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The Role of Leadership Practices on a Knowledge Sharing Culture in Government Organization

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Abstract

This study aims to examine the effect of charismatic leadership on tacit knowledge sharing. This research method is quantitative by using simple random sampling method on a sample of 98 employees at a Government Organization in Banten which were selected using the simple random sampling method. An online questionnaire using a Sakla 7 Likert scale was distributed through social media. The results of this study indicate that charismatic leadership has a significant direct influence on the culture of tacit knowledge sharing. This study also helps the management of Government Agencies in paying attention to the management of their human resources by implementing a model of leadership practice among educators within Government Agencies. Transformational leadership has a significant effect on knowledge sharing. This means that the transformational leadership style used by company leaders can encourage knowledge and experience sharing activities within the company, so that the benefits received can be felt for the progress of the company in general. In other words, the transformational leadership style will increase and facilitate the company's knowledge sharing activities

Keywords

Charismatic leadership, knowledge sharing, tacit knowledge. Government Organization

Introduction

Existing literature shows that knowledge sharing behavior at the individual level is a significant antecedent of the success of a Government Organization. A significant advantage arises when an environment that is conducive to the creation, coordination, transfer, and integration of knowledge is distributed among Government Organization employees. According to Kurniawan et al. (2022); Khan (2019) Based on knowledge management research, the value of knowledge increases when it is shared, and this will happen only if employees are willing to share knowledge with their co-workers, and organizations can manage knowledge resources effectively. Therefore, it is very important to find and determine which factors encourage and hinder the tendency of employees to engage in the knowledge sharing process. Leadership has been identified as one of the most important drivers of success. According to Abualoush et al. (2018) Empirical studies find evidence that charismatic leadership has a positive impact on overall organizational performance. According to Hamdoun et al. (2018); Kadiyono et al. (2020) Although the role of leadership has been significantly emphasized in much of the existing literature, by conducting a thorough analysis of the literature, the authors found that most of the previous studies looked at the impact of senior leadership on successful performance at the overall organizational level. However, few studies have investigated the impact of leadership practices, especially charismatic leadership in employee teams on knowledge sharing behavior at the individual level of employee team members, especially in the context of Government Organizations, where knowledge sharing among individuals is essential for them to develop a deep understanding of the main duties and functions of each team member in the entire Government Organization system.

Based on the knowledge-based literature, knowledge is the foundation of organizational competitive advantage and the main driver of Government Organization performance. According to Abualoush et al. (2018); Abdi et al. (2018) The existing literature classifies knowledge into two types, namely: explicit knowledge and tacit knowledge. Explicit knowledge refers to knowledge that has been explained, recorded or documented, which is visible, objective and formally articulated. This type of knowledge is usually contained in reports and stored in knowledge repositories. According to Hamdoun et al. (2018); Kadiyono et al. (2020) While tacit knowledge refers to the skills and assumptions developed by individuals, which are context specific and subjective, and this type of knowledge is basically in the minds of individuals and is expressed in the form of human actions such as attitudes, commitments, and motivation.

In the context of organizational learning, tacit knowledge sharing is defined as sharing and exchanging individual personal experiences, expertise and individual skills relating to know how, know where and know who at the request of other members through the entire organization or team. According to Kurniawan et al. (2022); Khan (2019) Organizations must ensure that tacit knowledge is shared

freely and openly among its members. According to Lee (2018); Purwanto, A. (2022); Prayuda (2019); Praditya (2020) organizations need to create an organizational environment that allows each member to access new knowledge and various ideas that they may not have encountered on their own, and allows them to utilize knowledge and experience to improve performance. Because tacit knowledge sharing is based on personal experience and skills, it is usually difficult to share without the active participation and cooperation of individuals. Empirical studies Fahmi et al. (2022); Hamdoun et al. (2018); Kadiyono et al. (2020); Kurniawan et al. (2022); Khan (2019) found that tacit knowledge sharing behavior is not only influenced by psychological motivation but also influenced by contextual factors such as organizational climate and the desired climate can create a beneficial environment to encourage knowledge sharing.

According to Kurniawan et al. (2022); Khan (2019) Charismatic leadership is identified as critical anticipation of organizational climate by showing personal charisma and paying attention to the emotional appeal of individuals. Previous literature has argued that charismatic leaders are good at emphasizing the relationship between effort and important values, expressing confidence in subordinates' abilities, and communicating high performance expectations by earning the trust and respect of their followers. This charismatic leadership style is beneficial for fostering a teamwork climate, where people feel comfortable being themselves and can trust each other regardless of interpersonal risk, which is a significant characteristic of a psychological safety climate. According to Fahmi et al. (2022); Hamdoun et al. (2018) In the context of learning organizations, groups of members come together in temporary teams outside of traditional authoritative management and hierarchical structures, and charismatic leadership plays an important role in facilitating team member coordination and communication. According to Kurniawan et al. (2022); Khan (2019) If the team leader can gain trust and respect among followers and demonstrate high confidence in the ability of subordinates to achieve his or her key performance indicators, team members will believe that participating in open communication such as discussing mistakes and proposing innovative ideas is driven by feelings of selflessness. According to Lee (2018); Purwanto, A. (2022); Prayuda (2019) worry about the risk and embarrassment caused by unexpected technical errors. A quality leader-member exchange relationship is something that has the potential to support tacit knowledge sharing activities, namely by sharing knowledge, experiences and personal values Fahmi et al. (2022); Hamdoun et al. (2018); Kadiyono et al. (2020); Kurniawan et al. (2022); Khan (2019) show that the quality of leader-member tacit knowledge sharing will support the ability of employees to gain quality experience. Previous research Prayuda (2019); Praditya (2020); Purwanto, A. (2020); Rahman et al. (2018); Sumarsi, S. (2019) determined that there is a relationship between leader-member tacit knowledge sharing and charismatic leadership. Research on the correlation and influence between charismatic leadership style and knowledge sharing, especially tacit knowledge sharing is still

relatively rare. According to Singh et al. (2021); Sunarsi et al. (2020); Syahril et al. (2022) Therefore, this research becomes important to dig deeper into the phenomenon of the influence of this type of leadership in supporting knowledge sharing activities.

Method

This research method is quantitative by using simple random sampling method on a sample of 98 employees at a Government Organization in Banten which were selected using the simple random sampling method. An online questionnaire using a Sakla 7 Likert scale was distributed through social media. Due to the nature of this study involving a dependent effect between latent constructs and manifest variables, the reflective measurement model is suitable for this study. Charismatic leadership was measured using three items from Shao, Feng, & Wang (2016) and Wang et al. (2005). Tacit knowledge sharing was measured using three items from Hamdoun et al. (2018); Kadiyono et al. (2020); Kurniawan et al. (2022); Khan (2019) All variables were measured on a five-point Likert-type scale. Each item of closed questions/statements is given five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, neutral/undecided (N) score 3, disagree (TS) score 2, and strongly disagree agree (STS) score 1. The method for processing data is PLS and uses SmartPLS version 3.0 software as a tool. SmartPLS 3.0 software is used to evaluate the outer model and inner model, respectively. Testing of the outer model is carried out to ensure the reliability and validity of the measurements, while the hypotheses introduced are checked through the inner model. Based on the test results, all variables are considered valid and reliable.

Result and Discussion

A total of 98 employees participated. Most were men (66%), then women (34%). They have different age groups, under 30 years (23%), ranging from 30-40 years (47%), and over 40 years (29%). Their tenure as employees is also quite diverse, some of them are under 1 year (35%), ranging from 1-3 years (33%), and more than 3 years (32%). The education level of the majority is SMA/MA (90%) then undergraduate (10%). Based on statistical testing, the t-statistics and p-values show the influence between the research variables that have been mentioned. The hypothesized pathways in this study were validated and supported at a significance level of 0.05. According to Kadiyono et al. (2020); Kurniawan et al. (2022); Khan (2019) Tacit knowledge sharing is positively and significantly influenced by charismatic leadership. In terms of theoretical implications, this study at least contributes to the existing literature by uncovering the impact of charismatic leadership practices on tacit knowledge sharing. According to Abualoush et al. (2018); Abdi et al. (2018); Dwivedi et al. (2020); Fahmi et al. (2022) Although a large number of studies have recognized the importance of leadership in the success of Government Organizations, most of the previous studies were conducted at the level of large business organizations, but similar

studies with the Government Organization unit of analysis are still rare, both in Indonesia and abroad. Therefore, the results of this study According to Abualoush et al. (2018);Abdi et al. (2018) enrich the repertoire and body of knowledge related to the practice of charismatic leadership and its effect on the climate of psychological security and tacit knowledge sharing. According to Hamdoun et al. (2018);Kadiyono et al. (2020) The findings of this study can also expand the leadership literature, especially the charismatic leadership style from the theoretical perspective of social psychology.

This study supports previous research by Fahmi et al. (2022); Hamdoun et al. (2018); Kadiyono et al. (2020); Kurniawan et al. (2022); Khan (2019) who stated that transformational leadership has a positive and significant effect on knowledge sharing. One of the factors that greatly influences this influence is trust in superior and trust among co-workers. In addition, research According to Abualoush et al. (2018);Abdi et al. (2018); Dwivedi et al. (2020) also shows that transformational leadership associated with charisma has a positive and significant effect on knowledge sharing. According to Hamdoun et al. (2018); Kadiyono et al. (2020); Kurniawan et al. (2022); Khan (2019) also stated that transformational leadership has a positive and significant effect on knowledge sharing (knowledge collecting and knowledge donating) which focuses on justice and trust. Thus, the results of this study strengthen several previous studies which identified that transformational leadership has an effect on knowledge sharing. This means that transformational leadership can be used as a basis for policies related to knowledge sharing activities in companies. The transformational leadership style must adapt to the conditions and situations of the company, because every company has different characteristics, as well as the characteristics of the employees in the company.

In addition to transformational leadership and organizational culture, knowledge sharing is also an antecedent factor of job satisfaction. This is shown by Dwivedi et al. (2020); Fahmi et al. (2022); Hamdoun et al. (2018); Kadiyono et al. (2020); Kurniawan et al. (2022); Khan (2019) which explains that knowledge management in the work environment, especially knowledge sharing, is very significantly related to job satisfaction. As a result, knowledge sharing has many benefits, such as increased knowledge assets, increased productivity, adaptability and time and cost savings. According to Kurniawan et al. (2022); Khan (2019) organizations will be able to face every challenge and change that occurs through good knowledge management. Knowledge is considered as the most strategic resource among all the resource owned by the organization. Therefore knowledge must be managed properly. Knowledge sharing is the essence of knowledge management. In this case, the organization must manage its knowledge by developing strategies and organizational goals that are aligned and supported by existing knowledge. The knowledge possessed by members of the organization is stated in documents that are easy to read, understand and understand. Thus, knowledge is no longer owned by individuals but belongs to the organization which

will then be developed according to the needs and objectives of the organization. The spirit to seek knowledge, develop it, share and apply knowledge by employees must always be fostered because it will provide great benefits to the organization. Organizational culture is needed so that knowledge can be transferred more easily.

The role of leadership in joint activities among team members is very large in fostering knowledge sharing among members of the management team. Leaders play an important role in promoting knowledge sharing in their companies. Leader support is needed to create and maintain a positive knowledge sharing culture in an organization. According to Kurniawan et al. (2022); Khan (2019) examined the relationship between employee job satisfaction and knowledge management in Taiwan. Their results showed a mutually positive correlation between job satisfaction and knowledge management. According to Hamdoun et al. (2018); Kadiyono et al. (2020); Kurniawan et al. (2022); Khan (2019) proposes a knowledge culture as a support that allows transformational leaders to promote knowledge sharing behavior among employees in an organization. Transformational leaders have a major role in developing an organizational environment that applies knowledge efficiently by managing knowledge as a requirement for enhancing organizational learning. According to Abualoush et al. (2018); Abdi et al. (2018); Dwivedi et al. (2020); Fahmi et al. (2022); Hamdoun et al. (2018); Kadiyono et al. (2020); Kurniawan et al. (2022); Khan (2019) Leadership suggests that leaders facilitate the knowledge sharing process by acting as role models for which ways in which knowledge is shared, setting incentives for knowledge sharing, and providing a network of knowledgeable organizational members. Finally, individual factors consist of personal experience, motivation, and personal and professional background. Several previous studies have shown that transformational leadership has a positive effect on knowledge sharing,

Conclusion

The results of the analysis of this study indicate that charismatic leadership directly has a positive and significant impact on the culture of tacit knowledge sharing. There are some limitations that exist in this study. First, data collection was conducted in Banten province, and generalizability of research findings may be limited to location. Further research needs to test the research model with large-scale data samples collected from various locations, to further test the external validity of the study. Future research should also involve cultural variables and factors in the research model to test whether there is a cultural interaction with the constructs noted in the research model. Second, this study focuses on the impact of a charismatic leader's leadership practice on tacit knowledge sharing. Leadership theory suggests that leadership is a multi-dimensional construct consisting of several leadership traits, and future studies may explore the mechanisms of impact of other leadership traits, such as intellectual motivation and so on. Transformational leadership has a significant effect on knowledge sharing. This means that the transformational leadership style used by company leaders can

encourage knowledge and experience sharing activities within the company, so that the benefits received can be felt for the progress of the company in general. In other words, the transformational leadership style will increase and facilitate the company's knowledge sharing activities. In addition, organizational culture has a significant effect on knowledge sharing. This means that a strong and good corporate organizational culture can help facilitate the sharing of knowledge and experiences among employees within the company. As a result, the work will be completed faster. Furthermore, transformational leadership has a significant effect on job satisfaction. This means that the transformational leadership style used by company leaders can increase employee job satisfaction in the company so that employees will feel happy and feel at home working in the company. However, organizational culture has no significant effect on job satisfaction. To improve leadership, improvements are needed for the leader himself, which is related to non-conductive working relationships with subordinates. One of them is done by increasing the trust of leaders to their subordinates to make important decisions, for example through assignments or transfer of authority to subordinates so that in the end they can build good trust from subordinates to superiors. If employees are given the freedom to make decisions at work by their leaders, employees will feel that their leaders really place great trust and responsibility in their work. To improve knowledge management, improvements are needed in terms of personal knowledge which shows that the knowledge possessed by individual employees has not been able to develop further through their own experiences. In knowledge management activities, companies should apply best practices so that employees can immediately find out the direct application of knowledge to a job and then apply it to their daily work.

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