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The Role of Transformational Leadership, Organizational Climate, and Knowledge Sharing Behavior in Enhancing Employee Engagement

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Abstract. *This study aims to examine the role of transformational leadership, organizational climate, and knowledge-sharing behavior in enhancing employee engagement. This research uses an explanatory research method with a census technique for data collection. The data was obtained by distributing questionnaires to 80 employees of BPJS in Kudus Regency. Hypothesis testing in this study employed Smart PLS. The results showed that transformational leadership significantly and positively influences knowledge-sharing behavior. Transformational leadership significantly and positively influences employee engagement. Transformational leadership significantly and positively influences organizational climate. Organizational climate does not significantly influence knowledge-sharing behavior. Organizational climate does not significantly influence employee engagement. Knowledge-sharing behavior significantly and positively influences employee engagement. Transformational leadership mediates the relationship between organizational climate and knowledge-sharing behavior. However, knowledge-sharing behavior does not mediate the relationship between organizational climate and employee engagement.*

Keywords: *Employee Engagement; Knowledge-Sharing Behavior; Organizational Climate; Transformational Leadership.*

1. Introduction

In the midst of globalization and rapid economic development, employment plays a vital role in supporting the stability and growth of the business world. Employees are not only regarded as assets of a company but also as the main driving force behind national economic development. Therefore, improving the welfare and quality of life of the workforce should be

a top priority, both through government policies and strategic efforts by companies. One of the increasingly important forms of protection for workers is insurance services, which provide security against unexpected risks in both personal and professional life.

The insurance industry in Indonesia has shown significant growth, in line with the increasing public awareness of the importance of financial protection. The government has taken a strategic role by establishing the Social Security Administering Body (BPJS), which is divided into two main entities: BPJS Health and BPJS Employment. BPJS Employment specifically serves to protect workers from various socio-economic risks through programs such as the Old-Age Security (JHT), Death Security (JK), and Work Accident Security (JKK). This institution envisions becoming a leading and trusted provider of social security in the eyes of the public, capable of competing with other insurance organizations through excellent service delivery.

However, the success of social security implementation does not solely depend on the systems and programs offered, but also on the performance and engagement of its employees. Employee engagement is a key factor in determining organizational effectiveness and productivity, including in public institutions like BPJS. Employee engagement reflects the extent to which employees feel emotionally connected, motivated, and willing to contribute their best efforts toward achieving organizational success. In this context, factors such as leadership style, organizational climate, and internal communication play a crucial role. At BPJS Employment, Kudus Branch, challenges have been observed in maintaining high levels of employee engagement. Based on interview findings, ineffective internal communication, authoritarian leadership styles, and lack of information transparency have been identified as major obstacles to building a healthy and collaborative work environment. Employees reported a lack of clarity regarding the organization's direction and goals, which negatively impacted their motivation and participation in achieving organizational targets.

In this context, transformational leadership emerges as a strategic solution that can foster employee engagement through inspiration, influence, and strong emotional support. Transformational leaders are capable of creating a shared vision, raising collective awareness, and encouraging team members to perform beyond expectations. In addition, the implementation of a supportive organizational climate—characterized by openness, trust, and fair reward systems—will promote the development of a healthy and productive work culture. Furthermore, the evolution of modern organizations emphasizes the importance of applying knowledge management practices, particularly in knowledge sharing. In a dynamic work environment, an organization's ability to manage and distribute knowledge effectively becomes a sustainable competitive advantage. Employees who are engaged, motivated, and supported by a conducive work environment are more likely to share their knowledge, skills, and experiences—ultimately strengthening overall organizational performance.

2. Research Methods

The implementation of this research aims to analyze the validity of a hypothesis in order to clarify its accuracy in relation to the theory that will later serve as the foundation. The issues raised in this study are problems that have previously been addressed by experts and now require verification in light of current realities. In accordance with these issues, the researcher decided to employ an explanatory research type, which examines the relationship between variables involved in the study through hypothesis analysis that describes the correlation among research variables (Singarimbun, 1982). The researcher applied the questionnaire method by conducting a direct survey to collect data for this study. This method is used to obtain self-reports, or at the very least, personal information and beliefs (Hadi, 1993). The research instrument used was a questionnaire that was distributed to members or employees of the BPJS Office in Kudus Regency to be filled out or answered following a planned and systematic preparation process.

3. Results and Discussion

3.1. Outer Model Test

This test aims to analyze the correlation between indicators within latent variables or to describe each indicator that correlates with the latent variable. There are three testing models in the outer model test: discriminant validity, reliability testing (Cronbach's alpha and composite reliability), and convergent validity. To facilitate the evaluation and analysis of the model, the researcher used SmartPLS software.

1). Convergen Validity

According to the rule of thumb, an indicator's loading factor is considered valid if it is greater than 0.7. In the development of a new indicator model, a loading factor value between 0.5 and 0.6 is still acceptable (Haryono, 2017). The validity of an indicator refers to a loading factor value greater than 0.5 (Original Sample value) and a probability value (P value) less than 0.05, indicating that the indicator is statistically significant and valid for use in the model.

Table Validity Test Result

Variables	Indicator	Outer Loadings
transformational leadership	KT 1	0.827
	KT 2	0.842
	KT 3	0.834
	KT 4	0.754
Organizational Climate	IO 1	0.840
	IO 2	0.816
	IO 3	0.730
	IO 4	0.841
Knowledge Sharing	KS 1	0.848

	KS 2 KS 3	0.848 0.847
Employee Engagement	EE 1 EE 2 EE 3	0.902 0.887 0.907

Source: Results processed by PLS 4.0, 2025

The table above shows the results of the validity test. The results of the output can be seen in the sense that all items are valid, because the loading factor value is above 0.5. This shows that all questions asked by researchers in the questionnaire have validation that can be used as a research instrument. The validity test result model is shown in the following image:

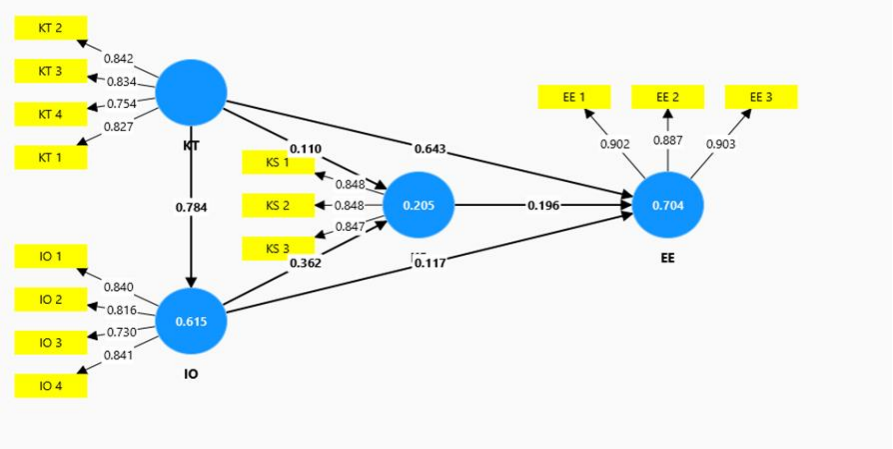

Figure Validity Test Model

2). Reliability Test

a. Composite Reliability Test and Crombach's Alpha Coefficient

Analyzing the size of a questionnaire that functions as an indicator of a variable or construct is known as reliability testing. If the measuring instrument is reliable, then the instrument can produce a stable or consistent picture. This kind of instrument is a questionnaire. Cronbach's Alpha and Composite Reliability coefficients are used to assess the reliability of the instrument used in this test. There are several requirements in evaluating reliability assessments, namely Cronbach's Alpha and Composite reliability, according to Chin (1998). According to Ghozali and Latan (2015), the reliability value for exploratory research can still be between 0.60 and 0.70, but must be higher than 0.70 for confirmatory research.

The results of Cronbach's Alpha and Composite reliability analysis are represented in Table.

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Table Crombach's Alpha, Composite Reliability and Test Results

	Cronbach's alpha	Composite Reliability (rho_a)	Avarage Variance Extracted (AVE)
transformational leadership	0.940	0.925	0.892
Organizational Climate	0.850	0.709	0.769
Knowledge Sharing	0.915	0.862	0.854
Employee Engagement	0.845	0.805	0.764

Source : Results Processed by PLS 4.0, 2025

Based on Table, the findings of the test analysis show that Composite Reliability and Cronbach's Alpha have adequate values, namely, the value of each variable is higher than 0.7. This, it can be said that the instrument has a high level of consistency and stability. The variables and constructs of this study are appropriate measuring instruments, and the reliability of the questions used to measure each construct is high.

b. Average Variance Extracted (AVE) test

Average Variance Extracted (AVE) has a value that can describe the magnitude of the variance or diversity of manifest variables explained by latent constructs. The ideal value for Average Variance Extracted (AVE) is 0.5, which indicates good Convergent Validity. This means that, on average, more than half of the variance in the indicators is clearly represented within the latent variable. Average Variance Extracted (AVE) has a criterion in variable testing, namely a validity value greater than 0.50 (Haryono, 2017). Based on the test results, all variables have AVE values above 0.5, which indicates that the validity level of all variables falls into the good category.

2). Discriminant Validity

Discriminant validity generally emerges when two different instruments are used to measure two constructs that produce predictions, indicating a significant correlation in the resulting scores (Hartono, 2008: 64 in Jogiyanto, 2011). Discriminant validity is essential to ensure that each concept within a latent variable is truly distinct from other latent variables. A model is considered to have strong discriminant validity if the loading value of an indicator on its intended latent variable is higher than its loading values on other latent variables.

a. Cross Loadings Valeu

Cross Loading serves as a tool for measuring discriminant validity, where each indicator shows a higher correlation coefficient with the construct it represents, compared to the correlation coefficient values of indicators in other construct blocks. This indicates that each indicator has been appropriately grouped within its respective construct block in the arrangement of the

constructs (Haryono, 2017:421). The results of the Cross Loadings measurement can be seen in the table below:

Table Cross Loadings Valeu Results

	EE	IO	KS	KT
X1.2	0.597	0.626	0.280	0.829
X1.3	0.574	0.641	0.428	0.830
X1.4	0.820	0.593	0.391	0.779
X2.1	0.545	0.830	0.317	0.642
X2.2	0.548	0.792	0.229	0.719
X2.3	0.583	0.756	0.469	0.540
X2.4	0.612	0.846	0.430	0.627
Y1.1	0.483	0.446	0.848	0.365
Y1.2	0.321	0.301	0.847	0.293
Y1.3	0.440	0.396	0.847	0.350
Y2.1	0.902	0.657	0.483	0.736
Y2.2	0.887	0.655	0.470	0.746
Y2.3	0.904	0.607	0.394	0.734
X1.1	0.624	0.673	0.164	0.811

Source : Results Processed by PLS 4.0, 2025

The Cross Loadings assessment presented in the table indicates that each indicator has a higher correlation with its own measured variable compared to other variables.

a. Average Variance Extracted (AVE) Root Valeu

At this stage, comparing the square root value of the Average Variance Extracted (AVE) within the construct is used to test the correlation between one construct and another in the model, which is part of the discriminant validity test. Discriminant validity is considered good if the square root of the AVE within the construct is higher than the correlation value between that construct and other constructs in the model. The following table presents the results of calculating the square root value of the Average Variance Extracted (AVE).

Table Result of the Variance Extracted (AVE) Root Valeu

Variables	transformational leadership	Organizational Climate	Knowledge Sharing	Employee Engagement
transformational leadership	0.770			
Organizational Climate	0.373	0.784		
Knowledge Sharing	0.493	0.559	0.792	
Employee Engagement	0.509	0.591	0.473	0.776

Source : Results Processed by PLS 4.0, 2025

Based on the table, it is evident that the square root value of the Average Variance Extracted (AVE) for each variable is higher than the correlation values between that variable and the other variables in the model. Therefore, it can be concluded that the model demonstrates good discriminant validity based on the square root of the AVE analysis.

b. Composite Reliability Test

Composite Reliability is used to assess the reliability level of indicators within a variable. A variable is considered reliable if it has a composite reliability value greater than 0.7. The results of the composite reliability test are presented in the table below:

Table Composite Reliability

Variables	Sign off	Composite Reliabilyty	Sign Off	Average Variance Extracted (AVE)	Conclusion
transformational leadership	0.7	0.925	0.5	0.892	Realizable
Organizational Climate	0.7	0.709	0.5	0.769	Realizable
Knowledge Sharing	0.7	0.862	0.5	0.854	Realizable
Employee Engagement	0.7	0.805	0.5	0.764	Realizable

Source : Results Processed by PLS 4.0, 2025

The data presented in the table above illustrates that the composite reliability values for all variables exceed 0.7, indicating strong reliability. Specifically, the composite reliability for the Transformational Leadership variable is 0.925, Organizational Climate is 0.709, Knowledge Sharing Behavior is 0.862, and Employee Engagement is 0.805. These findings suggest that each variable meets the acceptable reliability threshold of 0.70, which is widely recognized as a standard for good reliability. Therefore, all variables are considered reliable and suitable for use in this research.

Inner Model Test

The evaluation of the inner model or structural model aims to examine the relationships between constructs, significance values, and the R-square of the dependent construct through a T-test. The structural model assessment involves two main stages: the path coefficient test and the R^2 evaluation. A research model is considered a good fit if it meets the established evaluation criteria.

1. Coefficiet Determination (R-Square)

R-square is used to assess the extent to which an endogenous variable can be explained by exogenous variables. This metric helps determine whether a model is considered strong or weak. (Kuatno, 2022) According to Chin (1998), as cited in Ghozali and Latan (2015:81), the R-square value can be categorized as follows:

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- An R^2 value of 0.67 or higher indicates a strong structural relationship.
- An R^2 value between 0.33 and 0.66 indicates a moderate relationship.
- An R^2 value between 0.19 and 0.32 suggests a weak relationship within the model.

Table R-Square Value

Variables	R-Square	R- Square Adjusted
Knowledge Sharing	0.718	0.707
Employee Engagement	0.859	0.853

Source : Results Processed by PLS 4.0, 2025

Based on table 4. shows that the Adjusted R-square value of the knowledge sharing behavior variable is 0.707. This means that the knowledge sharing behavior variable is explained by the transformational leadership variable and organizational climate by 70.7%. While the Adjusted R-square value for the employee engagement variable is 0.853. This shows that the employee engagement variable is explained by the transformational leadership variable, organizational climate, and knowledge sharing behavior by 85.3%. Furthermore, the researcher tested the proposed hypothesis, the magnitude of the t-statistic value can be seen. If the t-statistic value> t table, then the hypothesis will be accepted.

2. F^2 effect Size (F – Square*)*

The f-square (f^2) effect size is used to assess the relative influence of an exogenous variable on an endogenous variable. It reflects the change in the R-square value that occurs when a specific exogenous variable is excluded from the model. This change helps determine whether the removed variable has a significant impact on the endogenous construct. (Kuatno, 2022). According to Hair et al. (2021), the criteria for interpreting f-square values are as follows: a value of 0.02 or higher indicates a small effect, 0.15 or higher indicates a moderate effect, and 0.35 or higher indicates a large effect of the exogenous variable on the endogenous variable.

Table F- Square Valeu

Variables	transformational leadership	Organizational Climate	Knowledge Sharing	Employee Engagement
transformational leadership			0.001	0.124
Organizational Climate				
Knowledge Sharing			0.171	
Employee Engagement			0.229	0.097

Source : Results Processed by PLS 4.0, 2025

Based on the data presented in the table, the F-square values indicate the extent of influence exerted by exogenous variables on endogenous variables. Intrinsic motivation shows a relatively strong influence on HR performance with an F-square value of 0.229, while organizational culture demonstrates a minimal effect with a value of 0.001. Organizational commitment also has a considerable impact on HR performance, indicated by an F-square

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value of 0.171. Furthermore, intrinsic motivation exerts a small influence on organizational commitment with a value of 0.097, whereas organizational culture has a near-moderate effect on organizational commitment with a value of 0.124

3. Hypothesis Testing

In the next stage, hypothesis testing was conducted to analyze the role of the relationship between transformational leadership, organizational climate, and knowledge-sharing behavior in enhancing employee engagement. The overall model testing, performed using SmartPLS 4.0 software, produced the following visualization:

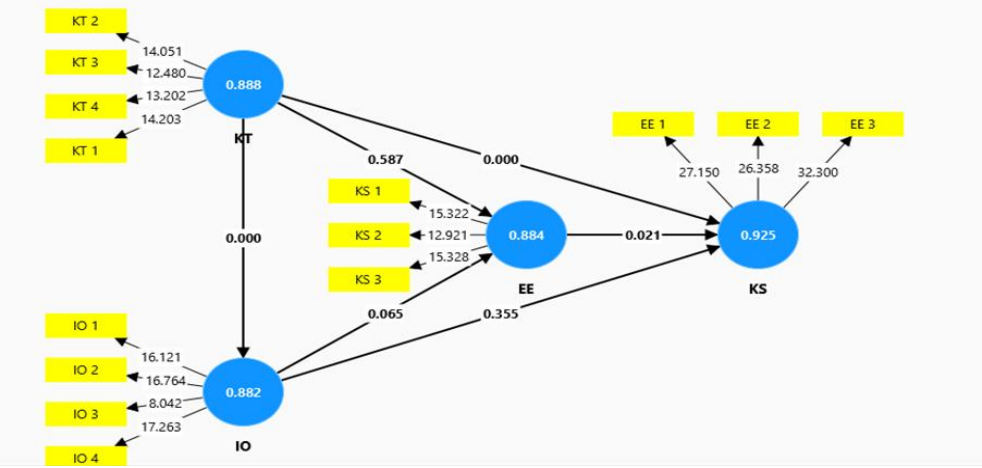

Figure Full Structural Model Drawing

The figure above explains the relationship between the variables of transformational leadership, organizational climate, and knowledge-sharing behavior on the enhancement of employee engagement.

1. Direct Effect Hypothesis Testing

The direct effect hypothesis testing can refer to the path coefficient table, which displays the parameter coefficients and the significance value of the t-statistics. The significance of these parameters will offer insights into the relationship between the research variables. The following results will present the estimated output value for testing the structural model:

Table Hypothesis Test Results

Influence	Original Sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T Statistic	P Valeu
transformational leadership →Knowledge Sharing	0.812	0.808	0.057	14.344	0.000

transformational leadership → Employee Engagement	0.394	0.390	0.153	2.573	0.010
Transformational leadership →organizational climate	0.784	0.778	0.072	10.840	0.000
organizational climate → Knowledge Sharing	0.188	0.177	0.135	1.388	0.165
organizational climate →employee engagement	0.364	0.354	0.196	1.843	0.065
organizational climate → Knowledge Sharing	0.196	0.195	0.085	2.301	0.021

Source : Results Processed by PLS 4.0, 2025

In Partial Least Squares (PLS), hypothesis testing for each proposed relationship is carried out through simulation. In this context, the Bootstrap method is applied using repeated sampling. This technique helps to address issues related to non-normal data distribution in the analysis. Decision-making guidelines (based on the T-statistic at a 0.05 significance level) as stated by Haryono (2017) are as follows:

- The null hypothesis (Ho) is accepted if the T-statistic < 1.96 (indicating no significant effect).
- The null hypothesis (Ho) is rejected if the T-statistic ≥ 1.96 (indicating a significant effect).
- Alternatively, based on the p-value (Haryono, 2017:410):
- If the p-value > 0.05, the null hypothesis is accepted (no significant effect).
- If the p-value ≤ 0.05, the null hypothesis is rejected (significant effect exists).

Hypothesis testing is used to explain the direction of the relationship between endogenous variables and exogenous variables. Hypothesis testing is carried out by looking at the probability values and t-statistics. The p-value with an alpha of 5% is <0.05 for probability values. The t-table value for 5% alpha is 1.96. So, the criterion for accepting the hypothesis is when the t-statistic > t table (Ghozali & Latan, 2015). The significance level used to ensure the significance level (α) is 5% (0.05). If t statistics > t table, then H0 is rejected, and H1 is accepted. If t statistic < t table, then H0 is accepted, and H1 is rejected. Diamantopoulos, Riefler, and Roth (2005) categorized path coefficients as smaller than 0.30 as having a moderate effect. Path coefficients from 0.30 to 0.60 have strong effects, and more than 0.60 have potent effects.

Thus, it can be concluded that the results of the hypothesis testing are stated as below:

a) Transformational Leadership on Knowledge Sharing Behavior
Transformational leadership has been proven to have an influence on knowledge sharing behavior. This is indicated by a t-statistic value greater than 1.96 (14.344 > 1.96) and a p-value below 0.05 (0.000 < 0.05), thus the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. A positive coefficient of 0.812 indicates a positive and significant influence, meaning that an increase in transformational leadership will encourage an increase in knowledge sharing behavior.

b) Transformational Leadership on Employee Engagement
Furthermore, transformational leadership also has a significant effect on employee engagement, as shown by a t-statistic value of 2.573 (> 1.96) and a p-value of 0.010 (< 0.05). Therefore, Ho is rejected and Ha is accepted. A positive coefficient of 0.394 indicates a positive and significant relationship, meaning that the higher the transformational leadership, the greater the level of employee engagement.

c) The Role of Transformational Leadership on Organizational Climate.
Transformational leadership also has an influence on organizational climate. This is evident from the t-statistic value of 10.840 (> 1.96) and a p-value of 0.000 (< 0.05), indicating that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. A positive coefficient of 0.784 signifies a positive and significant effect, meaning that the higher the level of transformational leadership, the better the organizational climate.

d) The Role of Organizational Climate on Knowledge Sharing Behavior
Meanwhile, organizational climate does not have a significant effect on knowledge sharing behavior. A t-statistic value of 1.388 (< 1.96) and a p-value of 0.165 (> 0.05) indicate that the null hypothesis is accepted and the alternative hypothesis is rejected. Although the coefficient value of 0.188 suggests a positive direction of the relationship, the effect is not statistically significant, meaning that improvements in organizational climate do not directly influence knowledge sharing behavior.

e) The Role of Organizational Climate on Employee Engagement.
Organizational climate also does not have a significant influence on employee engagement. This is demonstrated by a t-statistic value of 1.843, which is below the threshold of 1.96, and a p-value of 0.065, which exceeds 0.05. Therefore, the null hypothesis (Ho) is accepted and the alternative hypothesis (Ha) is rejected. Although the coefficient value of 0.362 shows a positive direction, the effect is not significant, indicating that improvements in organizational climate do not directly enhance employee engagement.

f) The Role of Knowledge Sharing Behavior in Employee Engagement
Conversely, knowledge sharing behavior has been proven to significantly influence employee engagement. This is indicated by a t-statistic value of 2.301, which is greater than 1.96, and a p-value of 0.021, which is less than 0.05. Hence, Ho is rejected and Ha is accepted. A positive coefficient of 0.196 indicates a positive and significant influence, meaning that higher knowledge sharing behavior leads to increased levels of employee engagement.

Mediation Test Results

- The Influence of Transformational Leadership in Mediating Organizational Climate on Knowledge Sharing Behavior by Comparing Coefficient Values

Model	Original Sample (O)	T statistic	P value
Iklim Organisasi –> Perilaku *knowledge sharing*	0.188	1.388	0.165
Kepemimpinan Transformasional –> Kepemimpinan Transformasional –> Iklim Organisasi	0.784	10.840	0.000

Source : Results Processed by PLS 4.0, 2025

Transformational leadership is proven to mediate the relationship between organizational climate and knowledge sharing behavior, as the indirect effect coefficient (0.784) is greater than the direct effect (0.188).

- The Role of Knowledge Sharing Behavior in Mediating the Effect of Organizational Climate on Employee Engagement by Comparing Regression Coefficient Values

Model	Original Sample (O)	T statistic	P value
Iklim Organisasi –> *Employee Engagement*	0.362	1.843	0.065
Perilaku *Knowledge Sharing* –> Iklim Organisasi –> perilaku *knowledge sharing*	0.188	1.388	0.165

Source : Results Processed by PLS 4.0, 2025

Knowledge sharing behavior does not mediate the relationship between organizational climate and employee engagement, as the indirect effect coefficient (0.188) is smaller than the direct effect (0.362).

3.2. Hypothesis Discussion

1. Transformational Leadership on Knowledge Sharing Behavior
   The results of the first hypothesis testing show that transformational leadership has a positive and significant influence on knowledge sharing behavior. Transformational leaders inspire employees to prioritize organizational goals over personal interests and create a positive environment that embraces change and innovation. At BPJS Kudus, this leadership style fosters a culture of knowledge sharing by motivating employees and reducing resistance to change. These findings support previous studies by Cut Sarah (2020) and Prasetyaningtya et al. (2020), which also found that the higher the transformational leadership, the greater the knowledge sharing behavior.

2. Transformational Leadership on Employee Engagement
   The second hypothesis test shows that transformational leadership has a positive and significant effect on employee engagement. Transformational leaders inspire employees to achieve higher goals and fulfill self-actualization needs, creating emotional involvement and commitment to the organization. This leadership style fosters trust, respect, and motivation among employees, which increases productivity, innovation, and loyalty. Research by Setiawan et al. (2021), Haditama et al. (2019), and Aryani & Hidayati (2018) supports this finding. However, Santoso & Nugraheni (2022) found no significant effect of transformational leadership on employee engagement.

3. Transformational Leadership on Organizational Climate
   The third hypothesis test confirms that transformational leadership has a positive and significant effect on organizational climate at BPJS Kudus. Higher levels of transformational leadership contribute to a more conducive and harmonious organizational environment. Key aspects include clear communication of vision, effective change management, and fostering trust, innovation, and personal support among employees. This supports the theory that transformational leadership shapes not only individual behavior but also collective organizational dynamics. The findings align with Efrita Noeman, Dzulfikar, and Sarta (2023), and suggest BPJS Kudus should implement leadership development programs focused on communication, empowerment, and shared vision to sustain a positive organizational climate.

4. Organizational Climate on Knowledge Sharing Behavior
   The results indicate that organizational climate has a negative and significant effect on knowledge sharing behavior. This means that when the organizational climate is not conducive, employees are less likely to engage in knowledge sharing. The findings highlight the importance of fostering a supportive, trustworthy, and open work environment to encourage knowledge sharing. Management should focus on two-way communication, employee empowerment, and recognition of knowledge-sharing initiatives. This result

contrasts with previous studies such as those by Sarah (2020) and Alinulisan & Radikundin Salputra (2020), which found a positive and significant influence of organizational climate on knowledge sharing.

5. Organizational Climate on Employee Engagement.
   The results of hypothesis testing 5 in this study indicate that organizational climate has a negative and significant effect on employee engagement. Organizational climate, which refers to shared perceptions of the work environment, culture, values, and norms within the organization, plays an important role in shaping employee engagement. When the organizational climate is positive, employees are more likely to feel motivated, valued, and emotionally committed to their work. However, when the organizational climate does not have a significant impact on employee engagement, it can lead to negative consequences, such as a lack of motivation and a failure to foster a supportive environment for employee involvement. This can ultimately affect the productivity and long-term performance of the organization. The findings contradict studies by Hadinata et al. (2019), Santoso & Nugraheni (2022), and Ali et al. (2020), which found a positive and significant impact of organizational climate on employee engagement. However, the study by Priambodo, Darokah, and Sari (2019) found no effect of organizational climate on employee engagement.

6. Knowledge Sharing Behavior in Employee Engagement
   The results of hypothesis testing six in this study show that knowledge sharing behavior has a positive and significant effect on employee engagement. The higher the intensity and quality of knowledge sharing within the organization, the greater the likelihood that employees will feel emotionally, cognitively, and physically engaged in their work. Knowledge sharing practices, which involve the exchange of knowledge, information, skills, and experiences among employees, contribute to creating a more collaborative and open work environment. This increases a sense of togetherness, encourages employee growth and development, and enhances their motivation, loyalty, and contribution to organizational goals. These findings are in line with Ilyas' (2018) research, which states that knowledge sharing behavior positively contributes to employee engagement, reinforcing the idea that knowledge sharing is not only important for knowledge management but also impacts the psychological and affective aspects of employees.

4. Conclusion

Transformational leadership has a positive and significant role in knowledge-sharing behavior. This means that if BPJS in Kudus Regency aims to achieve a high level of knowledge-sharing behavior, it can be done by enhancing transformational leadership within BPJS Kudus Regency. Transformational leadership has a positive and significant role in employee engagement. This indicates that the higher the level of transformational leadership

implemented in BPJS Kudus Regency, the higher the employee engagement will be. Transformational leadership has a positive and significant role in the organizational climate. This suggests that an increase in transformational leadership within BPJS Kudus Regency will also lead to an improved organizational climate. Organizational climate has a positive but not significant role in knowledge-sharing behavior. This means that even if the organizational climate at BPJS Kudus Regency improves, it will not significantly impact the increase in knowledge-sharing behavior. Organizational climate has a positive but not significant role in employee engagement. This implies that an improvement in the organizational climate at BPJS Kudus Regency does not significantly affect the increase in employee engagement. Knowledge-sharing behavior has a positive and significant role in employee engagement. This means that if knowledge-sharing behavior increases at BPJS Kudus Regency, employee engagement will also experience growth. This research is not free from limitations. The limitations of this research are In this research, the research sample is limited to human resources of BPJS Kudus Regency employees, so this research cannot be generalized properly. The data collection method in this study uses questionnaires and direct observation, so the answers are less than optimal, because subjective aspects cannot be avoided. The application of technical skills and conceptual skills to the research sample has not been optimally carried out so that it still needs to be improved through education and training. Based on the limitations of the research and analysis of the respondents' answers, the following future research can be proposed. Research needs to be done by adding new variables so that the research is comprehensive. By introducing new variables, it is expected to add perfection to future research. Then in data collection, in addition to questionnaires, interviews are also carried out so that the research results are more accurate. So that its implementation is expected to further improve employee performance at BPJS Kudus Regency.

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