents (31.3%). It indicates that the chairperson of the organization makes decisions after the discussion with all members of the organization.

Indicators 5 and 6 obtain the same percentage of respondents who agree and strongly agree by 87.5%. In indicator 5, 43.8% of respondents strongly agree, while 43.8% of them agree with the statement. It infers that the organization conducts regular and structured meetings or discussions to effectively share knowledge among members. For indicator 6, 50.0% of respondents strongly agree and 37.5% of respondents agree with the statement. It can be concluded that the organization always makes policies as the fundamental commitment of the members to be loyal to the organization.

b. Determination Test

According to Sugiyono (2016), to identify and examine the hypothesis, a Model Test or determination test is carried out by using the IBM SPSS 24 statistical analysis

application. In this model test, the value of R Square is obtained between the two dependent variables, namely knowledge management (X1) and Islamic leadership characteristics (X2) on decision-making (Y).

Table 4. Result of coefsisen of Determination test

Model	R	R Square	Std.Error	Sig.	Durbin-Watson
Determination	0.898^a	0.806	1.323	0.000	2.007

Note:

a. *Predictors:* Constant, *Islamic Leadership (X2), Knowledge Management (X1)*

b. Dependent variable: *Decision Making (Y)*

As seen in table 4, the obtained R square is 0.806. It indicates that knowledge management and Islamic leadership influence the decision-making of the Muslim youth development organization in XYZ school by 80.6%, while 19.4% comes from other factors beyond the tested variable.

c. Validity and Reliability Test

According to Sugiyono (2016), validity and reliability test can be conducted using the SPSS application by applying the R-value and Cronbach Alpha. In this study, the parameter of Cronbach alpha must be at least 0.6 or 60%. The following table shows the result of the Cronbach Alpha test.

Table 5. Reliability test result (Cronbach Alpha)

Variable	Cronbach Alpha	Reliability level	Note
Ddecision Making (Y)	0,883	0,6	Reliable
Knowledge Management (X1)	0,913	0,6	Reliable
Islamic Leadership (X2)	0,873	0,6	Reliable

Table 5 concludes that all variables, both independent and dependent, are proven reliable, with Cronbach Alpha value >0.6. Following the reliability test, the validity test was also conducted by applying R test. The result of the test is shown in Table 6.

Table 6. Validity Test Result

Variable	Code	r-count	r-table	Note
Knowledge Management (X1)	X11	0.825	0.349	Valid
	X12	0.758	0.349	Valid
	X13	0.758	0.349	Valid
	X14	0.699	0.349	Valid
	X15	0.701	0.349	Valid
	X16	0.485	0.349	Valid
Islamic Leadership (X2)	X21	0.438	0.349	Valid
	X22	0.401	0.349	Valid
	X23	0.425	0.349	Valid
	X24	0.488	0.349	Valid
	X25	0.371	0.349	Valid
	X26	0.550	0.349	Valid
Decision Making (Y)	Y1	0.590	0.349	Valid

Variable	Code	r-count	r-table	Note
	Y2	0.588	0.349	Valid
	Y3	0.377	0.349	Valid
	Y4	0.677	0.349	Valid
	Y5	0.649	0.349	Valid
	Y6	0.677	0.349	Valid

As seen from Table 6, each independent variable, knowledge management (X1) and Islamic Leadership (X2), and the dependent variable, decision making pass the validity test. It means that the data can be analyzed further.

d. ANOVA (F test)

According to Rouder et.al. (2016) variance analysis (ANOVA) or F test is a kind of test used in statistical measurements by dividing the total variance observed in the data, which is grouped into two parts, namely, systematic factors and random factors. Systematic factors give statistical effect to the set of data given, while the random factors do not give any statistical effect. The ANOVA was employed to the data analysis to know the influence of the independent variables toward the dependent variable of the study. Table 7 below illustrates the result ANOVA test.

Table 7. ANOVA (F test)

Model	Sum of Square	df	Mean Square	F	Significance
Regression	210.729	2	105,365	60,184	0,000[b]
Residual	50.771	29	1,751		
Total	261.500	31			

Note:

a. Dependent variable: *Decision Making (Y)*

b. *Predictors:* (Constant), *Islamic Leadership (X2), Knowledge Management (X1)*

As shown in table 7, the result of ANOVA test shows that the value of F count is $60.184 > 3.33$, with significance value $0.000 < 0.05$. It clarifies that the regression model is able to predict the dependent variable (decision making)

e. Classic Assumption Test (Multicollinearity and Heteroscedasticity)

According to Hair et.al., (2019), the classic assumption test is one of the pre-requisite tests in multiple linear regression analysis by using Ordinary Least Square (OLS). In this research, the classic assumption tests used were multicollinearity and heteroscedasticity.

Hair et.al (2019) mention that multicollinearity test was used to determine if there is a relationship between the independent variables that led to biased result of the statistical analysis. Heteroscedasticity test is used to anticipate the existence of unequal variance values from the results of data observations which are then tested as regression values. Table 8 below is the result of multicollinearity test.

Table 8. Multicollinerity test result

Dimension	Eigen value	Condition index (CI)	constant (a)	Knowledge Management (X1_Total)	Islamic Leadership (X2_Total)	Colinerity value	
						Tolerance	VIF
1	2.977	1.000	0.000	0.00	0.00	-	-
2	0.017	13.218	0.49	0.55	0.00	.536	1.865
3	0.006	22.036	0.51	0.45	1.00	.536	1.865

Table 8 shows that the VIF value for X1 and X2 is 1.865 < 10, with condition index value for X1 is 31.218 < 30, and for X2 is 22.036 < 30. It can be concluded that the variables do not experience multicollinearity.
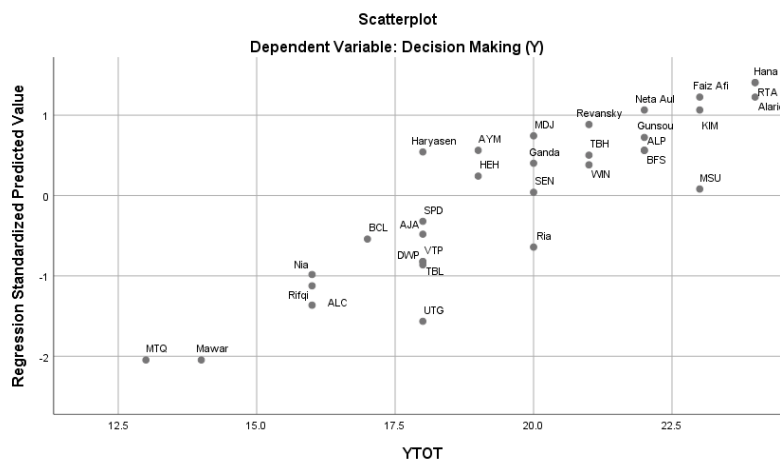

Figure 2. Scatterplot of heteroscedasticity test

Next, to know the heteroscedasticity of the variables, scatterplot is used to examine the data spread of the independent variables toward the dependent variable. Figure 3 describes that that there is no heteroscedasticity since the data is not on a point, but it widely spread on the top to the bottom. Table 9 and figure 3 confirm that the data pass the classic assumption test, and hence can be further analyzed by using linear regression test.

f. Autocorrelation Test (Durbin-Watson)

According to Turner, (2020) autocorrelation test (Durbin Watson) is used to examine whether or not there is a correlation between a test period and the previous test period (t-1). In short, linear regression aims to know the influence of independent variables (X1 and X2) toward the dependent variable (Y), and thus there must be no correlation found between the current data and the previous data of observation. The result of autocorrelation test is shown in Table 9 below.

Table 9. Autocorrelation (Durbin-Watson)

N	A	Upper (dU)	Durbin-Watson (d)	4-dU
32	5%	1.5019	2.007	2.4981

The table shows that in this study, there is no autocorrelation found since the value of Durbin-Watson in condition U<d<4-dU is 1.5019 < 2.007 < 2.4981. In other words, because there is no autocorrelation, neither positive nor negative, the variables pass the autocorrelation test.

g. T-test

Turner (2020) and Ghozali, (2011) said that T test is employed in multiple linear regression to examine the truth and falsify value for the data and hypotheses of the research. In this case, there must be no significant difference of mean of sample between the two variables to state that the hypotheses are accepted.

Table 10. T-test result

Model	Std. Error	t	Significance
Constant	1.786	13.20	.019
Knowledge Management (X1 Total)	.088	5.368	.000
Islamic Leadership (X2 Total)	.125	3.350	.002

Note:
a. Dependent varible: *Decision Making (Y)*

Table 10 describes that knowledge management (X1) has significant value 0.000 < 0.05, which indicates that X1 passes the T test. Likewise, Islamic leadership (X2) also passes the T test since its significance is 0.002 < 0.05. Because the two variables have significance level under less than 0.05, it can be concluded that both variable X1 and X2 partially (partial correlation coefficient) influence the decision making (Y).

h. Multiple Linear Regression Analysisi (Beta value)

Hair et.al. (2019) state that multiple linear regression analysis is a multivariate statistical analysis to identify the direction and magnitude of the independent variable's influence on the dependent variable to produce a degree value based on a mathematical linear equation. By using the SPSS, as shown in table 11, a mathematical model is obtained from the result of calculation of multiple linear regression of knowledge management and Islamic leadership variable toward the decision making. The result of the SPSS calculation of multiple linear regression and the resulted mathematical model are shown below.

Table 8. The result of multiple linear regression test

Model	B	Standard Error
Constant	2.357	1.786
Knowledge Management (X1_Total)	0.471	0.088
Islamic Leadership (X2_Total)	0.419	0.125

$$Y = 2.357 + 0.471x_1 + 0.419x_2 + e$$

The above regression equation means the value of variable dependent or the decision making (Y) will be 2.357 if there are no influence from other variables.

However, if there is an increase for each a unit of knowledge management (X1), there will be an increase by 0.471 for decision making variable (Y). Likewise, when there is an increase for each unit of variable X2, there will be an increase by 0.419 for decision making variable (Y).

i. Hypothesis test

After the survey data was collected, the hypotheses of the research were made. The hypotheses are as follows:

H_0 : *Knowledge management* does not influence the decision making
H_1 : *Knowledge management* influences the decision making
H_0 : *Islamic leadership* does not influence the decision making
H_2 : *Islamic leadership* influences the decision making

To examine the hypotheses made, T test was conducted with knowledge management (X1) and Islamic Leadership (X2) as the independent variables toward the decision making of the Muslim Youth development organization in XYZ school in Bandung regency. The result of the T test is shown in table 8. There are some points concluded from the table.

The first result is about the influence of knowledge management (X1) toward the decision making of the Muslim Youth development organization in XYZ school. Based on the result of the T test in table 8, it is found that $t_{count} > t_{table}$ (5.368 > 1.697) with significance value 0.000 < 0.05. Therefore, H0 is rejected and H1 is accepted. In similar words, knowledge management has positive influence on the decision making of the Muslim Youth development organization in XYZ school.

The next result is on the influence of Islamic leadership (X2) toward the decision making of the Muslim Youth development organization in XYZ school. The result of T test in table 8 shows that $t_{count} > t_{table}$ (3.350 > 1.697) with significance value 0.002 < 0.05. Therefore, H0 is rejected and H2 is accepted. It indicates that Islamic leadership also has positive influence on the decision making of the Muslim Youth development organization in XYZ school.

Knowing the result of the multiple linear regression test, it is important to discuss the result of this research. The next subsection is the discussion of the research result compared to other previous studies.

j. The influence of knowledge management on the decision-making process

The statistical analysis of this study reveals that there is a positive influence of knowledge management on the decision-making process made by the Muslim Youth development organization, by which T test value is 5.368 and regression value by 47.1%, with significance value by 0.000. The two parameters meet the minimum

criteria (cut of value) of the acceptance of research's hypotheses based on the multiple linear regression analysis rules.

The result of this study is in line with the result of studies conducted by Sepúlveda-Rivillaset.al. (2021), and Andiani et.al. (2019) which explain that knowledge management is able to give positive effect in developing strategies and effectiveness of decision making of an organization, both social and business-oriented organization. Further, Andriani et.al. (2019) classify the process of knowledge management as a process to record information of operational activities of organization in form of documentation and information storage to be a useful long-term asset for the development of the organization. This documentation can be in form of Minute of Meeting (MoM), accountability report, photos, and videos.

In addition, the result of this study strengthen the result of hypothesis test conducted by Abubakar et.al. (2019). In this study, it is explained that knowledge management can be the supporting factor in decision making of an organization and is able to increase the organization's business success by 60%. Knowledge management also plays an important role in the management of historical information and past experiences. The stored information and knowledge can be reused as an asset of information to create new innovation in developing da'wah strategies and Muslin youth development in the future (Purwanto et.al., 2019).

k. The influence of Islamic leadership on the decision-making process

Islamic leadership variable is the new added variable in this research. Islamic leadership in this context is leadership characteristics combined with the Islamic model of leadership based on Al-Qur'an and hadith. After completing the analysis for the influence of Islamic leadership on the decision making, it is found that the T test values of the variable is 3.350 and regression values is 41.9%, with significance value 0.002. It can be concluded that Islamic leadership has a significant positive influence on the decision-making process of the Muslim youth development organization in high school.

This result is in resonance with the result of a study by Hakiman et.al. (2019). It discusses how the knowledge management and Islamic leadership can be a strong foundation in operational system of organizations in educational-da'wah, business-oriented, and government.

Moreover, the result of this study is also in line with the result of a study by Syam et.al. (2020) in which al-Qur'an and hadith-based Islamic leadership is able to urge the leaders to be fair, honest, and responsible to each decision made as the result of discussion among all members of the organization. In addition, the Rasulullah's Islamic leadership characteristics that includes being honest, trustworthy, responsible (in delivering verses of al-Qur'an), and intelligent can be a role model for leaders in the Muslim youth development organization in high school (Sabic-El-Rayess, 2020).

4. CONCLUSION

This study discusses the influence of knowledge management and Islamic leadership in Muslin youth development organization in a high school. Knowledge management (X1) and Islamic leadership (X2) statistically proven to have a positive effect on the decision-making making process of the Muslim youth development organization in XYZ school. The knowledge management of the organization includes socialization, which is defined as communication among members, and deliberation, which in form of sharing knowledge to help organization to keep the mandate and work programs. In explicit knowledge management, documentation or notes of activities can be a proof of completion of work programs and information that can be reused in the future decision making.

Islamic leadership is another aspect must be owned by leaders in Muslim youth organization in XYZ school. Leaders applying Islamic leadership, based on Al-Qur'an and hadith, are expected to bring the organization to success, and can make decisi through discussion process. This study confirms that good knowledge management and Islamic leadership are helpful in organizational problem solving and organizational sustainability.

For future research, the researcher suggests the more concrete research tool and analysis to achieve more accurate and tangible research result. Variables of the research may be added, and more powerful statistical analysis is recommended. Structural Equation Modeling (SEM) is one of recommended analysis method as it can more deeply examine how the variables in the research are interconnected internally and externally. It is also suggested to add the variable that is possible to influence decision-making process in an organization that promotes Islamic da'wah. Therefore, future research might be helpful for creating future effective and sustainable da'wah system.

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