Initiation Model of Sustainable Human Resource Management Through Knowledge Sharing and Job Satisfaction

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INFORMASI ARTIKEL

This research aims to analyze the effects of transformational leadership and organizational culture on knowledge sharing and employees' job satisfaction. This study is explanatory research with a quantitative approach. The sample of this paper is the employees of PT. XYZ is selected based on the proportional random sampling method, resulting in 120 sample numbers. The primary data is generated by distributing the questionnaires directly to the employees. Data is then statistically analyzed using Structural Equation Modeling (SEM) and run with Smart PLS 3.0 software. The results empirically support three of the four hypotheses proposed. More specifically, transformational leadership significantly affects knowledge sharing and job satisfaction. Meanwhile, organizational culture has a significantly positive impact on knowledge sharing but not on job satisfaction. Overall, this study support prior studies and contributes to the literature by highlighting the issue in research setting that experiences external pressure from declining product prices.

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INTRODUCTION

Companies must be able to face the challenges that exist, especially in increasingly fierce competition and rapid change. One of the factors that play an important role in keeping the company afloat in the midst of change is human resources. For that, the company must be able to maintain its best employees. Various things are done by the company so that its best employees remain in the company. However, in reality there are still employees who decide to leave and join other companies. This makes employee turnover may have a negative impact on the company.

Employee turnover negatively affects the company, especially if the company loses potential employees which leads to the lameness of the company's business activities. Employee turnover is caused by companies less able to care for existing employees, such as the absence of good leadership, a less conducive work environment, and bad relationships between fellow employees. In this case, as Lambert et al. (2016) revealed, job satisfaction has a major direct effect on turnover intention. Similar to those arguments, according to Aydogdu & Asikgil (2011), job satisfaction influences an employee's decision to stay in or out of the organization. If employees are dissatisfied with the job, they will be less likely to leave the organization. Conversely, if employees are treated fairly and get appropriate rewards, then they are less likely to leave the organization. Based on the explanation, it can be concluded that turnover intentions are triggered by employee dissatisfaction (Stamolampros et al., 2019).

The success achieved by the company certainly can not be separated from the role of employees. One way that employees stay at the company is to increase their job satisfaction. More satisfied employees tend to maintain their presence within the company. In contrast, disgruntled employees will leave the company (de la Torre-Ruiz et al., 2019). Job satisfaction helps companies create an efficient and highly motivated workforce, and helps employees gain the experience, skills, and knowledge to form job positions (Gyansah & Guantai, 2018). According to Pang & Lu (2018), the impact of employee job satisfaction is enormous, including motivation, organizational citizen behavior, organizational commitment, employee performance, life satisfaction and mental health. On the other dissatisfaction will have an impact on employee intentions to quit their jobs, inaction at work, and health.

There are several antecedent factors of job satisfaction, one of which is transformational leadership which is the attitude of the leader to show something interesting so that subordinates or co-workers will Always observe, listen, and feel the behavior of the leader (Jiang et al., 2019). Transformational leadership changes followers' behavior by using appropriate leadership styles, and can affect employee commitment, productivity and job satisfaction (Moro et al., 2021). In addition to transformational leadership, Aranki et al. (2019) research, as well as Oyemomi et al. (2019), show that organizational culture is an antecedent factor of job satisfaction.

In addition to transformational leadership and organizational culture, knowledge sharing is also an antecedent factor of job satisfaction. This is demonstrated by Sousa & Rocha (2019) who explain that knowledge management in the work environment, especially knowledge sharing, is very significant with job satisfaction. As a result, knowledge sharing has many benefits, such as increased knowledge assets, increased productivity, adaptability and time and cost savings. Organizations will be able to face every challenge and change that occurs through good knowledge management. Knowledge is considered the most strategic resource among all resources possessed by organizations (Durst & Zieba, 2019). Therefore knowledge must be managed properly.

Knowledge sharing is at the core of knowledge management. In this case, the organization must manage its knowledge by devising organizational strategies and objectives that are aligned and supported by existing knowledge (Adeinat & Abdulfatah, 2019). The knowledge that members of the organization have is expressed in documents that are easy to read, understand and understand. Thus, knowledge no longer belongs to individuals but belongs to organizations that will then be developed in accordance with the needs and objectives of the organization. The spirit to seek knowledge, develop it, share and apply knowledge by employees should always be fostered because it will provide great benefits to the organization. Organizational culture is necessary so that knowledge can be transferred more easily. Knowledge is created and stored in the minds of employees. Knowledge will be more valuable when shared with members of the

organization. Knowledge sharing becomes a major role in organizations because it leads to the formation of new knowledge, the refinement of old knowledge and the fusion of more knowledge in the future (Dissanayake & Senathiraja, 2021). Many studies have explored knowledge management issues and concluded that corporate culture can play a key role in supporting or hindering the application of knowledge sharing and knowledge exchange (Al-Kurdi et al., 2018).

The issue of knowledge sharing is becoming increasingly important in the context of companies engaged in highly regulated industries such as mining. The number of existing regulations on mining companies requires companies to manage knowledge of regulations (as well as mining techniques) can be disseminated to various lines through knowledge sharing in various lines (in or between departments) and between staff, either through face-to-face or online. This is to prevent corporate amnesia that can be fatal to mining companies, such as non-compliance with regulations. Therefore, the role of the leadership in the knowledge sharing process in mining companies becomes important which can ultimately affect employee job satisfaction. On the basis of these arguments, the study seeks to analyze the relationship between transformational leadership, organizational culture, knowledge sharing, and employee job satisfaction in a mining company. The study is expected to provide empirical evidence of the relationship between these variables in tightly regulated companies such as mining companies (Foss & Pedersen, 2019).

LITERATURE REVIEW
Transformational Leadership

Transformational leadership is leadership that is social and concerned with the common good. These social transformational leaders defeat their own interests for the good of others (Robbins & Davidhizar, 2020). Transformational leadership cares about improving followers' performance, and developing followers to their full potential. Some transformational leadership factors, among others: idealized influence, motivation that inspires (inspirational motivation), intellectual stimulation, adapted consideration (individualized consideration) (Andriani et al., 2018).

Organizational Culture

Organizational culture is a shared perception embraced by members of the organization (Cole & Martin, 2018). According to Abdi et al. (2018), organizational culture is a mutual agreement on the values shared in the life of the organization and binds everyone in the organization concerned. According to Schmiedel et al. (2019) asserts that this organizational culture consists of two main things that need to be considered, namely organizational culture not only in the form of habits, values, and beliefs but belongs to this category.

Knowledge Sharing

According to Abubakar et al. (2019), knowledge sharing is the activity of transferring or disseminating knowledge from one individual, group, or organization to another. Knowledge sharing at the individual level is the process of duplicating knowledge from the source of knowledge to the recipient. For organizations or institutions, knowledge sharing provides benefits in generating shared intellectual capital so that the knowledge process becomes an important implementation process for the organization (Farooq, 2018). Knowledge sharing in the form of transformation of individual knowledge into groups or to companies can be the basis for the formation of processes, products and services (Ahmad & Karim, 2019). Knowledge sharing in organizations is very important, because the benefits of knowledge sharing are not only beneficial for the success of the organization, but also for those who share it. An important activity in knowledge management is sharing and transferring knowledge. Knowledge sharing requires the interaction of both parties, and there is often a exchange of knowledge forming new knowledge (Pellegrino & Piva, 2020).

Job Satisfaction

According to Jamal Ali & Anwar (2021), job satisfaction can be defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) about their work. De Sousa Sabbagha et al. (2018) stated that job satisfaction is a positive attitude towards work that results from an evaluation of its characteristics. Iyeke (2020) states that job satisfaction is an affective or emotional response to various aspects of a person's work (Makkar & Basu, 2019).

METHOD

This type of research is explanatory research with a quantitative approach. Explanatory research that aims to provide an explanation of causal relationships between variables with each other through hypothesis testing (Xiang et al., 2021). The location of this study was conducted at PT. XYZ is located in Kota Baru Regency, South Kalimantan.

PT. XYZ was chosen as a research location because the company conducts knowledge sharing on various lines such as internal sharing within departments and between departments, knowledge sharing from seniors to juniors and online sharing. This is done to prevent corporate amnesia, which is the loss of knowledge due to the transfer of existing employees. In addition, the leader also plays a very important role in the knowledge sharing process.

In addition, the company experienced high turnover intentions. Turnover intentions in 2017 were only 2 percent while in 2018 increased to 13 percent. In fact, PT. XYZ is one of the coal mining companies in Indonesia which is PLN's largest supplier. One of the factors that has the potential to result in increased turnover intentions in this company is a decrease in the selling price of products (especially for companies engaged in extractive business) as experienced by companies engaged in other coal mining sectors. Fluctuations and sharp declines in coal prices began in 2011 when coal prices worth $ 80 / ton continued to decline to $ 50 / ton in 2015. The fall in coal prices is due to falling oil and gas prices and restrictions on coal imports by China which is the largest importer of Indonesian coal. This makes some employees want to move to other industries that are more promising and considered to have a better future.

The data collection technique in this study was a direct survey to respondents using questionnaires. The questionnaires in this study contained several questions using the likert scale as a measurement scale. In this study the population was all employees in four departments of PT. XYZ is maintenance department, operation department, security department, administration department. The number of samples was determined using the formula Slovin with an error rate of 5 percent, so a sample of 115 respondents was obtained. Sampling in this study is by proportional simple random sampling method. The samples were taken from employees in four parts of the department at random regardless of existing strata.

Sampling techniques in this study go through several stages. The first stage makes a piece of paper a number of population (161 people) then named employees and grouped into four parts according to the existing department is then rolled so as not to see the name inside. In the second stage, the reels of each department are randomly drawn a predetermined proportion of samples. For the maintenance department took 47 rolls, the operation department as many as 38 rolls, the security department as many as 19 rolls and the administration department as many as 11 rolls. In the third stage, the names of respondents who had been scrambled were sampled in the study. This study was conducted for three months, starting in February 2019 until April 2019. The sample profile of this study is described in Table 1 (Appendix). Based on the results of descriptive analysis of respondents, it can be known that from the overall number of respondents (115 people), most of them are male, aged 46-55 years, the last education of high school / vocational school, long work between 21-25 years, and Have work experience from other companies before.

RESULT AND DISCUSSION
The Impact of Transformational Leadership on Knowledge Sharing

The role of leadership in joint activities among team members is very large in fostering knowledge sharing between members in the management team (Ni et al., 2018). Leaders play an important role in promoting knowledge sharing in their companies. Leadership support is needed to create and maintain a positive knowledge sharing culture within an organization (Yang et al., 2018). Al-Abdullat & Dababneh (2018), examined the relationship between employee job satisfaction and knowledge management in Taiwan. Their results showed a positive correlation between job satisfaction and knowledge management.

Zhang (2018) propose that a culture of knowledge as a support that enables transformational leaders to promote knowledge sharing behavior among employees in an organization. Transformational leaders have a leading role in developing an organizational environment that applies knowledge efficiently by managing knowledge as a requirement to enhance organizational learning (Hamdani, 2018).

Leadership demonstrates that leaders facilitate the knowledge-sharing process by acting as role models for which ways of knowledge entry are shared, setting incentives for knowledge sharing, and providing a network of knowledgeable organizational members. Finally, the individual factor consists of personal experience, motivation, and personal and professional background (Akca & Eastwood, 2021). Some previous studies have shown that transformational leadership has a positive influence on knowledge sharing,it is interesting to research with different research objects. For this reason, the following hypothesis can be drawn:

H1: Transformational leadership has a positive and significant effect on knowledge sharing.

Influence of Organizational Culture on Knowledge Sharing

A strong organizational culture will determine the success of knowledge sharing in the organization. Organizational culture influences the way employees think, act, and respond to process improvement missions (Aranki et al., 2019). Moreover, culture influences the willingness and behavior of employees in terms of knowledge sharing. Different organizational cultures can influence members' desire to share knowledge. Thus companies must further identify what is better supported by the culture of knowledge sharing as a natural activity in employees' day jobs (Chung et al., 2021). For that it can be concluded that organizational culture has a significant influence on knowledge sharing. Based on the theoretical and empirical studies of the above description, the following hypotheses are formulated:

H2: Organizational culture is positively and significantly influential on knowledge sharing.

The Impact of Transformational Leadership on Job Satisfaction

Gandolfi & Stone (2018) argue that leadership is a factor influencing organizational learning. Leaders can create organizational structures and form cultural organizations to generate influence through a variety of action and service affairs. Sharafizad et al. (2020), demonstrate leadership management functions primarily aimed at managing employee behavior

and explain and predict the level of resignation and job satisfaction in an effort to achieve the ultimate goal for aggressive and employee engagement commitment to the company.

Gandolfi & Stone (2018) propose that all elements in the organizational environment including the organization's climate, leadership type and personnel relations, can affect employee job satisfaction and conduct experiments with employee subjects. This research shows that managers who adopt a transformational leadership management style can not only bring better performance to be judged by companies but also trigger their employers to enable them with more job promotion opportunities. Subordinates under transformational leadership have lower resignation rates than transactional leadership but higher productivity and job satisfaction. As a result, transformational leadership is positively correlated with improved subordinates' job satisfaction and performance. In addition, transformational leadership styles have a higher level of job satisfaction when compared to transactional leadership styles (Purwanto et al., 2020).

H3: Transformational leadership has a positive and significant effect on employee job satisfaction.

The Influence of Organizational Culture on Job Satisfaction

Based on Chow et al. (2002) research with the subject of a manufacturing company in Taiwan, it was found that the organization's cultural values of respect for people, innovation, stability and aggressiveness have a uniformly strong relationship with affective commitment, job satisfaction and information sharing. The organizational culture of public business institutions will cause a significant impact on organizational commitment and job satisfaction (Gandolfi & Stone, 2018). In addition, the cultural dimensions of results orientation, professional features, strict controls and management and practical affairs show a significant positive effect on aggressive commitment and employee job satisfaction.

Basten & Haamann (2018) analyzed the relationship between cultures. Organization, organizational learning, knowledge management and employee satisfaction. From the research obtained the results that organizational culture

influences knowledge management and knowledge management, especially knowledge sharing can improve employee job satisfaction. Based on the theoretical and empirical studies of the above description, it is suspected that:

H4: Organizational culture has a positive and significant effect on job satisfaction.

Descriptive analysis of the study was conducted by grouping and clarifying each variable into a distribution of frequencies, percentages and average statements in questionnaires that had been given to 115 respondents and outlined their explanations. Descriptive analysis was used in this study to explain respondents' perception of each of the variables used in the study, namely transformational leadership (X1), organizational culture (X2), knowledge sharing (Y1) and employee job satisfaction (Y2).

Transformational Leadership

Based on Table 2, the average score of transformational leadership variables of 3.70 belongs to the high category. This means that transformational leadership has been applied to this company and its impact can be seen in real terms. This can be proven through the average score of indicators on the highest transformational leadership variable is an idealized influence of 3.86 including a very high category, which means that the leader has good charisma so that it is able to invite employees volunteer to act in accordance with the company's vision and mission and are always optimistic. The leader also has a commitment, a firm stance and consistent with the decisions taken. Subordinates respect leaders for always showing high moral ethics and behavior and leading by example. The lowest indicator is intellectual stimulation at 3.61 although it is still in the high category. This figure means that the leader is able to encourage his subordinates to solve problems rationally and carefully and give his subordinates the opportunity to solve problems in new, more effective ways. In essence, the leader is able to encourage his subordinates to always be innovative and creative and help improve the professionalism of subordinates.

Table 2
Variable Descriptive Statistics

No.	Variabel	Mean
1	**Transformational Leadership**	**3,70**
	Idealized influence	3,86
	Inspirational motivation	3,68
	Intellectual stimulation	3,61
	Individualized consideration	3,73
2	**Organizational Culture**	**3,44**
	Profesionalism	3,50
	Distance from manager	3,63
	Trust with colleagues	3,68
	Orderliness	3,50
	Hostility	2,64
	Intregration	3,71
3	**Knowledge sharing**	**3,67**
	Knowledge donating	3,65
	Knowledge Collecting	3,69
4	**Job Satisfaction**	**3,88**
	Satisfaction with salary	3,61
	Satisfaction with promotion	3,74
	Satisfaction with co-workers	4,03
	Satisfaction with supervisor	3,97
	Satisfaction with work	4,00

Source: Primary data processed (2018)

The lowest item of the transformational leadership variable "Superior stimulated me to rethink some things that were never asked" amounted to 3.50. This shows that the respondent's answer is on a positive area or it can be said that the boss stimulates employees to rethink some things that are never asked.

Organizational Culture

Based on Table 2, the average score of an organizational culture variable of 3.44 belongs to the high category. This means that the organizational culture has been well applied to this company. This can be proven through the average score of the highest indicator is integration of 3.71 which means that employees are loyal to superiors, feel safe in doing work, feel that they are placed in the best part and in accordance with their abilities. The lowest indicator average of the organizational culture variables was 2.64 which falls into the low category.This means that people are open and do not like to keep secrets, new members are guided to work, there is rare competition, trust between departments is relatively high, new employees take less than a year to get comfort in work. The lowest item of the organizational culture variable is about "I prioritize results over procedures" with an average value of 3.12. This shows that respondents' answers are in a positive area or it can be said that employees in work tend to prioritize results over procedures.

Knowledge Sharing

Based on Table 2, the average score of knowledge sharing variables of 3.67 belongs to the high category. This means that knowledge sharing has been applied to this company and its impact can be seen for real. This can be proven through the average score of the highest indicator of knowledge collecting of 3.69 including the high category. This means that when one employee asks the other employee, he will give the information he has. Likewise, if one of the employees asks about the skills they have. This is done to colleagues within the department and outside the department. While the lowest item on the knowledge sharing variable is about "When I learn something, I will show it to colleagues outside the department in order to learn it as best I can" by 3.51. This shows that the respondent's answer is in a positive area or it can be said that when the respondent learns something then he will show it to colleagues outside the department in order to be able to learn it as best you can.

Job Satisfaction

Based on Table 2, the average score of the job satisfaction variable of 3.88 belongs to the high category. This means that the employee is satisfied with what is achieved in his work. The highest indicator on the job satisfaction variable is satisfaction with colleagues with a value of 4.03. This can be interpreted that employees have a good relationship in achieving team performance with fellow colleagues, so they feel satisfied in teamwork. While the lowest indicator is about salary satisfaction with a value of 3.61 which means employees are satisfied with the salary received.

Validity and Reliability

Table 3
Validity and Rehabilitation Test Results
(Type A/Reflective)

Variable & Indicator	Loading	AVE	Information	CR	Information
Transformational Leadership					
Idealized influence	0,860				
Inspirational motivation	0,891	0,747	Valid	0,922	Reliable
Intellectual stimulation	0,823				
Individualized consideration	0,882				
Organizational Culture					
Profesionalism	0,715				
Distance from manager	0,724				
Trust with colleagues	0,789	0,535	Valid	0,873	Reliable
Orderliness	0,769				
Hostility	0,687				
Intregration	0,698				
Knowledge sharing					
Knowledge donating	0,854	0,760	Valid	0,863	Reliable
Knowledge Collecting	0,889				

Source: Primary data processed (2018)

Table 3 shows that the overall loading factor value of the item > 0.5 so it can be said to be valid. The results of cross loading values of this study show the value of each variable is greater than the value of other variables so that it can be said to be valid discriminant. The AVE value used in the study ≥ 0.5. After that, an evaluation is carried out by looking at the value of composite reliability to assess the rehabilitability of variable construction. Table 3 shows the overall AVE value ≥0.5 and the composite reliability value > 0.7 so it can be said to be reliable.

This research is divided into 2 evaluations of measurement models, namely: Evaluation of Type A (Reflective) Measurement Model and Evaluation of Type B (Formative) Measurement Model. This is because there is one of the variables used in research, namely job satisfaction has a formative direction in the formation of variables while other variables have a direction of reflective variable formation.

Table 4
Type B/Formative Validity Test Results

Variable & Indicator	Multikoli nieritas	Infor mation
Transformational Leadership		
Satisfaction with salary	2,117	
Satisfaction with promotion	2,194	
Satisfaction with co-workers	2,342	Valid
Satisfaction with supervisor	2,083	
Satisfaction with work	1,996	

Source: Primary data processed (2018)

Table 3 shows that all three variables (transformational leadership, organizational culture, and knowledge sharing) are declared valid and reliable. While in the formative model in Table 4 which is the opposite of the consistency test, it is necessary to test the independence of each factor using a multicolinerity test. The test criteria is a VIF value < 10 (Valid). Based on Table 4 it can be known that on the job satisfaction variables the entire value of Variance Inflating Factor (VIF) or Multicolinarity < 10 (valid). Thus in general the results of local optimasation (outer model) are declared good and worthy of further analysis.

The results of the evaluation of structural model testing (inner model) using SmartPLS can be seen from the results of R-square values in and Predictive Relevance (Q2). Table 5 shows the results of the R-square value.

Table 5
R-square

Variabel Dependen	R-Square
Knowledge sharing (KS)	0,481
Kepuasan Kerja (KK)	0,520

Source: Primary data processed (2018)

Predictive relevance (Q2) values are used to determine the overall goodness of fit. The goodness of fit model test is done using the total coefficient of determination. The results of the test can explain how much the path model formed is able to represent the observed data. Q2 can be calculated based on the results of the R-square value with the following formula:

$$\text{Value } Q2 = 1 - (1 - R1^2) \times (1 - R2^2)$$
$$= 1 - (1 - 0{,}481) \times (1 - 0{,}520)$$
$$= 1 - 0{,}519 \times 0{,}48$$
$$= 1 - 0{,}249$$
$$= 0{,}751 \text{ (75,1 percent)}\ldots\ldots\ldots\ldots\ldots\ 1$$

Based on the calculation of Q2 values above, it can be known that the value of Q2 is 0.751 which means that the diversity of data from the designed structural equation model can be explained by 75.1 percent and the remaining 24.9 percent is explained by other factors outside the research model used. That is, the structural model in this study can be declared to have a good goodness of fit. The last analysis in this study was hypothesis testing using the bootstrapping method. Hypothesis testing is done by looking at probability values and t-statistics. The result is said to be significant if the p-value is less than 0.05 and the t-count value is greater than the value of t-table 1,960. If it has met this assumption then the research hypothesis is acceptable.

Table 6
Direct Influence between Variable

Variable	Path Coeffic ient	t-statis tic	p-value	Information
KT->KS	0,430	4,094	0,000	Significant
BO->KS	0,357	4,161	0,000	Significant
KT->KK	0,315	2,710	0,008	Significant
BO->KK	0,230	1,669	0,098	Insignificant

Source: Primary data processed (2018)

Table 6 explains that transformational leadership (KT) has a significant effect on knowledge sharing (KS) with a p-value of 0.000 (<0.05), and organizational culture (BO) has a significant effect on knowledge sharing (KS) with a p-value of 0.001 (<0.05). Furthermore, transformational leadership (KT) has a significant effect on job satisfaction (KK) with a p-value of 0.001 (<0.05). Lastly, organizational culture (BO)

has an insignificant effect on job satisfaction (KK) with a p-value of 0.098 (>0.05).

The Impact of Transformational Leadership on Knowledge Sharing

Based on the results of hypothesis testing, it can be concluded that the effect of transformational leadership variables (X1) on knowledge sharing (Y1) is positive and significant. This can be proven by the path coefficient value of 0.430 with a t-count value of 4,094 and a p-value of 0.000 (p<0.05). These results empirically support H1. Based on these results, it can be concluded that high transformational leadership will improve knowledge sharing.

This research supports previous research Le & Lei (2018) which states that transformational leadership has a positive and significant effect on knowledge sharing. One of the factors that greatly influences this influence is trust in superiors and trust among colleagues. In addition Williams et al. (2018) also shows that transformational leadership associated with charisma has a positive and significant influence on knowledge sharing. Le & Lei (2018) also stated that transformational leadership has a positive and significant influence on knowledge sharing (knowledge collecting and knowledge donating) that focuses on justice and trust. Thus, the results of this study corroborate some previous studies that identified that transformational leadership influences knowledge sharing. This can be interpreted that transformational leadership can be used as a basis in policies related to knowledge sharing activities in the company. Transformational leadership styles must adjust the conditions and situations of the company, because each company has different characteristics, as well as the characteristics of employees in the company.

Influence of Organizational Culture on Knowledge Sharing

Based on the results of hypothesis testing, it can be concluded that organizational culture (X2)

has a positive and significant influence on knowledge sharing (Y1) with a path coefficient value of 0.357 as well as a t-count value of 4,161 and a p-value of 0.357.0.000 (p<0.05). These results empirically support H2. Based on these results, it can be known that a high organizational culture will increase knowledge sharing activities..

This research supports Le & Lei (2018) research, which states that organizational culture that emphasizes more on the factors of fairness and trust in leaders has a positive and significant influence on knowledge sharing (knowledgecollecting). and knowledge. Oyemomi et al. (2019) and Chung et al. (2021) also found a positive and significant relationship between organizational culture and knowledge sharing through the adoption of information technology. Thus, the results of this study corroborate some of the previous studies above that state that organizational culture can influence knowledge sharing. Organizational culture can be used as a basis in policies related to knowledge sharing activities in the company. Organizational culture is the identity of a company therefore the organizational culture in one company is different from other companies.

The Impact of Transformational Leadership on Job Satisfaction

Hypothesis testing results show that transformational leadership variables (X1) have a positive and significant influence on job satisfaction (Y2). This can be proven by the path coefficient value of 0.315, the t-calculated value of 2,710, and *the p-value* of 0.008 (p<0.05). These results empirically support H3. Based on these results it can be concluded that transformational leadership will improve employee job satisfaction.

This research also supports some studies, such as Gandolfi & Stone (2018); Sharafizad et al. (2020) who found that transformational leadership styles have a positive and significant influence on employee job satisfaction. It can then be concluded that transformational leadership can be used as a

basis in policies related to improving employee job satisfaction in the company. A good leadership style will increase employee job satisfaction.

The Influence of Organizational Culture on Job Satisfaction

Hypothesis testing results showed a significant influence of organizational culture (X2) on job satisfaction (Y2). This is indicated by a path coefficient value of 0.230, a t-count value of 1.667, and a p-value of 0.098 (p>0.05). This result has implications for the unsupported H4. In other words, organizational culture does not affect the increase in employee job satisfaction. The result of this study does not support previous research that states that organizational culture has a significant effect on job satisfaction as research conducted by (Singhry, 2018).

One factor that may have led to the unsupported H4 was the average high job satisfaction variable (3.88) and the average organizational culture variable value of 3.44 which was thelowest variable average in the study with the lowest item about "I prioritize results over procedures" with an average value of 3.12. This shows that employees in work tend to prioritize results over procedures. Meanwhile, all employees of PT. XYZ must follow existing procedures so that employees are not free to take initiative in solving problems.

CONCLUSION

Transformational leadership has a significant effect on knowledge sharing. This means that the transformational leadership style used by company leaders can encourage knowledge sharing and experience within the company, so that the benefits received can be felt for the progress of the company in general. In other words, a transformational leadership style will enhance and facilitate a company's knowledge sharing activities. In addition, organizational culture has a significant influence on knowledge sharing. This means that a strong and good corporate organizational culture can help facilitate the sharing of knowledge and experience between employees in 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 the job satisfaction of employees in the company so that employees will feel happy and at home working in the company. However, organizational culture has no significant effect on job satisfaction.

Based on the results of the study, transformational leadership variables have the highest influence on knowledge sharing. To that end, companies can utilize transformational leadership styles as one way to improve knowledge sharing in the company through various ways, namely 1) Idealized influence that requires leaders to be good role models so that various information or actions taken by the leadership can be received in the work environment; 2) Inspirational motivation that requires leaders to be motivators to improve knowledge sharing in accordance with the company's vision and make employees loyal to the company; 3) Intellectual stimulation that requires leaders to give their employees the opportunity to be creative so that knowledge sharing can be well-formed and well received by employees, and 4) Individualized considerations that encourage leaders to be good listeners so that knowledge sharing can be well-formed and taken Decisions are easily accepted by employees. Thus, the better the transformational leadership style will make the circulation of knowledge will be better and the knowledge that one employee has with another employee is relatively the same.

This study shows that organizational culture variables have an insignificant influence on job satisfaction. This means that strong organizational culture does not guarantee increased employee job satisfaction. Therefore, further research can develop a research model that further investigates in the context of what organizational culture can and cannot influence job satisfaction by including variables or other research contexts to emphasize contextual factors in the relationship between the two variables.

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