

THE INFLUENCE OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES ON KNOWLEDGE SHARING AND EMPLOYEES PERFORMANCE IN CONDONG CATUR HOSPITAL

Apriyani Eko Winingsih¹, Siswoyo Haryono², Susanto³, Arni Surwanti⁴

Universitas Muhammadiyah Yogyakarta, Indonesia^{1,2,3,4}

aprielha@gmail.com

ARTICLE INFO	ABSTRACT
Received: 07-04-2022	The purpose of this research is to empirically study transformational and transactional leadership styles on knowledge sharing and performance. The research design uses a quantitative approach through research instruments. The unit of analysis in this study were employees of the Condong Catur Hospital. Data was collected via google form by HRD RSCC. Saturation sampling was used to collect the sample of this study. The total respondents in this study were 147 people who were employees of the Condong Catur Hospital. This study shows that the transformational leadership style has a positive and significant effect on knowledge sharing. This empirical finding also shows the positive and significant effect of transactional leadership style on knowledge sharing, transformational leadership style on performance, transactional leadership style on performance and knowledge sharing on performance.
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Corresponding Author: Apriyani Eko Winingsih

E-mail: aprielha@gmail.com



INTRODUCTION

The application of the right leadership style is important because the better the leadership, the higher the performance of the subordinates (Viitala, Tanskanen, & Sääntti, 2015). Among the popular leadership style approaches are transactional and transformational. Transactional leadership style will create bargaining between leaders and subordinates which causes reward and punishment. While the transformational leadership style refers to the role of the leader in motivating subordinates so that they have a commitment to achieve the expected goals (Cyr & Choo, 2010). Leaders are responsible for establishing a culture that values knowledge, strengthens it and creates loyalty within the organization (Rezaei-Zadeh & Darwish, 2016). Through knowledge sharing, employees can share their best experiences, create innovations, improve the skills of each member, reduce the risk of repeating mistakes that have been made and save time for problem solving. The process of sharing knowledge can be effective if the communication that occurs between individuals is not only between superiors and subordinates but also among team members. The implementation of knowledge sharing is not easy to do because there are employees who think they want to keep their knowledge for themselves. Employee performance is one of the determining factors for the success of a company as a whole. On the other hand, the knowledge capacity of human resources that has not been evenly distributed can affect individual performance. This happens because of the lack of knowledge sharing activities in the work environment.

This study focuses on the effect of transformational and transactional leadership styles on employee performance with knowledge sharing as an intervening variable. Based on the results of the study, it is stated that transformational leadership style affects performance through [motivation \(de Melo et al., 2013\)](#). Then the results of other research tests show that there is an indirect effect between transformational leadership style on employee performance through employee job satisfaction. This shows that a good transformational leadership style will significantly improve employee performance ([Van den Hooff & de Leeuw van Weenen, 2004](#)). Research regarding transactional leadership style states that transactional leadership style has a positive and significant effect on employee performance ([Shah & Ab. Hamid, 2015](#)). The same thing was also expressed Kalsoom et al namely the transactional leadership style has a positive and significant effect on performance ([Kalsoom, Khan, & Zubair, 2018](#)). Related to research on knowledge sharing, Mohammadi & Boroumand's research results state that transformational leadership and organizational climate together make a significant contribution to knowledge sharing ([Mohammadi & Boroumand, 2016](#)). ([Al-Husseini & Elbeltagi, 2018](#)) also mentioned that transformational leadership style has a significant effect on knowledge sharing and innovative behavior Knowledge sharing here mediates the transformational leadership style on innovative behavior (2018).

METHODS

This research design is quantitative to evaluate the relationship between variables, namely: transformational leadership style, transactional leadership style, knowledge sharing and performance. The population in this study were all 147 employees of the Condong Catur Hospital. The sampling technique used in this study was a saturated sample. Questionnaires and interviews were used as instruments to measure the variables in this study. Data analysis using SEM technique with AMOS 24 software ([Sugiyono, 2017](#)).

A survey questionnaire was used to gather data for hypotheses testing. Before implementing the survey, the instrument was reviewed by lecturers in order to identify problems with wording, content, and question ambiguity. Questionnaires were distributed to the whole population which consists of 147 employees, resulting in a good response rate.

RESULTS AND DISCUSSION

Transformational leadership has a significant effect and positive knowledge sharing as indicated by the estimated coefficient of each of 0.409 with a value of $C.R = 4.826 > 1.96$ and a probability of $p = 0.000 < 0.05$. Thus, supporting the first hypothesis (H1) is supported, so it can be interpreted that the better the transformational leadership at the Condong Catur Hospital, the knowledge sharing of employees will increase. A leader is responsible for establishing a culture that values knowledge, strengthens it and creates loyalty within the organization, it will foster a greater knowledge sharing attitude among employees. 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 organizations. Leader support is needed to create and maintain a positive knowledge sharing culture in an organization. ([Le & Lei, 2018](#)) propose that knowledge culture is 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. 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.

According to ([Yaghoubi, Mahallati, Moghadam, & Fallah, 2014](#)) found that transformational leadership has a positive considerable effect on knowledge creation and sharing. ([Ugwu, Onyancha, &](#)

Fombard, 2020) studied the influence of organizational culture and transformational leadership on knowledge sharing and found that both variables play a pivotal role in promoting knowledge sharing among employees. (Al-Husseini & Elbeltagi, 2018) also support these conclusions further stated that out of the four components of transformational leadership, intellectual stimulation has the strongest effect on knowledge sharing which includes both knowledge donating and knowledge collecting. Leadership shows that leaders facilitate the process of sharing knowledge by acting as a role model for knowledge entry which is shared, setting incentives to share knowledge, and providing network of knowledgeable organizational members. Transformational leaders have a major role in developing the organizational environment that applies knowledge efficiently by managing knowledge as requirements for enhancing organizational learning (Le & Lei, 2018) Finally, the individual factors comprise from personal experience, motivation, personal and professional background.

Analysis show that there is a positive and significant effect of transactional leadership variables on knowledge sharing among employees of the Condong Catur Hospital. This means that the better the transactional leadership, the better the knowledge-sharing behavior of RSCC employees. Transactional is a leadership model in which a leader is more likely to provide direction to his subordinates, and to incentivize and punish their performance and focus on behavior to lead followers. Leadership is more directed at leaders who offer rewards to subordinates and control the work of their subordinates and direct the goals that have been set in order to clarify roles and tasks.

(Chen & Silverthorne, 2008) said found that contingent reward a dimension of transactional leadership is significantly and positively associated with external and internal knowledge sharing. In addition, (Analoui, Doloriert, & Sambrook, 2013) stated that transactional leadership is positively and significantly related to various knowledge management processes which include knowledge sharing and dissemination. These results are consistent with the findings of this study where a positive relationship exists between transactional leadership and knowledge sharing. This relationship is explained by the fact that transactional leaders can use contingent rewards to motivate employees to share knowledge that they own as employees may be reluctant to share what they know with others from fear that they will lose out. However, knowing that they will be given something in return for the knowledge that they share will make the process seem more appealing and reduce the fear they have especially when that something is in the form of a reward they want. Consequently, H2 was supported strongly.

One of the functions of leadership is to motivate subordinates. Transformational leadership is believed to have a non-financial influence on the company, such as job satisfaction and employee performance. Transformational leaders motivate their subordinates to do something beyond what the company expects. Research evidence clearly shows that groups led by transformational leaders have higher levels of performance and satisfaction than groups led by other types of leadership. That's because transformational leaders provide positive expectations for followers, believing that they can do their best. The third hypothesis was supported indicating that transformational leadership is positively associated with job performance. This result agrees with the findings of (Shahhosseini, Silong, & Ismail, 2013) study results also support the findings of this study as they found that a positive significant relationship exists between transformational leadership and job performance. The premise behind this relationship is that transformational leaders have the ability to motivate their subordinates and allow them to develop necessary skills and knowledge to adapt to various challenges and changes that face them.

The term transactional comes from how this type of leader motivates followers to do what they want to do. Transactional leaders determine followers' wants and provide something that brings them together. The desire is in exchange because the follower performs a specific task or finds a specific goal. Thus, a transaction or exchange process between leaders and followers occurs when followers receive rewards from job performance and leaders benefit from completing tasks. In transactional leadership, the leader-follower relationship is based on a series of exchanges or agreements between

the leader and followers. Transactional leadership is a leader who guides or motivates their followers towards set goals by clarifying role and task requirements. H4 was supported in the structural model, underlying that transactional leadership has been found to be related to job performance. This result is consistent with the findings of who found that transactional leadership has a positive influence on salesperson's performance. (Shahhosseini et al., 2013) also concluded that transactional leadership has a direct relationship with job performance.

Knowledge sharing can have a positive effect on performance because Knowledge Sharing helps employees to solve complex problems in their daily work. Some of the benefits of Knowledge Sharing include accelerating the completion of tasks or problems, because completion no longer starts from zero, and can solve a problem by utilizing methods that have been proven effective in the unit or elsewhere, so that employee performance will increase. Results of data analysis support the hypothesis that knowledge sharing and job performance are positively related. (Kang, Kim, & Chang, 2008) findings agree with these results by revealing that individual work performance may be dependent on the effective use of knowledge sharing. (Tseng & Huang, 2011) results are also consistent with the findings as they suggested that a positive significant relationship exists between knowledge sharing and job performance indicating that, the stronger the personal growth, operational autonomy, task of achievement, and money connected with knowledge sharing; the higher the job performance level. According to them the open and rapid sharing of knowledge affects job performance by creating new ideas, enhancing the utilization of resources and more rapid progress.

CONCLUSION

There is significant relationship Among knowledge and attitude as well as behavior COVID-19 prevention with utilize herbal immunomodulators in prevention of COVID-19 in the Central Jakarta Region .

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