

The Influence of Organizational Culture and Leadership Roles on Knowledge Sharing at PT. Thriveni

Akta Dia Naully¹, Hamid Halin², Shafiera Lazuarni³
^{1,2,3}Fakultas Ekonomi, Universitas Indo Global Mandiri

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ABSTRACT

This study aims to analyze the influence of organizational culture and the role of leadership on knowledge sharing at PT. Develop. This study uses a questionnaire as a tool in collecting basic data. This research was conducted at PT. Thriveni with a total of 54 respondents. Methods of data collection through questionnaires and analyzed using multiple linear regression. The results of the investigation show that partially Organizational Culture has a positive and significant effect on Knowledge Sharing. The Role of Leadership has a positive effect on Knowledge Sharing. Simultaneously, Organizational Culture and Leadership Role have a positive and significant effect on Knowledge Sharing.

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Corresponding Author:

Akta Dia Naully

Fakultas Ekonomi,
Universitas Indo Global Mandiri
Jalan Jenderal Sudirman No 629 KM 4 30128 Palembang South Sumatra, Indonesia
Email: 2019510072@students.uigm.ac.id

1. INTRODUCTION

Organizational culture is an important thing in the company to influence the environment in which the company is located because the organization is a place where they interact and communicate and compete with each other, sometimes competition in the organization can cause conflict, therefore there is an open and closed organizational system, for that they must continue to adapt to the environment in order to achieve its goals. This environment is social, natural, and various other environmental variables.

Leadership is the most important thing in a company because leadership will affect the character of its employees, because a leader must be competent in setting goals, and developing a vision for future knowledge so as to create new innovations and inspirations, by providing direct communication direction.

According to Prasetyaningtyas et al., (2020), knowledge sharing is the formation of new knowledge and perfecting old knowledge and more integration of knowledge about the future. According to Audia & Silvianita, (2022) in management, how to improve the quality of employees through the application of knowledge sharing in the company environment in daily interactions.

Employees in an organization can exchange information through formal and informal communication networks, proficiency in communication is very necessary in knowledge sharing with fellow colleagues, so that the information conveyed can be received properly. With that, an organization needs the ability to manage and develop knowledge sharing that a person has to

improve the quality of human resources in an organization, so that in managing the company what is needed is knowledge sharing between leadership and other colleagues.

In a company, human resources (HR) are needed to compete in the business environment. According to (Audia & Silvianita, 2022) quality human resources will be an example for companies in assessing employee performance using high-value predicates. With this, that makes employees an important asset for the company. Human resource management affects the implementation of the achievement process, employee development, controlling employee relations, or employee attitudes in applying human resources. In Triraharjo et al.'s research, (2021) which examines leadership styles in IDX mining companies PT Thriveni applies a breakthrough leadership style to increase employee productivity. This type of leader provides a new perspective because he is able to provide new ideas to help develop his followers and improve the mentoring process. Breakthrough leadership has three roles as leader, manager, and coach.

According to Irawati, (2019), there is a significant influence of organizational culture on knowledge sharing, but research put forward by Nisa (2019) does not have an effect on organizational culture on knowledge sharing. According to Yawmillisa et al., (2018) that the role of leadership does not have a significant effect on knowledge management, but there is research presented by Afdhal & pradana (2021) leadership has a positive and significant effect on knowledge sharing. According to Mustomi, (2017) organizational culture and leadership have a positive influence on knowledge sharing but research proposed by Prasetyaningtyas et al., (2020) organizational culture and leadership have a positive and significant influence on knowledge sharing.

The organizational culture at PT Thriveni is quite strict in work such as clothing and attendance, for clothing they always use safety clothing which is quite heavy and here they are required, so many employees do not really wear safety clothing. For attendance, working hours are imposed full time because they work in coal mining locations which results in many employees using other employees' shifts and many stalling for time when working so this becomes a bad culture at work. One positive attitude is the willingness of employees to provide knowledge (knowledge sharing) and provide information to other employees so that the knowledge gained is not only enjoyed and used alone but can also be given or conveyed to other employees. Therefore, the title of this research is "The Effect of Organizational Culture and Leadership Role on Knowledge Sharing at Pt. Thriveni".

2. RESEARCH METHOD

In this study, the method used is the multiple linear regression method which aims to detect the extent to which variations in a factor are related to variations in other factors based on coefficients and correlations. This research is a survey to test the hypothesis regarding the effect of organizational culture (X1) and leadership roles (X2) on knowledge sharing (Y).

The object of research used by the author is employees at PT Thriveni, the type of data used in this research is primary data, this research is included in quantitative research, this research can be interpreted as a study that aims to collect some data and the data will be used to test hypotheses and can answer the problem formulation of the study. To get this data, namely by giving questionnaires to respondents. The data source used in this research is primary data collected through interview and survey methods using a questionnaire that has been made by the author.

This research was conducted using nonprobability sampling with a saturated sampling technique. The data analysis technique in this study used the IBM SPSS v.26 application. The analysis in this study was a descriptive analysis of respondent data, data quality test (validity test and reliability test), classical assumption test (normality test), multiple linear regression analysis, hypothesis testing (partial test (t) and simultaneous test (f)), correlation coefficient (R), coefficient of determination (R²).

3. RESULTS AND DISCUSSIONS

a. The Effect of Organizational Culture on Knowledge Sharing

The results of this study indicate that partially there is a positive and significant effect of Organisational Culture on Knowledge Sharing at PT Thriveni. Based on data analysis, it is known

that the value of organizational culture (X1) t-count of 3.749 > t-table 2.006 (3.749 > 2.006) and sig 0.000 < 0.05 (0.000 < 0.05) So that H1 is accepted and it can be concluded that Organisational Culture (X1) has a positive effect / contributes to Knowledge Sharing (Y) by 37.49%.

The results of this study are in line with previous research conducted by Lubetri & Azizah, (2020), Hermanto et al., (2020), And Mustomi, (2017) which states that Organizational Culture has a positive effect on Knowledge Sharing. A strong organizational culture will determine the success of knowledge sharing in the organization. Organizational culture influences the way employees act, think, and behave in knowledge sharing, different organizational cultures can affect members' desire to share knowledge.

Therefore, companies must better identify those that are supported by organizational culture and knowledge sharing as a natural activity in the daily work of employees. For this reason, it can be concluded that organizational culture has a positive effect on knowledge sharing.

b. The Effect of Leadership Role on Knowledge Sharing

The results of this study indicate that there is a positive and significant effect of the Leadership Role on Knowledge Sharing at PT Thriveni. Based on data analysis, it is known that the value of Leadership Role (X2) t-count is 2.446 > t-table 2.006 (2.446 > 2.006) and sig 0.18 > from 0.05 (0.18 > 0.05) So that H2 is accepted and it can be concluded that Leadership Role (X2) has a positive effect / contributes to Knowledge Sharing (Y) by 24.46%.

The results of this study are in line with previous research conducted by Prasetyaningtyas et al., (2020), Hermanto et al., (2020), and Afdhal & pradana (2021) which state that Leadership Role has a positive effect on Knowledge Sharing. The role of leadership in employee activities is very large in developing knowledge sharing because leaders play an important role in promoting knowledge sharing in the company.

Leader support is indispensable in creating and maintaining a positive knowledge-sharing culture in an organization. Leaders also show that the leader's role facilitates the knowledge-sharing process by acting as a role model for how to enter which knowledge is shared, intensive arrangements for knowledge-sharing, and providing a network of knowledgeable organizational members. So leadership roles have a positive influence on knowledge sharing.

c. The Effect of Organisational Culture and Leadership Role on Knowledge Sharing

The results of this study indicate that the influence of organisational culture and leadership roles on knowledge sharing has a positive and significant effect on PT Thriveni. Based on the data analysis, it is obtained that the f-count value is 46.084 > f-table 3.18 and the sig value is 0,000 < 0,05. This shows that the independent variables consisting of the independent variables of Organisational Culture and Leadership Role simultaneously (together) have a positive and significant effect on the dependent variable Knowledge Sharing.

The results of this study are in line with previous research conducted by Mustomi, (2017), Hermanto et al., (2020) and Sarah, (2020) which state that the influence of organisational culture and leadership roles has a positive and significant effect on knowledge sharing. Organisational culture and leadership roles together affect knowledge sharing. A well-run leadership role creates a strong culture which ultimately affects the organisational environment so that it opens up communication, information and knowledge among organisational members through knowledge sharing.

4. CONCLUSION

Based on the data that has been obtained and has been processed using the SPSS v.26 application, the results of research on the Effect of Organizational Culture and Leadership Roles on Knowledge Sharing, the following conclusions can be drawn: Based on the Partial test (T-Test), the organizational culture variable (X1) obtained a T-Count value of 3.749 > T-Table 2.006 and a significance level smaller than 0.05 (0.000 < 0.05), it can be concluded that Organizational Culture partially has a positive and significant effect on Knowledge Sharing. Based on the Partial test (T-Test), the value of the Leadership Role variable (X2) obtained a T-Count value of 2.446 > T-Table 2.006 and a significance level greater than 0.05 (0.18 > 0.05), it can be concluded that the Leadership Role Partially has a positive effect on Knowledge Sharing. From the results of research conducted simultaneously on the variables of Organizational Culture and Leadership Role, the results of F-

Count of 46.084> F-Table 3.18 with a significance value smaller than 0.05 ($0.000 < 0.05$), it can be concluded that Organizational Culture and Leadership Role simultaneously have a positive and significant effect on Knowledge Sharing. Based on the Multiple Linear Regression Analysis test, the Organizational Culture variable is positive at 0.479 and the Leadership Role variable is positive at 0.295, which means that each increase in the Organizational Culture and Leadership Role variables by one unit will reduce the level of Knowledge Sharing by 0.479 for Organizational Culture and 0.295 for Leadership Role. From the research results, the Correlation Coefficient (R) value is 0.802, which means that the correlation between the Organizational Culture and Leadership Role variables on Knowledge Sharing is 0.802, this means that there is a relationship of 80.2%. The results of the study obtained the value of the Coefficient of Determination (R²) of 64.4%, this shows that the magnitude of the influence of Organizational Culture and Leadership Role on Knowledge Sharing is 64.4% while the rest is influenced by other variables of 35.6% which are not included in this study.

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