Improving Human Resource Performance Through Transformational Leadership, Learning Orientation and Knowledge Sharing

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Abstract. This study aims to analyze and empirically examine the effect of transformational leadership, learning orientation, and knowledge sharing on human resource (HR) performance at the Customs and Excise Supervision and Service Office Type Madya Pabean Tanjung Emas. This research employs a quantitative approach with an explanatory research design of an associative nature to examine the relationships among variables. The population consists of 261 employees, with a sample of 140 respondents selected using a non-probability sampling technique, specifically convenience sampling. Primary data were collected through a closed-ended questionnaire using a 5-point Likert scale, while secondary data were obtained from literature and previous studies. Data analysis was conducted using Partial Least Squares (PLS). The results show that: (1) transformational leadership has a positive and significant effect on HR performance; (2) transformational leadership has a positive and significant effect on knowledge sharing; (3) learning orientation has a positive and significant effect on knowledge sharing; (4) learning orientation has a positive and significant effect on HR performance; and (5) knowledge sharing has a positive and significant effect on HR performance. These findings indicate that transformational leadership, learning orientation, and knowledge sharing collectively contribute to improving HR performance in the customs and exact environment.

Keywords: Leadership; Learning; Orientation; Transformational.

1. Introduction

Organizations across various sectors are required to continuously improve their Human Resources (HR) performance in the face of the dynamics of global change and increasingly fierce competition. HR is 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 facing these complex challenges.

Organizations are highly dependent on the resources they have in carrying out their activities and employees are seen as the main resource for any organization.(Liu & Lin, 2019)Without

employee involvement, the government cannot achieve its goals and translate its strategies into reality. To achieve its stated 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 and areas of authority. In an organization, leaders have a significant influence on achieving the organization's functions and goals.(Salas-Vallina et al., 2020). The right leadership style will influence the performance of human resources to complete the functions and goals of the organization well.(Buil et al., 2019).

One approach that is increasingly recognized in the management literature is transformational leadership.(Kim & Park, 2020; Nader & Castro Solano, 2007; Suwanto Suwanto et al., 2022)Transformational leadership is not just about managing, but more about motivating, inspiring, and directing human resources towards achieving a shared vision.(Gagel, 2017). Previous research has shown the positive impact of transformational leadership on productivity.(Weller et al., 2019), motivation(Kesumawati et al., 2018; Virgiawan et al., 2021), and employee engagement(Bin Saeed et al., 2019; Yadav et al., 2019a), but not many have explored its relationship with knowledge sharing practices in improving HR performance.(Kim & Park, 2020).

Transformational leadership is a strong foundation in forming a dynamic and innovative organizational culture.(Bass & Avolio Suny-Binghamton, 1993; Kaur Bagga et al., 2023). A transformational leader is able to inspire, motivate, and guide his team towards a shared vision.(Madi Odeh et al., 2023)By building strong interpersonal relationships, transformational leaders are able to create a work environment that fosters individual growth and development.(Pawar, 2016).

Research on leadership and performance has left controversial results. Transformational leadership has been empirically proven to be highly influential in achieving HR performance.(PT Nguyen et al., 2020). While different results show that leadership does not affect employee performance(Paais & Pattiruhu, 2020)The differences in research findings create a gap that needs to be addressed. 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. Therefore, this study proposes Learning Orientation as a mediating variable.

 Learning Orientation is an organizational attitude and commitment to continuously learn, develop knowledge, and adapt sustainably(Alerasoul et al., 2022a). Learning orientation reflects the extent to which individuals and organizations value the learning process as key to improving competence, innovation, and long-term sustainability.(Gattermann Perin & Hoffmann Sampaio, 2020)Learning orientation is an important foundation because it creates a culture that encourages the exploration of new ideas, reflection on experiences, and the courage to make continuous improvements.(Yoon & Jong Gyu Park, 2023).

2. Research Methods

The type of research used in this study is explanatory research, which is associative in nature, aiming to determine the relationship between two or more variables (Sugiyono, 2018). This study aims to explain hypothesis testing with the intention of confirming or strengthening the hypothesis, with the hope that this will ultimately strengthen the theory used as a foundation. In this case, the study examines the influence of transformational leadership. *Learning orientation*, knowledge sharing and HR performance. A population is a generalized area consisting of subjects or subjects who have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2018). In this study, the population referred to is all 261 HR of the Tanjung Emas Middle Type Customs and Excise Supervision and Service Office. The data sources in this study include primary and secondary data. Primary data is data obtained directly from the object (Widodo, 2017). The primary data in this study include: transformational leadership, *Learning orientation*, knowledge sharing, and HR performance. Secondary data is data obtained from other parties. This data includes statistical data and references related to this study.

3. Results and Discussion

This study uses respondents all HR at the Tanjung Emas Customs and Excise Supervision and Service Office, a total of 140 employees Respondent data were obtained from questionnaire distribution. The research was conducted by distributing research questionnaires on April 17-25, 2025. Respondent description analysis consisted of information related to respondent characteristics seen from gender, age, education, and length of service. The results of questionnaire data processing related to respondent descriptions are presented in Table.

Table Description of Respondent Characteristics

No	Characteristics	Sample n=140	
		Amount	Percentage (%)
1.	Gender		
	Man	102	72.9
	Woman	38	27.1
2.	Age		
	21 - 30 years old	39	27.9
	31 - 40 years old	57	40.7
	41 - 50 years old	27	19.3
	51 - 60 years	17	12.1
3.	Education		
	High School/Vocational School	15	10.7
	Diploma	38	27.1
	Bachelor degree	76	54.3
	Postgraduate Masters	11	7.9
4.	Length of work		
	0 - 10 years	68	48.6
	11 - 20 years	38	27.1
	21 - 30 years old	21	15.0

> 30 years	13	9.3

Source: Processed research data (2024)

Table above shows that the majority of respondents were male, at 102 (72.9%), while 38 (27.1%) were female. This reflects the male-dominated work environment at the Customs and Excise office, which may be related to the nature of the institution's tasks and responsibilities, which require mobility and physical endurance within this government institution.

Regarding age, the majority of respondents were employees aged 31-40, representing 57 employees (40.7%). This age group is generally in a productive and professionally mature stage, where individuals typically have considerable work experience and are in the career development phase. This indicates that the majority of employees surveyed are in prime condition to contribute to the organization.

The highest educational attainment of respondents was mostly a bachelor's degree, with 76 employees (54.3%). This indicates that Customs and Excise employees possess educational qualifications that meet professional standards, enabling them to understand, manage, and carry out administrative and technical tasks effectively.

The table also shows that the majority of respondents, 68 employees (48.6%), have served for 0 to 10 years. This indicates that most employees are still in the early to mid-career phase, generally open to learning, developing competencies, and adapting to organizational changes or new policies.

Overall, the profile of the respondents in this study reflects the characteristics of employees.Tanjung Emas Customs and Excise Middle Type Supervision and Service Officedominated by men of productive age, highly educated, and in their early to mid-career years. These characteristics provide an important background for understanding how employee perceptions and work behaviors, such as knowledge sharing and learning orientation, are formed within the organization.

Descriptive analysis is a statistical analysis technique used to describe and summarize the basic characteristics of collected data. Its primary purpose is to provide an initial overview of patterns or trends in the data, allowing for a better understanding of its distribution and characteristics before engaging in more complex analysis.

The research instrument uses five alternative answers (scale 1-5). The data will then be categorized into three groups. To determine the scoring criteria for each group, the following calculations can be made.(Sugiyono, 2017):

a. Highest score   = 5

b. Lowest score   = 1

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

d. 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. A complete description of each variable is presented below:

Tabell Description of Research Variables

No	Variables and indicators	Mean	Standard Deviation
a	**Transformational Leadership**		
	1. Individual considerations	3.97	**0.72**
	2. Intellectual stimulation	3.86	**0.77**
	3. Inspirational motivation	3.89	**0.79**
	4. Good or ideal influence	3.85	**0.72**
	Mean Variable	**3.89**	
b	**Learning orientation**		
	1. Commitment to the learning process	3.81	**0.72**
	2. Willingness to share a common vision	3.88	**0.73**
	3. An open attitude in accepting various new views and knowledge.	3.86	**0.75**
	Mean Variable	**3.85**	
c	*Knowledge sharing*		
	1. Level of participation in knowledge sharing events	3.92	**0.87**
	2. Use of collaboration platforms	3.89	**0.91**
	3. Feedback received regarding shared knowledge	3.88	**0.93**
	Mean Variable	**3.90**	
d	**HR Performance**		
	1. Quality	3.90	**0.67**
	2. Quantity	3.98	**0.66**
	3. The Need for Supervision	3.94	**0.63**
	4. Interpersonal Influence	3.91	**0.69**
	Mean Variable	**3.93**	

Table shows that the overall mean value of the Transformational Leadership variable data, 3.89, falls within the high category (3.67–5.00). This means that respondents have generally implemented Transformational Leadership in their work well. The results of the data description for the Transformational Leadership variable show that the highest mean value is the indicator Individual considerations (3.97) and the lowest is the indicator Good or ideal influence (3.85).

For the Learning orientation variable, the overall mean value was 3.85, which is in the good category range (3.67 – 5.00). This means that respondents are of the view that the Learning

orientation in Sub-Directorate I of the Trade Industry of the Special Criminal Investigation Directorate (Ditreskrimsus) of the Banten Regional Police is running well. The results of the data description on the Learning orientation variable obtained the highest mean value, namely Willingness to share a common vision (3.88). The lowest indicator on this variable was Commitment to the learning process (3.81).

For the Knowledge sharing variable, the overall mean value was 3.890, which is in the high/good category (3.67 – 5.00). This means that respondents believe that the implementation of Knowledge sharing in the organization is in the good category. The data description results for the Knowledge sharing variable show that the highest mean value is the indicator. Level of participation in knowledge sharing events (3.92) and the lowest is Feedback received regarding shared knowledge (3.88).

For the overall HR Performance variable, the mean value was 3.93, which is in the high/good category (3.67 – 5.00). This means that members generally have good performance. The data description results for the HR Performance variable show that the highest mean value is the indicator. Quantity (3.98) and the lowest on the indicator Quality (3.90).

Evaluation of the measurement model (outer model) is a basic evaluation carried out inPLS analysis. The purpose of this evaluation is to determine the validity and reliability of the indicators measuring the latent variables. Validity criteria are measured using convergent and discriminant validity, while construct reliability criteria are measured using composite reliability, Average Variance Extracted (AVE), and Cronbach's Alpha.

Evaluation of the latent variable measurement model with reflective indicators is analyzed by examining the convergent validity of each indicator. Convergent validity testing in PLS can be seen from the factor loading (outer loading) value of each indicator on its latent variable. An outer loading value above 0.70 is highly recommended (Ghozali, 2011).

Reliability testing is a statistical technique used to assess the consistency and stability of a measurement instrument in measuring a particular variable or construct. Reliability testing is essential to ensure that the measurement instrument is reliable and produces consistent data. Reliability measurement, in this case, is conducted using three methods:

a. *Composite Reliability*.

Composite reliability shows the degree that indicates common latent (unobserved), so that it can show the block indicators that measure the internal consistency of the indicators that form the construct, the accepted limit value for the Composite reliability level is 0.7.(Ghozali & Latan, 2015)

b. *Average Variance Extracted*(AVE)

If the AVE value is > 0.5, then the indicator used in the study is reliable and can be used for research. Ideally, the AVE measurement value should be greater than 0.50.(Ghozali & Latan, 2015).

c. *Cronbach's alpha*

If the Cronbach alpha value > 0.70 then the construct can be said to have good reliability.

The results of Cronbach's Alpha, composite reliability, and AVE between constructs and their indicators can be seen in the following table:

Table Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
Transformational leadership	0.822	0.883	0.656
HR Performance	0.800	0.870	0.627
Knowledge sharing	0.856	0.915	0.785
Learning orientation	0.742	0.854	0.663

Source: Processed research data (2024)

Table shows that the reliability test results for each construct are considered good. This is evidenced by the AVE value for each construct > 0.5, and the composite reliability and Cronbach's alpha values for each construct > 0.7. Referring to Chin's opinion in Ghozali (2011), the results of the reliability test using the Cronbach's alpha, composite reliability, and AVE criteria for each construct are considered good and can be used in the analysis process to show the relationship between constructs. This means that having all constructs can be said to be reliable and can be used for further research.

Based on the results of the evaluation of convergent validity and discriminant validity of the variables and the reliability of the variables, it can be concluded that the indicators used can be declared valid and reliable as measures of research variables.

PLS analysis is a variance-based SEM analysis aimed at testing model theory, emphasizing predictive studies. Several measures used to determine the acceptability of a proposed model are R-square and Q-square.(Hair et al., 2019).

Structural model testing (inner model) examines the relationships between latent constructs by estimating the path parameter coefficients and their significance levels (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. The test yields output from the structural model of the construct loading factor, which explains the influence of the constructs of Transformational Leadership, Learning Orientation, Knowledge Sharing, and HR Performance.

Data processing was performed using the Smart PLS v4.1.0 software tool. The results of this data processing are shown in the following image:
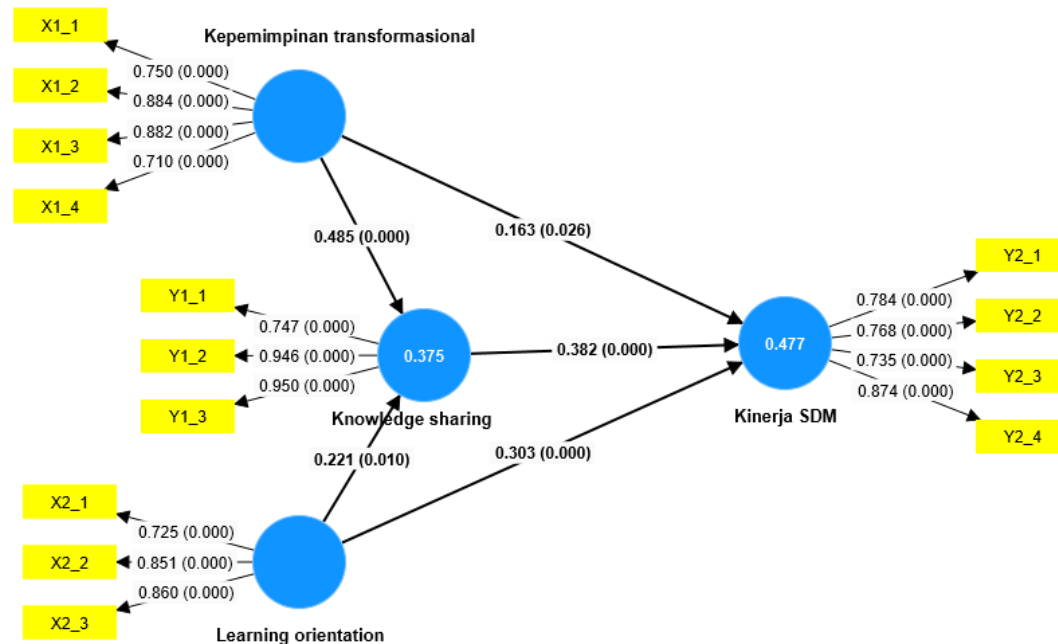

Figure Full SEM-PLS Model

Source: Primary data processing with Smart PLS 4.1.0 (2024)

1) Multicollinearity Test

Before conducting a hypothesis test, a multicollinearity test is necessary. Multicollinearity is a condition where there is a correlation between independent variables or where independent variables are not mutually independent. A multicollinearity test can be performed by examining the Collinearity Statistics (VIF) values in the inner VIF values. If the inner VIF is <5, it indicates no multicollinearity.

Table Multicollinearity Test Results

	VIF
Transformational Leadership -> Human Resource Performance	1,597
Transformational leadership -> Knowledge sharing	1,221
Knowledge sharing -> HR performance	1,601
Learning orientation -> HR performance	1,299
Learning orientation -> Knowledge sharing	1,221

Based on the results above, it can be seen that the VIF values of all variables are below 5. This means that there is no multicollinearity problem in the model formed.

2) Analysis of the Influence between Variables

This section presents the results of testing the research hypotheses proposed in the previous chapter. The results of testing the influence of each research variable are presented as follows:

Table Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Transformational Leadership -> Human Resource Performance	0.163	0.162	0.073	2,232	0.026
Transformational leadership -> Knowledge sharing	0.485	0.488	0.071	6,826	0.000
Knowledge sharing -> HR performance	0.382	0.384	0.065	5,856	0.000
Learning orientation -> HR performance	0.303	0.307	0.081	3,737	0.000
Learning orientation -> Knowledge sharing	0.221	0.219	0.085	2,584	0.010

Source: Primary data processing with Smart PLS 4.1.0 (2024)

To determine whether a hypothesis is accepted or not by comparing the calculated t with the t table, with the condition that if the calculated t > t table, then the hypothesis is accepted. The t table value for a significance level of 5% = 1.96. Based on the results of data processing with the PLS analysis above, the results of testing each hypothesis proposed in the previous chapter can be presented as follows:

1) Hypothesis Testing 1:

H1: Transformational leadership has a positive influence on HR performance

In testing hypothesis 1, the original sample coefficient value was obtained at 0.163. This value proves that Transformational Leadership has a positive effect on HR Performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (2.232) > t table (1.96) and p (0.026 < 0.05, so it can be said that there is a positive and significant influence of Transformational Leadership on HR Performance. This means that good Transformational Leadership will tend to improve HR Performance. Thus, the first hypothesis which states that "Transformational Leadership has a positive effect on HR performance" can beaccepted.

2) Hypothesis Testing 2:

H2: Transformational leadership has a positive influence on*knowledge sharing*

In testing hypothesis 2, the original sample coefficient value was 0.485. This value proves that Transformational Leadership has a positive effect on*knowledge sharing*the results of which are also strengthened by the results of the t-test which obtained a calculated t value (6.826)

> t table (1.96) and p (0.000) < 0.05, so it can be said that there is a positive and significant influence of Transformational Leadership on *knowledge sharing*. This means that good Transformational Leadership will tend to increase*knowledge sharing*. Thus the second hypothesis states that "Transformational leadership has a positive influence on*knowledge sharing*"acceptable.

3)   Hypothesis Testing 3:

H3: Learning orientation has a positive effect on knowledge sharing

In testing hypothesis 3, the original sample coefficient value was 0.221. This value proves that learning orientation has a positive effect on*knowledge sharing* This is also reinforced by the results of the t-test, which obtained a calculated t value (2.584) > t table (1.96) and p (0.010) < 0.05, so it can be said that there is a positive and significant influence of Learning orientation on Knowledge sharing. This means that a high level of employee Learning orientation will tend to increase *knowledge sharing*. Thus the third hypothesis states that "*Learning orientation* has a positive impact on *knowledge sharing*" acceptable.

4)   Hypothesis Testing 4:

H4: *Learning orientation* has a positive effect on HR performance.

In testing hypothesis 4, the original sample coefficient value was obtained at 0.303. This value proves that Learning orientation has a positive effect on HR Performance. This finding is strengthened by the results of the t-test which obtained a calculated t value (3.737) > t table (1.96) and p (0.000) < 0.05, so it can be said that there is a positive and significant influence of Learning orientation on HR Performance. This means that a high Learning orientation will tend to improve employee HR Performance. Thus, the fourth hypothesis which states that "Learning orientation has a positive effect on HR Performance" can be accepted.

5)   Hypothesis Testing 5:

*H5: Knowledge sharing*has a positive impact on HR performance

In testing hypothesis 5, the original sample estimate value was obtained at 0.382. This value proves that Knowledge sharing has a positive effect on HR Performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (5.856) > t table (1.96) and p (0.000) < 0.05, so it can be said that there is a positive and significant influence of Knowledge sharing on the HR Performance of Polri employees. This means that high OCB behavior will tend to increase HR Performance. Thus, the fifth hypothesis states that "*Knowledge sharing* has a positive impact on HR performance" acceptable.

The overall results of the research hypothesis test can be summarized as follows:

Table Summary of Hypothesis Test Results

No	Hypothesis	Coefficient	T statistics	P values	Information
H1	Transformational leadership has a positive influence on HR performance	0.163	2,232	0.026	Accepted
H2	Transformational leadership has a positive influence on knowledge sharing	0.485	6,826	0.000	Accepted
H3	Learning orientation has a positive influence on knowledge sharing	0.221	2,584	0.010	Accepted
H4	Learning orientation has a positive effect on HR performance	0.303	3,737	0.000	Accepted
H5	Knowledge sharing has a positive impact on HR performance	0.382	5,856	0.000	Accepted

Description: The hypothesis is accepted if t> 1.96 or p<0.05

3) Indirect Effect Analysis

The indirect effect test was conducted to see the influence given by the Transformational Leadership and Learning orientation variables on the HR Performance variable through the intervening variable, namely the Knowledge sharing variable.

Table Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Learning orientation -> Knowledge sharing -> HR performance	0.084	0.084	0.037	2,295	0.022
Transformational leadership -> Knowledge sharing -> HR performance	0.185	0.188	0.045	4.154	0.000

Source: Processed research data, 2024

Based on the results of the indirect influence test in table 4.16, it is known that the magnitude of the indirect influence of Transformational Leadership on HR Performance through Knowledge sharing is 0.185 with a calculated t value of 4.154 and p = 0.000 (p <0.05). This indicates that there is a significant influence of Transformational Leadership on employee HR Performance indirectly through Knowledge sharing. This means that good Transformational Leadership will encourage innovation and creative thinking, so that it can increase employee knowledge sharing behavior. With knowledge sharing, HR gains new knowledge and broadens horizons, improves abilities in problem solving, decision making, and creativity. In the organization, work efficiency, adaptation to change, and innovation in tasks will be achieved.

Another finding is that the magnitude of the indirect influence of Learning orientation on employee HR Performance through Knowledge sharing is 0.084 with a calculated t value of

2.295 and a significance value of p = 0.022 (p>0.05). The results of this test mean that there is an indirect influence of Learning orientation on employee HR Performance through Knowledge sharing.

Learning orientation is the attitude and commitment of an organization or individual to continuously learn and develop, as well as to seek and utilize new information. Learning orientation creates a culture where knowledge is viewed as an asset to be shared. Employees with a strong learning orientation tend to view knowledge sharing as part of a collaborative learning process. Through increased knowledge-sharing behavior, employees become more skilled and adaptable, which in turn improves their performance.

Discussion:

1) The Influence of Transformational Leadership on HR Performance

This research proves that Transformational Leadership has a positive and significant influence on HR Performance, the results of which are also strengthened by research results which state thatTransformational leadership has been empirically proven to have a significant influence on achieving HR performance.(PT Nguyen et al., 2020).

Transformational Leadership in this study is represented through four main indicators: individual consideration, intellectual stimulation, inspirational motivation, and positive or idealized influence. These four aspects together have been proven to positively contribute to improving HR performance, which in this study is measured through four indicators: quality, quantity, need for supervision, and interpersonal influence. The findings show that the indicator with the highest outer loading value in the Transformational Leadership variable is intellectual stimulation, while in the HR performance variable is interpersonal influence. This relationship indicates that the stronger the leader's ability to stimulate critical thinking, innovation, and problem-solving, the higher the employee's interpersonal skills in building effective and harmonious working relationships.

Conversely, the indicator with the lowest outer loading value in Transformational Leadership is positive or ideal influence, while in HR performance, it is the need for supervision. This correlation indicates that the higher the exemplary behavior and integrity demonstrated by leaders, the lower the need for close supervision for employees, as they are encouraged to work independently, with discipline, and responsibly. These findings confirm that the intellectual aspects and exemplary behavior of leaders play a strategic role in shaping the quality of interpersonal relationships and increasing employee work independence.

Good transformational leadership will tend to improve HR performance at the Tanjung Emas Customs and Excise Supervision and Service Office because this leadership style focuses on providing a clear vision, inspiring motivation, attention to individual needs, and encouragement to innovate. Transformational leaders are able to build positive emotional relationships with employees, foster a sense of belonging to the organization, and motivate them to exceed established work targets. Thus, transformational leadership will encourage

improvements in the Quality, Quantity, Need for Supervision, and Interpersonal Influence of employees towards the office's strategic goals.

2) The influence of transformational leadership on knowledge sharing

This research proves that Transformational Leadership has a positive and significant influence on knowledge sharing, the results of which are also strengthened by research results which state that*Transformational leadership* found to be able to improve productive performance Chan et.al., (2019). This means that good Transformational Leadership will tend to increase knowledge sharing. Tanjung Emas Customs and Excise Middle Type Supervision and Service Office.

The research results show that transformational leadership in this context is reflected through four main indicators: individualized consideration, intellectual stimulation, inspirational motivation, and positive or idealized influence. These four aspects significantly contribute to increased knowledge sharing, which in this study is measured through three indicators: participation in knowledge-sharing events, use of collaboration platforms, and feedback received on shared knowledge.

On the other hand, the indicator with the lowest outer loading value for the Transformational Leadership variable is positive or idealized influence, while for the knowledge sharing variable, it is the level of participation in knowledge-sharing events. Although its contribution is lower than the other indicators, this relationship indicates that increasing a leader's role model, integrity, and positive influence can still encourage employee participation in knowledge-sharing activities. This means that, although this factor is not the most dominant, positive or idealized influence from a leader still plays a significant role in fostering active participation, particularly through creating a work climate of mutual respect and support.

4. Conclusion

The purpose of this study is to analyze and empirically test the influence of transformational leadership *Learning orientation* and knowledge sharing on human resource performance with the following results: Transformational Leadership has a positive and significant influence on HR Performance, which means that good Transformational Leadership will tend to improve HR Performance. Tanjung Emas Customs and Excise Middle Type Supervision and Service Office. Transformational Leadership has a positive and significant influence on knowledge sharing, which means that good Transformational Leadership will tend to increase knowledge sharing. Tanjung Emas Customs and Excise Middle Type Supervision and Service Office. *Learning orientation* has a positive and significant effect on Knowledge Sharing, which means that a high learning orientation will tend to increase Knowledge Sharing.Tanjung Emas Customs and Excise Middle Type Supervision and Service Office. *Learning orientation*has a positive and significant effect on HR performance, which means that a high learning orientation will tend to improve HR performance. Tanjung Emas Customs and Excise Middle Type Supervision and Service Office. *Knowledge sharing* has a positive and significant effect

on HR performance, which means that a high learning orientation will tend to increase knowledge sharing.Tanjung Emas Customs and Excise Middle Type Supervision and Service Office. So it is concluded that transformational leadership, learning orientation, and knowledge sharing contribute positively and significantly to improving HR performance at the Tanjung Emas Customs and Excise Supervision and Service Office.

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