

Organizational Culture, Transformational Leadership and the Impact on Knowledge Sharing in Selected Research Organization

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Abstract. The research objective was to examine the influence of organizational culture. The data collection method used a survey with descriptive research and correlation. All employees in regional telecommunication organizations and the number of samples are 61 people. The research variables were organizational culture, transformational leadership, and knowledge sharing. Descriptive and inferential statistical analysis techniques using SPSS can test theoretical models and regression analysis. The results show that organizational culture and transformational leadership have a positive effect on knowledge sharing. Organizational culture and leadership style have an important role in promoting knowledge sharing among employees.

Keywords: Organizational Culture, Transformational Leadership, Sharing Knowledge

1 Introduction

In this global economic environment, organizations continue to find prescriptive management as effort to overcome competition within a framework of creating competitive advantage. In other words, organizations must support employees to learn well and quickly. By itself, the organization will transformed into a Learning Organization which is a place where groups and individuals.

Many companies are starting to realize that knowledge is intangible assets and that are very influential on company performance. This knowledge is stored and attached to many people who have been active in the company. Whether technological knowledge, social culture, economics and so on. Cultural knowledge which includes national culture, organizational culture, and individual HR that synergizes with each other can motivate Human Resource who act as strategic partners, contributors to achieving goals (competent and committed) efficient infrastructure users and as agents of change, so the company is in a superior position can compete (competitive advantage) (Ulrich, Dave 1997)[1].

The results of the research findings were the influence of participatory culture on knowledge management. In addition, there is also the influence of a rational culture on two dimensions of the knowledge management process that are positive and significant. Furthermore, the result is that command leadership also management. (Akhavan et al., 2014)[2].

The financial performance of the organization has a relationship with the accumulation of knowledge in innovation capabilities. This research study is aim to test the combined model by

linking these enables of knowledge sharing, knowledge sharing process and checking the mediating role between knowledge sharing process and financial and operational performance of the organization. (Atif, Muhammad, 2016)[3].

Human interaction as a feature in dynamic social processes as a condition for sharing knowledge. Organizational culture makes an important contribution in sharing knowledge. organizational culture as a characteristic of having a company set of values and norms (Kucharska et al., 2017) [4]. The cultural dimension positively influences knowledge sharing behavior. Furthermore, the mediating role of interpersonal trust is significant. (Sanjaghi et al., 2013) [5].

Knowledge Sharing as a method in Knowledge Management to share information, ideas, experiences between company members. the opportunity to convey ideas and ideas to the company if individuals have the freedom to express opinions, is a characteristic of a good organizational culture. benefits in sharing knowledge can provide innovation to the company (Huysman 2004) [6]. The gathering of many people is hoped that there will always be people who can replace each other and more ideas will emerge, so that it is faster in responding to problems. Quality can be obtained because by sharing knowledge with more people from many expertise, a solution has been thought of from many aspects and possibilities. Knowledge sharing can not only improve our performance, but can encourage the emergence of new products, new services or even try new innovations.

Individual performance and in achieving organizational success for Organizational Culture and Leadership. The leader has an enormous influence on the organization. Good leaders produce good individuals, and good individuals will produce good organizations. The level of leader appreciation directly influences the sense of competence and individual freedom of speech. By having a sense of competence and freedom from fear, as well as a sense of mutual trust, individuals will be willing to share their knowledge (Knowledge Sharing) with others and will reduce the gap of knowing-doing. This issue is very important to be studied to determine the relationship them.

2 Literature Review and Hypothesis Development

2.1 Organizational Culture And Knowledge Sharing

Adjustment for new employees is very important to learn organizational culture, as written and non-written rules for getting along are needed. So that individuals can be accepted into the company. Organizational culture is something complex at various levels because it produces conceptualizations and dimensions that are different, diverse and very detailed. (Schein, 2011) [7].

Problem solving is taught to new members in facing the environment and adapting to external and internal companies as the basis for the common assumption that organizational culture plays a very important role (Park et al., 2004) [8]. Nonaka et al. (2000) [9] and Zheng et al. (2010) [10] stated that knowledge as a result of organizational learning, knowledge that is created, understood, shared and utilized based on cultural values and norms is reflected in strategic priorities (Zheng et al., 2010) [10].

Active interaction as a condition in sharing knowledge between individuals (Wenger et al., 2002) [11]. Personalized information such as beliefs, experiences, images and contextual practices in sharing knowledge refers to sharing not only modified information (Ambrosini and Bowman 2001) [12]. Organizational mutual understanding between individuals can be

developed and become a culture (Nonaka and Takeuchi, 1996) [13]. Communication and potential for success as factors of organizational culture (Brouthers et al., 1998) [14]. Different inputs to the cultural layer are national, professional and organizational cultures.

Understanding shared norms, values, and beliefs among employees as the focus of research in organizational learning. identification of the value of knowledge exchanged defines the relationship between knowledge and organizational knowledge to be a benchmark in identifying how much dependent variables are between variables (Karlsen and Gottschalk, 2004) [15]. Wulff and Ginman (2004) [16] encourage a knowledge-sharing work environment, so employees have a tendency to share ideas and knowledge because of a need and not compulsion to do so. environment for employees where they gain knowledge as a place to share (Janz and Prasarnphanich, 2003) [17]. De Long and Fahey (2000) [18] behavior, sharing attitudes and using knowledge consider four ways as factors of influence, namely:

- a) which knowledge is worth managing and forming the assumption of Culture as a subculture
- b) individual and organizational knowledge determines who controls knowledge, who must share it and store it.
- c) knowledge will be used in certain situations in culture creates a context of social interaction
- d) new knowledge with uncertainty, legitimized and distributed in the organization as a form of cultural processes

2.2 Transformational Leadership And Knowledge Sharing

Transformational leadership as an effective and significant leadership style on employee performance (Bass, 1999) [19]. Transformational leadership by Burns (1978) [20] Characteristics of the transformational leadership approach is that personalization of leadership is highly dependent on a wise leader Avolio and Bass (1988) [21] there is an influence of motivation on employee work by considering leadership that is loyal to subordinates.

According to Srivastava et al. (2006) [22], leadership and support have an impact on the level of knowledge sharing. Leaders play an important role in promoting KS in their company. Birasnav et al. (2011) [23] transformational leaders can build a culture of knowledge shaping employee behavior in carrying out knowledge activities by developing values, assumptions and beliefs with knowledge. Zhu et al. (2005) [24] a supportive knowledge culture enables transformational leaders to promote knowledge-sharing behavior.

The influence of transformational leadership on employee attitudes and behavior with work the number of leadership research that has an impact on employee performance as a good work actualization (Piccolo and Colquitt, 2006) [25]. Organizational citizenship in an effort to improve organizational culture as an alternative (Kim, 2014) [26]. Employee knowledge as a trigger for a good organizational culture (Srivastava et al., 2006; Xue et al., 2011) [27].

Based on Chouikha and Dakhli (2012)[28] sharing knowledge depends on its degree of articulation, its degree of specialization, and on the diversity of its sources. Therefore, the conceptual abstraction level of knowledge sharing is characterized by three knowledge sharing dimensions: the degree of knowledge articulation, the degree of knowledge specialization, and the diversity of knowledge sources.

2.3 Conceptual Framework

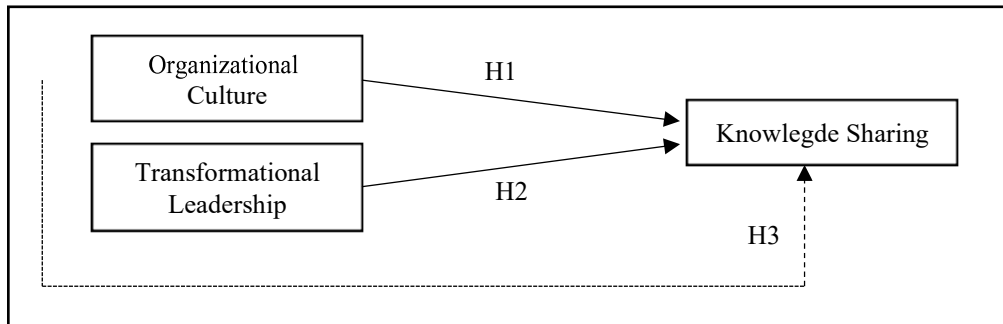


Fig. 1. Conceptual Framework

Based on the conceptual framework above, we establish the following hypothesis for empirical verification in the context:

- H1 : There is positive relationship between organizational culture and knowledge sharing.
- H2 :There is positive relationship between transformational leadership and knowledge sharing.
- H3 :Interaction between organizational culture and transformational leadership affects knowledge sharing.

3 Research Method

This type of explanatory research using quantitative research techniques. Survey approach to get facts and facts in regional telecommunication companies. The data learning method used a Likert scale questionnaire to reveal the data. The questionnaire was filled out by respondents and contacted directly to answer questions and eliminate ambiguity of the research results. Voluntary survey participation code of ethics, and there is no coercion from any party. No financial rewards were given to respondents. The survey results are confidential because data analysis uses symbols. Of the 100 employees who collected 61 usable responses, the remaining 39 incomplete responses were omitted in data analysis. The questionnaire in collecting data with a Likert scale ranging from 1 to 5 with 3 types of questionnaires, namely: The first questionnaire for organizational culture consists of 25 questions; The second questionnaire for assessment of transformational leadership consists of 24 questions; and a third questionnaire to assess knowledge sharing of 23 questions.

Table 1. Dimensions of Organizational Culture, Transformational Leadership and Knowledge Sharing

No	Dimensions of Organizational Culture	The Number of Questions	Dimensions of Transformational Leadership	The Number of Question	Dimensions of Knowledge Sharing	The Number of Question
1	Innovation and risk taking	1-2-3-4	Idealized influence	1-2-3-4-5-6	Knowledge articulation	1-2-3-4-5-6-7
2	Attention to detail	5-6-7-8	Inspirational Motivation	7-8-9-10-11-12	Knowledge specialization	8-9-10-11-12-13-14-15
3	Outcome orientation	9-10-11-12	Intellectual stimulation	13-14-15-16-17-18	Diversity of knowledge	16-17-18-19-20-21-

					source	22-23
4	People orientation	13-14-15-16	Individualized consideration	19-20-21-22-23-24		
5	Team orientation	17-18-19-20				
6	Aggressiveness	21-22-24-24-25				

4 Result and Discussion

Demographic profiles of respondents who answered in the study are presented in Table 2

Table 2. Respondent's Profile

Categories (n=61)	Frequency	Percentage (%)
Gender		
Male	42	69
Female	19	31
Age (in years)		
Below 30	49	80
30-40	11	18
41 and above	1	2
Education Undergraduate		
Graduate	7	11
Post Graduate	41	68
	13	21
Work Experience		
0-4		
5-8	42	69
9 and above	12	20
	7	11

4.1 Validity and Reability

This research began with item analysis to improve the quality and accuracy of questionnaire items. Furthermore, this research measured each construct using factor analysis in order to verify the construct validity of organizational culture, transformational leadership, and knowledge sharing, as well as to understand whether each item attribute within each construct is consistent with the related theory. All of the measurement items were valid ($p < 0.001$) and higher than 0.7, meaning that an acceptable level of construct validity has been achieved (Kolar and Zabkar, 2010). Regarding the reliability, the Cronbach's α is 0.918, 0.951 and 0.915 for organizational culture, transformational leadership and knowledge sharing, while the item-to-total correlations are higher than 0.639, showing that each item had good consistency and validity (Nunnally, 1978).

4.2 Data Analysis

Table 3. Regression Analysis of the Impact of Organizational Culture and Transformational Leadership on Knowledge Sharing Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	30.236	6.509		4.450	.000			
Transformational Leadership	-.080	.061	-.108	-1.056	.280	.322	-.150	-.078
Organizational Culture	.525	.065	.822	8.625	.000	.755	.745	.704

a. Dependent Variable: Knowledge sharing

From the equation you can interpreted that a constant 30.236, shows that average knowledge sharing if there is no organizational culture and transformational leadership is 30.236. If organizational culture and transformational leadership is equal to zero, then the knowledge sharing is 30.326. Organizational culture has a positive impact on knowledge sharing ($p < 0.000$), with coeficient regression 0.525. With positive impact, shows that between organizational culture and knowledge sharing have a direct relationship. Transformational Leadership did not significantly influence knowledge sharing.

Table 4. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3586.1952		1793.098	46.042	.000 ^a
Residual	2258.78858		38.945		
Total	5844.98460				

a. Dependent Variable: Knowledge sharing

b. Predictors: (Constant), Organizational culture, Transformational Leadership

Based on table 4. the F count is 46.042 with a significant level of 0.000. This shows that P value < 0.05 . Because $0,000 < 0.05$, H3 is accepted. This shows that the independent variables that consist of Organizational Culture.

5 Conclusion

On average, respondents stated that the organizational culture variable with the answer criteria agreed. Knowledge as an important element in a company to grow. Sharing knowledge is very much determined by a good organizational culture. Organizational culture as a form of norms and values that exist in the company as a benchmark for each employee. The limitations of this study are seen from the short time it is, so that the respondents are low, if the number of respondents is more, the results will be better. Furthermore, the sample results are limited to the telecommunications sector only, so that it cannot be generalized for each sector. My research recommendations should be from various sectors that can be researched and identified to get better results.

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