

Improving Human Resources Performance of the Regional Revenue Agency of West Kotawaringin District Through Transformational Leadership and Knowledge Sharing Behavior

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Abstract. *This study aims to test and strengthen the theoretical framework by examining the relationships among transformational leadership, knowledge sharing, and human resource performance. The research employs an explanatory research design, emphasizing hypothesis testing to explain the relationships between research variables. The data sources consist of primary data obtained through questionnaires distributed to respondents and secondary data derived from institutional documents and relevant literature. The study population includes all human resources at the Regional Revenue Agency of West Kotawaringin Regency, with a census sampling technique applied so that the entire population of 62 employees participated as respondents. Data were collected using a five-point Likert scale questionnaire, and data analysis was conducted using the Partial Least Square (PLS) method. The results indicate that transformational leadership has a positive and significant effect on human resource performance, transformational leadership has a positive and significant effect on knowledge sharing, and knowledge sharing has a positive and significant effect on human resource performance. These findings suggest that effective transformational leadership encourages knowledge-sharing practices and directly as well as indirectly enhances human resource performance. This study provides theoretical and empirical contributions to the development of leadership and human resource management studies in the public sector.*

Keywords: Human; Knowledge; Leadership; Performance; Transformational.

1. Introduction

Human Resources (HR) play a strategic role in determining the success of an organization, including government agencies. As the primary driver in achieving an organization's vision and mission, improving HR performance is a key focus in facing the challenges of dynamic changes in the work environment. The Regional Revenue Agency of West Kotawaringin Regency, as a public institution responsible for managing and optimizing regional revenue, also faces an urgent need to continuously improve HR performance to provide quality and accountable

services to the public. Therefore, a holistic and innovative approach is needed to create superior, competent, and competitive HR.

Human resources are not only an asset, but also a key force driving organizational sustainability and success. A thorough understanding of the factors that can significantly contribute to improving HR performance is essential in addressing these complex challenges.

Organizations rely heavily on their resources to carry out their activities, and employees are considered a key resource for any organization (Liu & Lin, 2019). Without employee involvement, the government cannot achieve its goals and realize its strategies. To achieve these goals, the government must build a conducive internal climate to create unity between leaders, employees, and regional apparatus organizations so that they can carry out their respective functions according to their authority. In an organization, leaders have a significant influence on the achievement of organizational functions and goals (Salas-Vallina et al., 2020). The right leadership style will influence the performance of human resources to effectively complete organizational functions and goals (Buil et al., 2019).

One approach gaining increasing attention in the management literature is transformational leadership, which emphasizes a leader's ability to go beyond mere management functions. Transformational leadership focuses more on empowerment, motivation, and inspiration provided to human resources (HR) in a collaborative effort to achieve the organization's vision (Nasir et al., 2022; Purwanto et al., 2021). Previous studies have highlighted the positive impact of this approach on employee productivity, motivation, and engagement.

As a strong foundation for building an adaptive and innovative organizational culture, transformational leadership enables leaders to not only provide direction but also inspire positive change within their teams. Through a clear vision and effective communication, a transformational leader is able to build strong interpersonal relationships and create a work environment that supports both individual and team development.

Apart from leadership, it turns out that employee behavior in the workplace is greatly influenced by a number of factors, such as family (Dunn et al., 2011), education level, gender, culture, nationality, and also community/society (Oyemomi et al., 2019).

Previous research on the role of transformational leadership in influencing employee performance remains controversial. Some studies show a significant positive impact of transformational leadership on employee performance (Idris et al., 2022), while others, such as Magasi, 2021, state that transformational leadership has a positive but insignificant impact. Therefore, in this study, knowledge sharing is proposed as an intervening variable to mediate the influence of transformational leadership on innovative work behavior.

The differences in research findings create a gap that needs to be clarified. To address this ambiguity, several research proposals, including those from (PB Le & Lei, 2017), suggest a deeper understanding of the role of other factors, such as knowledge sharing. To address this

knowledge gap, this study aims to explore other variables that may act as mediators in the relationship between transformational leadership and HR performance. Thus, this study aims to provide deeper and more comprehensive insights into the impact of transformational leadership on HR performance through mediating variables that have not been fully explored in previous literature.

Knowledge is considered a strategic resource besides other resources that are considered important in an organization (Yousef Obeidat et al., 2017a), then it is reaffirmed that knowledge sharing plays a role in improving organizational performance and positively mediates the relationship between intellectual capital and organizational performance (Yousef Obeidat et al., 2017b).

In fact, knowledge sharing practices within the Regional Revenue Agency (BPRD) have begun to take place through training, discussion forums, technical guidance, and the development of digital-based tax service applications such as tax service management systems and mobile applications. However, these knowledge-sharing mechanisms have not yet been fully structured into an integrated knowledge management system, such as a knowledge repository, standard operating procedures for knowledge sharing, or systematic documentation of work experience. As a result, knowledge transfer remains heavily dependent on specific individuals or units, resulting in uneven utilization of technology and service innovation across all employees.

2. Research Methods

This type of research is used to test hypotheses with the aim of justifying or strengthening the theory used as a basis. In relation to the above, the type of research used is "*explanatory research*", which means that this research emphasizes the relationship between research variables by testing hypotheses. The description contains descriptions but the focus lies on the relationship between variables (Syahrudin & Salim, 2012a).

3. Results and Discussion

3.1. Respondent Description

Descriptive analysis of the respondents participating in this study is the initial step in the research data processing process, which aims to present a structured summary of demographic characteristics. Through descriptive analysis of respondents, it is hoped to obtain a comprehensive picture of the respondents' profiles, thereby strengthening the interpretation of the research results. The study was conducted by distributing online questionnaires via Google Forms to all employees of the Regional Revenue Agency of West Kotawaringin Regency between October 20-25, 2025. From the distributed questionnaires, 62 completed questionnaires were collected and can be further processed.

The results of the respondent description analysis will be presented based on the characteristics that have been determined as follows:

1) Gender

The description of the characteristics of the respondents involved in this study can be explained based on gender factors as follows.

Table Respondent Characteristics Data by Gender

Gender	Frequency	Percentage
Man	37	59.7
Woman	25	40.3
Total	62	100.0

Source: Data processing results, 2025.

Based on Table it can be seen that in terms of gender, the majority of respondents were male, 37 people (59.7%), while 25 were female (40.3%). This dominance of male respondents indicates that the implementation of duties and responsibilities The Regional Revenue Agency is still largely dominated by male employees, who generally play a more active role in field activities such as data collection or updating, field verification, billing confirmation, and regional tax oversight. However, the relatively large proportion of female employees reflects a balance of gender participation within the organizational structure, which can strengthen team collaboration and work effectiveness through diverse perspectives.

2) Age

The description of the characteristics of the respondents involved in this study can be explained based on the age level factor as follows.

Table Respondent Characteristics Data by Age

Age	Frequency	Percentage
21 - 30 years old	18	29.0
31 - 40 years old	29	46.8
41 - 50 years old	10	16.1
51 - 60 years	5	8.1
Total	62	100.0

Source: Data processing results, 2025.

The data presented in Table shows that in terms of age, the majority of respondents were in the 31–40 year range (29 people) , followed by the 21–30 year age group (18 people) , then 41–50 year age group (16.1%), then 5 people (8.1%) 51–60 year age group (5%). This composition indicates that the majority of employees are of productive age with optimal work capacity and high adaptability to policy changes and work system innovations. This has a positive impact on organizational performance because this age group tends to have a balance between experience and adaptability to technology and digital-based service systems that are now widely applied in regional revenue management.

3) Last education

The description of the characteristics of the respondents involved in this study can be explained based on the most recent educational factor as follows.

Table Respondent Characteristics Data According to Last Education

Education	Frequency	Percentage
High School/Vocational School	3	4.8
Diploma	21	33.9
S1	30	48.4
S2	8	12.9
Total	62	100.0

Source: Data processing results, 2025.

Table shows that, in terms of their highest educational level, respondents with a bachelor's degree (30) constitute the largest group, comprising 30 respondents (48.4%), followed by a diploma (21) with a diploma (33.9%), a master's degree (8) with a master's degree (12.9%), and a high school/vocational school (3) with a senior high school (4.8%). This indicates that the majority of employees have higher educational backgrounds relevant to the demands of work in administration, policy analysis, and public service. A relatively high level of education contributes to improving the quality of work and analytical skills of employees, particularly in the application of accountability and transparency principles in regional revenue management. Furthermore, the presence of postgraduate employees enhances the institution's strategic capacity in policy formulation and work program innovation.

4) Years of service

The description of the characteristics of the respondents involved in this study can be explained based on the length of service factor as follows.

Table Respondent Characteristics Data According to Length of Service

Years of service	Frequency	Percentage
0 - 10 years	19	30.6
11 - 20 years	27	43.5
21 - 30 years old	10	16.1
> 30 years	6	9.7
Total	62	100.0

Source: Primary Data Processing Results, 2025.

Table shows that in terms of length of service, the majority of respondents (27 people) have worked for 11–20 years, followed by 19 (30.6%) with 0–10 years, 10 (16.1%) with 21–30 years, and 6 (9.7%) with more than 30 years. This distribution indicates that most employees have considerable work experience and a good understanding of the culture and bureaucratic system of local government. The combination of experienced and new employees presents an important potential for organizations to maintain knowledge continuity while encouraging innovation and work efficiency. In general, this demographic structure supports the formation of stable and adaptive employee performance to bureaucratic modernization policies and digital transformation in the local revenue management system.

The purpose of descriptive analysis is to obtain an overview of respondents' assessments of the variables studied. Descriptive analysis provides information about respondents' tendencies in responding to the indicators used to measure the research variables. Data explanation is achieved by assigning weights to each statement in the questionnaire.

Respondent response criteria follow the following assessment scale: Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Quite Agree (CS) with a score of 3, Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1. Furthermore, from this scale, the data will be grouped into three categories. To determine the score criteria for each group can be calculated as follows (Sugiyono, 2017):

Highest score = 5

Lowest score = 1

Range = Highest score – lowest score = 5 - 1 = 4

Class interval = Range / number of categories = 4/3 = 1.33

Based on the size of the class interval, the criteria for the three categories are: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00. The complete calculation results for each indicator are presented below:

Table Description of Research Variables

No	Variables and indicators	Mean	Standard Deviation
1	Transformational leadership	3.71	
	1. Individual considerations	3.79	0.81
	2. Intellectual stimulation	3.69	0.87
	3. Inspirational motivation	3.63	0.86
	4. Good or ideal influence	3.71	0.83
2	Knowledge sharing	3.86	
	1. The satisfaction of helping colleagues	3.82	0.74
	2. The advantages of having knowledge	3.87	0.70
	3. Leadership support	3.89	0.72
3	HR Performance	3.81	
	1. Quality	3.90	0.74
	2. Quantity	3.81	0.70
	3. The Need for Supervision	3.68	0.70
	4. Interpersonal Influence	3.87	0.71

Based on the descriptive analysis results in Table above, the Transformational Leadership variable has a mean value of 3.71, which is in the high/good category (range 3.67–5.00). This indicates that employees assess that the leadership at the Regional Revenue Agency of West Kotawaringin Regency has implemented a transformational leadership style quite well.

Among the indicators used, "individual consideration" obtained the highest mean value of 3.79, indicating that the leadership has good attention to the unique needs and characteristics of each employee, and is able to provide coaching that is appropriate to individual potential. Meanwhile, the indicator with the lowest mean value is "Inspirational Motivation" with a score of 3.63, which is included in the moderate category, indicating that the leadership's efforts to foster employee innovation, creativity, and critical thinking can still be improved. Overall, these results show that strong transformational leadership contributes positively to increasing employee morale and commitment, but greater encouragement is still needed in the aspect of innovation and the development of new ideas in the workplace.

The analysis results show that the Knowledge Sharing variable has an average value (mean) of 3.86, which is classified as high/good. This indicates that the culture of knowledge sharing among employees has been running effectively. The indicator "leadership support" obtained the highest mean value of 3.89, indicating that the role of leadership is perceived positively in encouraging, facilitating, and setting an example for knowledge sharing activities among employees. This finding confirms that leadership has a strategic function in building an organizational climate conducive to the exchange of information, experiences, and collective learning, especially in the context of public organizations that are full of procedures and regulations. The indicator "satisfaction from helping colleagues" showed the lowest mean value of 3.82, although it is still in the relatively good category. This finding indicates that employees' intrinsic motivation to feel personal satisfaction when helping colleagues is not fully optimal compared to structural factors such as leadership support. This condition may be influenced by workload, performance target pressure, or a work culture that emphasizes individual achievement over team collaboration.

Based on the analysis results, the HR Performance variable obtained an average value (mean) of 3.81, which is included in the high/good category. This indicates that employees of the Regional Revenue Agency of West Kotawaringin Regency have a good level of performance overall. Of the four indicators, "work quality" has the highest mean value of 3.90, indicating that employees are able to produce quality work, meticulously, and in accordance with the standards set by the organization. Meanwhile, the indicator with the lowest mean value is "need for supervision" with a score of 3.68, which although still in the high category, indicates that some employees still require supervision or direction in completing their tasks. This condition indicates the need to increase trust and work independence so that individual effectiveness and responsibility can be further enhanced. Overall, these results reflect that employee performance is good and aligned with organizational goals, and is an important asset for improving public services and optimizing regional revenue.

The final analysis in PLS is the structural model analysis, or inner model. In structural model analysis, hypotheses can be tested using t-statistics. The test results can be seen in the structural model output, which examines the significance of the loading factors, which explain the influence of the transformational leadership construct on HR performance through the mediation of knowledge sharing as an intervening variable.

In this case, data processing was performed using SmartPLS 4.1.0 software. The results of this data processing are shown in the following image:

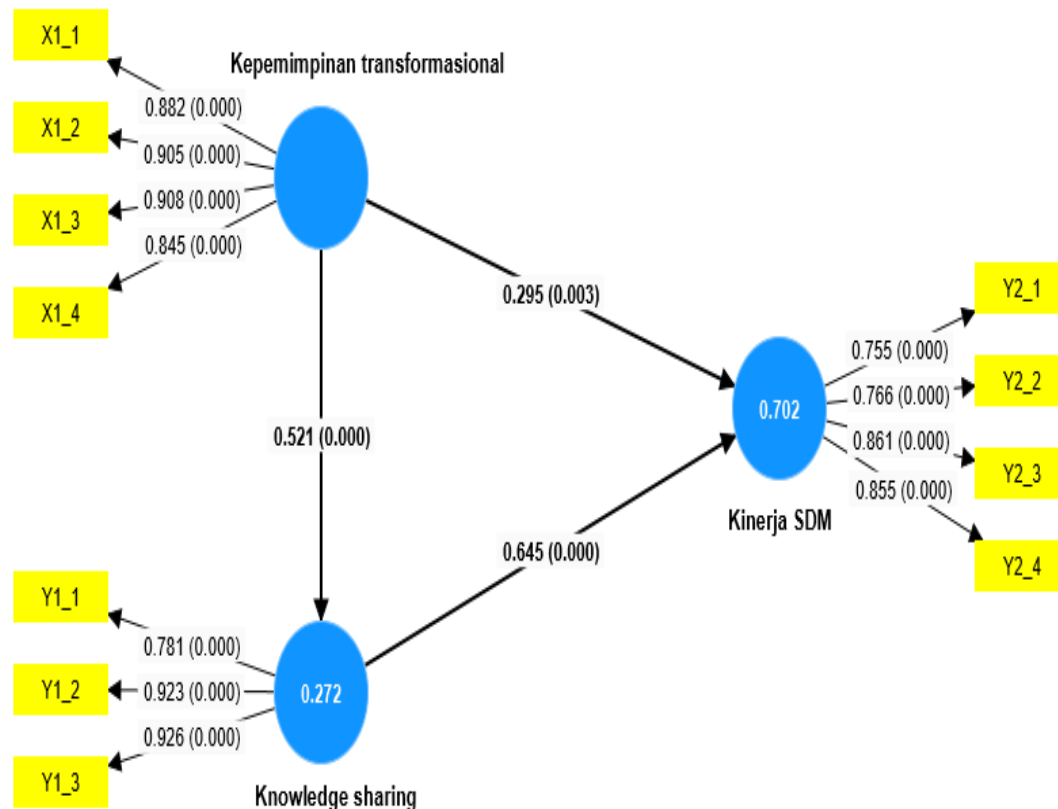


Figure Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.1.0 (2025)

1) Direct Influence Analysis

Hypothesis testing in this study was conducted to determine the level of acceptance or rejection of the proposed hypothesis. The testing process was carried out by comparing the t-statistic value with the t-table value, where a hypothesis is declared accepted if the t-statistic value exceeds the t-table value. At a significance level of 5% ($\alpha = 0.05$), the t-table value used as the critical limit is 1.96. The results of the test of the influence between variables using Partial Least Square analysis are presented in the following table.

Table Path Coefficients Direct Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
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Transformational Leadership -> Human Resource Performance	0.295	0.298	0.099	2,988	0.003
Transformational leadership -> Knowledge sharing	0.521	0.521	0.096	5,457	0.000
Knowledge sharing -> HR performance	0.645	0.645	0.078	8,297	0.000

Source: smartPLS 4.1.0 data processing results (2025)

Based on the results of the data processing presented above, the testing for each research hypothesis can be explained further, namely:

1) Hypothesis Testing 1

H1: Transformational leadership has a positive effect on human resource performance.

In testing hypothesis 1, the original sample estimate value was obtained at 0.295. This value indicates that transformational leadership has a positive effect on HR performance. This result is also supported by the t-test value obtained at $2.988 > t \text{ table } 1.96$ and the significance value $p (0.003) < 0.05$, so it can be said that there is a positive and significant influence of transformational leadership on HR performance. Thus, the first hypothesis stating that 'Transformational leadership has a positive effect on human resource performance' can be accepted.

2) Hypothesis Testing 2

H2: Transformational leadership has a positive effect on knowledge sharing.

Based on the test results, the original sample estimate value was 0.521. This value indicates that transformational leadership has a positive influence on employee knowledge sharing. The t-test value of $5.457 > t \text{ table } 1.96$ and the significance value of $p (0.000) < 0.05$, thus proving that there is a positive and significant influence of transformational leadership on knowledge sharing. Thus, the second hypothesis stating that 'Transformational leadership has a positive influence on knowledge sharing' can be accepted.

3) Hypothesis Testing 3

H3: Knowledge sharing has a positive effect on human resource performance.

The results of the hypothesis testing show the original sample estimate value of 0.645, which means that Knowledge sharing has a positive effect on HR Performance. These results are supported by the t-test value of $8.297 > t \text{ table } 1.96$ and the significance value of $p (0.000) < 0.05$, so it can be said that Knowledge sharing has a positive and significant effect on HR Performance. Thus, the third hypothesis which states that "Knowledge sharing has a positive effect on human resource performance" can be accepted.

A summary of the results of the hypothesis testing in this study is presented in full in table.

Table Summary of Hypothesis Test Results

	Hypothesis	t value	p-value	Conclusion
H1	<i>Transformational leadership has a positive influence on human resource performance.</i>	2,988	0.003	Accepted
H2	<i>Transformational leadership has a positive influence on knowledge sharing</i>	5,457	0.000	Accepted
H3	<i>Knowledge sharing has a positive effect on human resource performance</i>	8,297	0.000	Accepted

Note: The hypothesis is accepted if $t > 1.96$ and $p \text{ value} < 0.05$

Source: Results of data processing with Smart PLS 4.1.0 (2025)

2) Analysis of the Indirect Influence of Transformational Leadership on HR Performance through the Mediation of Knowledge Sharing

The indirect effect test was conducted to see the influence given by an exogenous variable (transformational leadership) on the endogenous variable (HR performance) through the intervening variable, namely the Knowledge sharing variable. The indirect effect of transformational leadership on HR performance through the mediation of Knowledge sharing is depicted in the following path diagram:

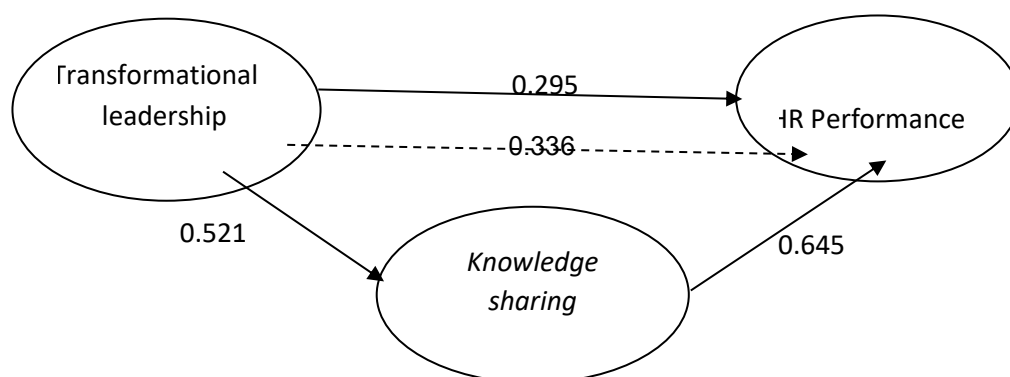


Figure Path Coefficient of the Influence of Transformational Leadership on HR Performance through Knowledge Sharing

Information:

- ▼ : Direct influence
- : Indirect influence

The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Table Indirect Effect Test Results

	Original sample	T statistics	P values	Information
Transformational leadership -> Knowledge sharing -> HR performance	0.336	5,827	0.000	Significant

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The test results show that the coefficient value of the mediation path of transformational leadership on HR performance through knowledge sharing is 0.336. This value indicates a positive influence of transformational leadership on HR performance through increased employee knowledge sharing. This influence is strengthened by the t-test value of 5.827 > t table 1.96 and the significance value of p (0.000) < 0.05, so it can be concluded that the mediation effect is significant. This means that transformational leadership has a significant positive influence on HR performance through knowledge sharing.

Figure shows that the indirect effect (0.336) is greater than the direct effect (0.295). This result indicates that knowledge-sharing mechanisms play an important mediating role in strengthening the relationship between transformational leadership and improved HR performance. This means that leaders who are able to inspire, motivate, and foster self-confidence in their subordinates not only directly improve performance but also create a work environment conducive to the exchange of knowledge, ideas, and experiences among employees.

Conceptually, these findings align with transformational theory, which emphasizes the importance of leaders in fostering a culture of learning and collaboration within an organization. When employees feel valued and empowered by their leaders, they are encouraged to share information and expertise, which in turn enhances individual and collective capabilities in completing work more effectively.

The greater value of the indirect influence compared to the direct influence indicates that the knowledge sharing process is the dominant pathway in transferring the positive influence of

transformational leadership on HR performance. In other words, the influence of leadership does not stop at motivational actions alone, but develops through a social learning process that encourages increased competency and work innovation.

Thus, it can be concluded that transformational leadership has an optimal impact on HR performance when accompanied by an active knowledge-sharing culture. This finding underscores the importance of organizations not only developing an inspirational leadership style but also creating systems and environments that support knowledge sharing practices as a strategy for continuous performance improvement.

3.2. Discussion

1) The influence of transformational leadership on human resource performance.

The results of the study indicate that transformational leadership has a positive and significant effect on HR performance. This result confirms the findings of previous research which stated that transformational leadership was found to be able to increase productive performance (Chan et al., 2019).

Transformational leadership in this study is measured from the reflection of four indicators, namely indicators Individual consideration, intellectual stimulation, inspirational motivation, and positive or ideal influence. These four indicators have been proven to improve HR performance in this study, as measured by reflection on the four indicators, namely indicators Quality, Quantity, Need for Supervision and Interpersonal Influence.

The measurement results show that for the transformational leadership variable, the indicator with the highest outer loading value is inspirational motivation. Meanwhile, for the HR performance variable, the highest indicator is the need for supervision. This finding indicates that the stronger the leader's ability to provide inspirational motivation, the greater the need for oversight mechanisms in work implementation. This means that inspirational motivation encourages increased enthusiasm, commitment, and human resource enthusiasm in achieving performance targets, but at the same time requires adequate supervision to ensure that emerging energy and initiatives remain focused, aligned with organizational goals, and do not deviate from established standards and procedures.

Conversely, the indicator with the lowest outer loading value for transformational leadership is idealized influence, while for HR performance, it is work quality. These results indicate that the stronger the role model demonstrated by the leader, the higher the quality of work produced by HR. This means that, although its contribution is relatively lower compared to other indicators, the leader's exemplary role model still plays a significant role in shaping employee values, professional attitudes, and work quality standards. Leaders who are capable of serving as role models will encourage HR to work more carefully, responsibly, and quality-oriented, so that the resulting performance is not only high in quantity but also superior in quality.

2) The Influence of Transformational Leadership on Knowledge Sharing

The results of the study showed that transformational leadership had a positive and significant effect on knowledge sharing. Birasnav et al. in 2011 stated that transformational leadership builds a work culture that leads to knowledge sharing behavior and is involved in the knowledge management process by instilling the importance of knowledge sharing in (PB Le & Lei, 2018b).

Transformational leadership in this study is measured from the reflection of four indicators, namely indicators Individual consideration, intellectual stimulation, inspirational motivation, and positive or ideal influence. These four indicators have been proven to increase knowledge sharing, which in this study was measured using three indicators, namely indicators; Encouragement to excel and achieve high standards; Enjoy challenges and demanding tasks; and Take full responsibility for their actions.

The analysis results show that for the transformational leadership variable, the indicator with the highest outer loading value is inspirational motivation, while for the knowledge sharing variable, the highest indicator is leader support. This finding indicates that the stronger the leader's ability to provide inspirational motivation, the higher the support perceived and provided by the leader in encouraging knowledge sharing practices in the workplace. This means that inspirational motivation conveyed by leaders can create a positive psychological climate, increase trust, and foster a sense of security for employees to share experiences, information, and expertise without fear or doubt. Leadership support in this context acts as a reinforcement that ensures that knowledge sharing activities are seen as an important part of the work process and organizational development.

Conversely, the indicator with the lowest outer loading value for the transformational leadership variable is positive or idealized influence, while for the knowledge sharing variable, the lowest indicator is satisfaction with helping colleagues. These results indicate that the stronger the role model and integrity demonstrated by the leader, the higher the level of employee satisfaction in helping colleagues share knowledge. This means that, although its contribution is relatively lower compared to other indicators, the leader's idealized influence still plays a significant role in shaping prosocial values and a culture of mutual support within the organization. Leaders who serve as role models will encourage intrinsic satisfaction in employees when they are able to help colleagues, so that knowledge sharing activities are not only carried out because of organizational demands, but also because of a sense of pride and personal meaning in the contribution.

3) The influence of knowledge sharing on human resource performance.

The research results show that knowledge sharing has a positive and significant impact on HR performance. Previous research (Tønnessen et al., 2021) revealed that good knowledge sharing practices directly improve individual performance by increasing skills and work efficiency.

The results of the study showed that transformational leadership had a positive and significant effect on knowledge sharing. Biras nav et al. in 2011 stated that transformational leadership builds a work culture that leads to knowledge sharing behavior and is involved in the knowledge management process by instilling the importance of knowledge sharing in (PB Le & Lei, 2018b).

Knowledge sharing in this study is measured by three indicators namely indicators Satisfaction from helping colleagues, the benefits of having knowledge, and leadership support. These three indicators have been proven to improve HR performance in this study, as measured by reflection on four indicators. namely indicators Quality, Quantity, Need for Supervision and Interpersonal Influence.

The analysis results show that for the knowledge sharing variable, the indicator with the highest outer loading value is leadership support, while for the HR performance variable, the highest indicator is the need for supervision. This finding indicates that the stronger the support provided by leadership for knowledge sharing activities, the higher the need for supervision in work implementation. This means that leadership support can encourage openness, intensive information sharing, and HR initiative in implementing existing knowledge. However, this increase in activity needs to be balanced with effective supervision to ensure that knowledge utilization remains focused, aligned with organizational goals, and produces optimal performance.

Meanwhile, the indicator with the lowest outer loading value in the knowledge sharing variable was satisfaction with helping colleagues, while in the HR performance variable, the lowest indicator was work quality. These results indicate that the higher the level of individual satisfaction in helping colleagues, the better the quality of work produced. This means that, although its contribution is relatively smaller compared to other indicators, satisfaction with helping colleagues reflects a collaborative and mutually supportive work climate, which ultimately plays a role in increasing accuracy, responsibility, and work quality standards. A work environment that encourages satisfaction in sharing and helping others will strengthen the quality of HR performance in a sustainable manner.

4. Conclusion

The research findings confirm that optimal HR performance is the result of synergy between effective transformational leadership and sustainable knowledge sharing practices within an organization. Based on the data analysis and discussion, it can be concluded that: Transformational leadership has a positive and significant impact on human resource performance. These findings indicate that a leader's ability to provide inspirational motivation and set a good example plays a crucial role in increasing employee morale, commitment, and performance quality. Leadership that inspires and serves as a role model has been shown to drive human resource performance that is not only high in quantity but also superior in quality. Transformational leadership has a positive and significant impact on knowledge sharing. Inspirational motivation and leadership support create a work climate conducive to

knowledge sharing, while leadership role models foster intrinsic employee satisfaction in helping coworkers. This confirms that the role of leadership is crucial in establishing a culture of knowledge sharing within an organization. *Knowledge sharing* has been shown to have a positive and significant impact on HR performance. Leadership support for knowledge-sharing activities increases openness and the utilization of knowledge in work execution, while satisfaction in helping colleagues contributes to improved work quality.

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