

The Effect Of Transformational Leadership And Organizational Communication On Knowledge Sharings In Hotel Aston Inn Mataram

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ABSTRACT

The aim of this research is (1) Knowing the significant influence of Transformational Leadership on Knowledge Sharing among employees of Aston Inn Mataram Hotel. (2) Knowing the significant influence of Organizational Communication on Knowledge Sharing among employees of Hotel Aston Inn Mataram. This research is associative causal. The population in this study were all employees at the Hotel Aston Inn Mataram totaling 70 peoples. The data collected by questionnaires, which is an arrangement of statements or questions related to the variables studied. A questionnaire will be given to each respondent understudy to measure the variables under study. Data Analysis Techniques and Hypothesis Testing with Partial Least Squares (PLS). The conclusions of the research that Transformational leadership has a positive and significant effect on Knowledge Sharing. Transformational leaders who act as models for subordinates can create an effective environment for managers who are happy to share their knowledge and information with employees and other managers. Organizational communication has a significant positive effect on Knowledge Sharing. Where the existing formal communication with official communication channels has a relationship of duties and responsibilities to their respective jobs and is carried out properly. Every employee has a role to play against responsible own as a form of obligation and work professionalism.

Keywords: Transformational Leadership, Organizational Communication, Knowledge Sharing

INTRODUCTION

Human resources are the most important element in the ongoing life of an organization, especially for the hotel industry. One of the ways to achieve organizational success is if there is good human resource management (Triana, Utami & Ruhana, 2016). Companies must be able to face the existing challenges, especially in the increasingly fierce competition amid the Covid-19 pandemic and rapid changes. The existence of human resources in the company is the main pillar as well as the driving force in the effort to achieve the company's vision and mission. Therefore, companies need qualified employees to compete and provide good service (Lubertri & Azizah, 2020).

A company was founded because it has goals or targets that must be achieved. Like a company engaged in the service sector, namely the Aston Inn Mataram Hotel. Of course, you have a target to achieve the maximum profit according to the expectations of the company owner. Making all Aston Hotel employees both from manager and staff level achieve the same goal.

One of the factors that play an important role for the company to survive in the midst of change is human resources. So it becomes a challenge as a leader to shape human resources

according to expectations for the company. Apart from being the main asset, knowledge also plays a role in organizational growth (Saputro, 2018).

Leadership has the definition of a person's ability to influence others. This implies that leadership is a person's ability to influence others so that others submit to or follow all the wishes of a leader (Ningsih, 2020). Leadership is also an important force in the framework of management, therefore the ability to lead effectively and efficiently is the key to becoming an effective manager, including in the hospitality industry and leaders in every department.

To become an effective leader, a manager must be able to influence all the employees he leads through positive ways to achieve goals. In simple terms, transformational leadership can be defined as a process to change and transform individuals to want to change and remind themselves, which involves motives and fulfillment of needs and respect for their subordinates.

Bernard M. Bass (1990) divides leadership into two types, namely transformational and transactional leadership. The characteristics of both leadership depend on the standards of behavior, values, and morals of the individual leader. In transactional leadership, there are transactions or exchanges in the relationship between the leader and his subordinates. Bass (1990) argued that transformational leadership is more effective than transactional leadership in terms of the contribution of transformational leaders more in motivating group members than transactional leaders. Relative to subordinates, transformational leaders provide more satisfaction than transactional leaders because subordinates not only need to be paid after completing work,

Transformational leadership is leadership that gives a group or organization more human touches, such as attention, flexibility, and intelligence than transactional leadership which tends to be more bureaucratic, where members are treated like machines. Transformational leadership provides tangible benefits, such as income and profit growth, and intangible benefits, namely for self-development from within, such as intelligence and satisfaction.

At this point, one of the indicators measuring leadership effectiveness as measured by leadership style is transformational leadership. Transformational leaders have a realistic, attractive strategic vision for the future. They create visions from symbols, stories, and other arguments in the lives of employees and motivate them to work towards achieving the strategic goals of the organization. Leadership requires the incorporation of people without using strength and convincing them to work for organizational goals is one of the assets that can provide a competitive advantage for the organization.

In transformational leadership, the interaction between leaders and subordinates is characterized by the influence of the leader to change the behavior of his subordinates into someone who feels capable and highly motivated and strives to achieve high and quality work performance. Rosenberg (in Goldsmith, Morgan, & Ogg, 2004) states that the leader as a role model and his leadership are the most important factors for the successful application of knowledge sharing in the company.

In simple terms, transformational leadership can be defined as a process of changing and transforming individuals to want to change and improve themselves, which involves motives and fulfillment of needs and respect for their subordinates (Suhada, 2020).

In organizational survival, there are often problems with management due to the lack of information needed by employees to carry out tasks. Communication in organizations is the sending and receiving of various organizational messages both in formal and informal organizational groups (Katuuk, 2016).

Communication cannot be separated from human life, including in the activities of an organization. Organizational communication is communication between people which includes internal and external communication, the flow of information, sending information, receiving information, exchanging information, and transferring meaning that occurs within an organization. Organizational communication is an important factor in an organization's efforts to achieve its goals (Maidihani & Wahyuni, 2018).

Organizational communication is the process of creating and exchanging messages in a network of interdependent relationships to overcome an uncertain or changing environment (Yuliana, 2012). The purpose of communication in the organization, among others, is to establish mutual understanding between members of the organization.

Communication is a means of conveying ideas or information from one party (sender) and the idea or information can be received according to the sender's intent by the other party (Triana, Utami & Ruhana, 2016). Communication is something that cannot be avoided in everyday life. Likewise in an organization, communication is the main key in the process of exchanging information between employees in the organization which is needed to coordinate and direct employee activities towards organizational goals or objectives.

Organizational communication is very important for company achievement in achieving its goals because communication in an organization is communication that flows information from various positions or positions, each following the limits of responsibility and authority.

Communication that exists in the organization involves all parties in the organization, both between superiors (managers) and subordinate employees, between employees of the same level and between divisions within the organization (Triana, Utami & Ruhana, 2016). Communication that occurs within the scope of the organization must occur in two-way communication or reciprocal communication. So the role of a leader needs to achieve effective knowledge sharing to all employees.

Communication within the organization can occur vertically, which can occur between superiors to subordinates and subordinates to superiors, and horizontally which can occur between equal colleagues. In conveying information, communication channels can be used such as e-mail, letters, telephone, and discussion forums (Rahma, 2017). Among the employees in an organization, there can be an exchange of information through formal communication networks and informal communication. Communication ability is very important in terms of sharing knowledge (knowledge sharing) among colleagues.

Knowledge (knowledge) plays an important role in the development of human resources in the organization. Knowledge needs to be shared with others, both from within the organization and outside the organization (Triana, Utami & Ruhana, 2016). In knowledge management, the way that can be used to develop human resources (HR) is by sharing knowledge in daily interactions in the work environment. Setiarso et al (2009) also state that knowledge management actually begins and is based on one word, namely sharing.

According to Lee and Al-Hawamdeh in Ologbo (2015), Knowledge Sharing is the activity of transferring and disseminating knowledge from one person, group, or organization to another. Then Kusuma and Devie (2013: 163) the application of knowledge is the process of actual use of knowledge, while the knowledge application through the use of acquired knowledge can change from potential capabilities to realized and dynamic abilities that affect organizational performance (Zahra & George in Kusuma and Devie, 2013).

Knowledge plays a big role for the company because the higher the knowledge level of employees, the easier it will be to understand their duties and responsibilities. Problems experienced in management often occur precisely because of the lack of information needed by employees to carry out their duties. Lack of information reflects the low level of knowledge that underlies individual competence so that organizations need to manage their knowledge (Saputro, 2018).

There are three elements of implementing knowledge management according to Dalkir (2005: 43), namely (1) knowledge creation, (2) knowledge sharing, and (3) knowledge application. Knowledge Sharing has played an important role in organizations as knowledge is recognized as an important source for improving team performance. Working in teams is a core problem facing organizations today.

The issue of knowledge sharing is becoming increasingly important in the context of companies operating in highly regulated industries. The many regulations that exist in the hotel industry require companies to manage knowledge about regulations that can be disseminated to

various lines through knowledge sharing, on various lines (within or between departments), and between staff, both face-to-face and online.

Knowledge sharing creates opportunities to maximize the ability of the organization to meet needs and produce solutions and efficiencies that provide a competitive advantage for the business being run. Knowledge sharing is a community development activity of people who work together, facilitate the exchange of knowledge between them, encourage organizational capacity to learn, and increase the ability to achieve individual and organizational goals (Dyer & Nobeoka, 2000 in Lin, 2006). Knowledge sharing is used in the knowledge management literature to describe the exchange of knowledge between members in an organization regardless of the medium of exchange (Mullin, 1996 in Abzari & Abbasi, 2011).

The knowledge possessed by members of the organization is stated in a document that is easy to read, understand and understand. Thus, knowledge is no longer owned by individuals but belongs to the organization which will then be developed according to the needs and goals of the organization. The enthusiasm to seek knowledge, develop it, share and apply knowledge by employees must always be cultivated because it will provide great benefits to the organization.

Therefore, the authors focus on the practice of knowledge sharing as a form of the knowledge management application in this study. Due to the problems faced by Aston Inn Hotel Mataram is regarding information that is often not conveyed properly to other employees. So that makes the importance of good communication. And the knowledge sharing factor is the focus of this research because to find out the process of sharing knowledge or knowledge is closely related to communication which is an important factor for the survival of an organization requiring organizations to continue to develop. Meanwhile, the knowledge application and knowledge creation factors are considered not yet a problem in this company.

According to the research results of Prasetyaningtyas, Raharjo & Afrianty (2020). The results of transformational leadership research significantly affect knowledge sharing. In general, the results of this study support previous research and contribute to the literature by emphasizing the issue of this research in the context of companies experiencing external pressures due to falling product prices. Then the research results of Triana, Utami & Ruhana (2016) show that organizational communication has a significant influence on knowledge sharing. It is widely assumed that communication can effectively facilitate the exchange of knowledge among followers or subordinates.

Some of the results of previous research that can be used as a research gap in this study, namely Sarah (2020), prove that transformational leadership has a significant effect on knowledge sharing. However, the results of this study are different from the results of research conducted by Siswadi (2020), placing knowledge sharing as a moderating variable among knowledge management. The results of this study found that transformational leadership directly has a better effect on knowledge management and if transformational leadership through knowledge sharing will actually weaken knowledge management.

Then the results of Subrata's research (2017) prove that communication has a direct and significant effect on knowledge sharing. The results of research by Hoof & Rider (2004) prove that organizational communication positively affects knowledge sharing. And Ramadan & Rosdiana's research (2021) has a good effect on knowledge sharing. However, it is different from the research results of Triana, Utami & Ruhana (2016), namely that communication has an indirect effect on performance if it is through knowledge sharing. So that there are still research gaps, therefore researchers will try to research the effect of communication on knowledge sharing. By making knowledge sharing the dependent variable.

Then the results of research related to knowledge sharing obtained different results. The results of research by Islamy & Mubarak (2019) state that communication has a positive and significant effect on knowledge sharing. Meanwhile, the results of research by Lubetri & Azizah (2020) show that knowledge sharing is not able to mediate communication.

With the existence of existing research gaps, the researcher will take two variables, namely transformational leadership and communication for further study. Then supported based on the results of interviews with several managers and employees from various departments at the Hotel Aston Inn Mataram.

The consideration of choosing the location of this research was due to the phenomenon of research at the Hotel Aston Inn Mataram because the company wanted to be more competitive with similar competitor hotels in the city of Mataram. Making the company increasingly want to fix the deficiencies contained in company management. Given the competition in the hotel industry is getting tougher. The emergence of many new hotels makes Aston Inn need to improve the quality of human resources. On the other hand, it is evident that the quality of management has decreased and there is frequent confusion of information among employees, making management more concerned with what causes this fatal event.

The involvement of superiors in terms of transformational leadership on knowledge sharing that they have with their subordinates is still lacking. Managers who frequently attend meetings must also share the new knowledge they have acquired with subordinates who do not attend these meetings. Because subordinates/employees are obliged to receive the information they should get. So that there are no difficulties in their own work.

In addition, in terms of communication, managers must clearly communicate what the duties and responsibilities of each employee are. This is very vulnerable to miscommunication or obstructed communication processes and will harm knowledge sharing that occurs between employees and employee performance, considering that the Aston Inn Mataram Hotel has a composition of employees from various levels making organizational communication more complex.

Professionalism in the work environment must be strengthened by the role of individuals in sharing knowledge (knowledge sharing). Managers also continue to improve performance and facilitate employees to facilitate the communication process to carry out work programs and activities provided by central management (corporate), achieve the company's vision and mission, and can contribute to the progress of the company.

Based on the description of the gap in the phenomena and existing research gaps, the aim of this research is :

- 1) Knowing the significant influence of Transformational Leadership on Knowledge Sharing among employees of Aston Inn Mataram Hotel.
- 2) Knowing the significant influence of Organizational Communication on Knowledge Sharing among employees of Hotel Aston Inn Mataram.

THEORETICAL

Transformational leadership

Transformational leadership is leadership that gives a group or organization more human touches, such as attention, flexibility, and intelligence than transactional leadership which tends to be more bureaucratic, where members are treated like machines. Transformational leadership provides tangible benefits, such as income and profit growth, and intangible benefits, namely for self-development from within, such as intelligence and satisfaction.

After going through the development of transformational leadership theory was refined by Bass and Avolio (2004) by separating the laissez-faire aspects which were originally part of transactional leadership. This reviews the notion of laissez-faire which is basically the absence or absence of a leadership role (passive). More specifically, laissez-faire is a leader who allows his subordinates to do their job without supervision from him. The leader considers that the quality of the performance of his subordinates is his own responsibility.

According to Avolio (1994, in Case, 2003), that "the main function of a transformational leader is to provide service as a catalyst of change but at the same time as a controller of change".

Case (2003) states "that although there are some differences in defining transformational leadership, in general, they interpret it as an agent of change".

Transformational leadership has four dimensions of behavior according to Bass and Avolio (Suryatno, 2005), namely:

- 1) Idealized Influence, is the behavior of a transformational leader who has strong self-confidence, is always present in difficult times, upholds moral values, fosters pride in his followers, who has a clear vision, and whose steps always have a definite purpose, and so that subordinates want to follow voluntarily, he positioned himself as a role model for his followers.
- 2) Individualized Consideration, is the behavior of a transformational leader, in which he contemplates, thinks, and always identifies the needs of his subordinates, tries his best to recognize employees' abilities, arouses their employees' enthusiasm for learning, provides the widest possible learning opportunities, always listens to their subordinates attentively, and for him is the key to the success of a work.
- 3) Inspirational Motivation, is the effort of transformational leaders in inspiring their followers to achieve unimaginable possibilities, challenging their subordinates to reach high standards. Transformational leaders will invite subordinates to view threats and problems as opportunities for learning and achievement. Therefore, transformational leaders create a culture to dare to be wrong, because mistakes are the beginning of the experience of learning everything. For transformational leaders, the word is the main weapon, with the "word" also evokes the spirit of subordinates. Transformational leaders will use symbols and metaphors to motivate them, speak with enthusiasm and optimism.
- 4) Intellectual Stimulation. Imagination, combined with intuition but guarded by logic, is utilized by this leader in inviting subordinates to be creative. Transformational leaders try to get their subordinates to dare to oppose the tradition of money, and also invite subordinates to ask about old assumptions. Transformational leaders realize that often certain beliefs have inhibited thinking patterns, therefore, transformational leaders invite their subordinates to question, research, study, and if necessary replace those beliefs.

Organizational Communication

Organizational communication can be defined as the performance and interpretation of messages among communication units that are part of a particular organization. "An organization consists of communication units in hierarchical relationships between one another and functions in an environment" (Pace & Faules, 2013: 31).

Redding and Sanborn (in Muhammad, 2005) say that "organizational communication is the sending and receiving of information in a complex organization". Lewis (in Muhammad, 2005: 108) says that: downward communication to convey goals, change attitudes, form opinions, reduce fear and suspicion arising from misinformation, prevent misunderstandings due to lack of information and prepare organizational members to adapt to change.

According to Depart (Aw, 2010) states that communication is the process of conveying ideas, hopes, and messages conveyed through certain symbols, containing meaning, carried out by the messenger addressed to the recipient of the message.

Muhammad (2014) suggests that concerning organizational communication, organizational communication is the exchange of verbal and non-verbal messages between the sender and the recipient to change behavior. Behavioral changes mean in a broad sense, namely changes that occur within the individual, perhaps in a cognitive, affective or psychomotor aspect.

Knowledge Management

The terminology of knowledge (knowledge) was first introduced by Henry in 1974 which revealed that there were differences in meaning and there was a transition from data, information to knowledge according to Wallace (2007). The term knowledge management, which is widely known in the business world, is a management of resources to be able to capture, store, disseminate and use

the knowledge an organization has to make the organization better over time (Smith, 1971 in Wallace 2007; Walker, 2005; Nonaka and Takeuchi, 1995).

According to Groff & Jones (2003) put forward the definition of Knowledge Management that, "Knowledge Management is taken as tools, techniques and strategies to retain, analyze, organize, improve and share business expertise." Knowledge Management is the tools, techniques, strategies for storing, analyzing, organizing, enhancing, and sharing business experiences. According to Wigg in Liebowitz (1999), "Knowledge Management is the systematic, explicit and deliberate building, renewal and application of knowledge to maximize an enterprise's knowledge-related effectiveness and return from its knowledge assets." Knowledge Management is the systematic, slow development, updating, and application of knowledge to maximize the effectiveness of corporate knowledge and the gain of knowledge assets.

So it can be concluded that the understanding of the concept of Knowledge Management can be defined as doing what is needed to get the most out of the source of knowledge. In general, knowledge management focuses on organizing and making important knowledge available, wherever and whenever needed.

According to Liebowitz (1999), there are three basic processes in the application of Knowledge Management, namely: (first) knowledge creation, (second) knowledge sharing, and (third) knowledge implementation.

Based on these opinions, it can be concluded that knowledge management has several knowledge processes, namely accessing, measuring, collecting, capturing, organizing, evaluating, compiling, creating, sharing, internalizing, utilizing, exploiting, and so on. This knowledge process has a function as a consideration in making decisions in an institution. Through these stages, knowledge management is lowered into knowledge sharing.

Knowledge Sharing

Knowledge sharing is one of the main processes in knowledge management aimed at maximizing the use of knowledge through the distribution of knowledge to members who need it. Knowledge sharing can spur an individual to be able to think effectively and creatively until finally, it can provide results in the form of innovations that are useful for organizational obligations, this was stated by Aristanto (2017). Sharing knowledge can be done by fellow individuals in organizations, individuals with department heads, between departments, and so on (Tung, 2018).

According to Dalkir (2011), knowledge sharing is a social activity when knowledge sharing in the community is not only limited by providing access to data and documents but must also occur in the community social network that generates knowledge.

According to Lumbantobing (2011), knowledge sharing is a systematic process of sending, distributing, and disseminating multidimensional knowledge and contexts from a person or organization to other people or organizations in need through various methods and media. He also stated that knowledge sharing is a systematic process of sharing and distributing knowledge from one party to another who is in need, through various methods and media.

According to Lumbantobing (2011) of all these processes, knowledge sharing is the essence of the success of implementing knowledge management, because without the practice of sharing (sharing) the learning process and adding knowledge will be hampered, and the scale of knowledge utilization is very limited because the existing knowledge is only will be used by certain people and in limited units. So it is hoped that when useful knowledge spreads to all lines of employees it can improve employee performance.

By having employees who can manage knowledge well as a source of organizational strategy to produce increased performance and produce an organization that has a competitive advantage and can withstand intense competition and consumer demands along with the times. (Zannah, 2013).

Relationship between Transformational Leadership and Knowledge Sharing

The research results of Prasetyaningsih, Raharjo & Afrianty (2020) show that transformational leadership has a significant positive effect on knowledge sharing. It is widely assumed that transformational leadership can effectively facilitate knowledge sharing among followers, but transformational leadership has a better effect on knowledge management if transformational leadership through knowledge sharing weakens knowledge management (Siswadhi, 2020). Therefore leaders need to focus on knowledge sharing as an important role in the information sharing process.

Transformational leadership is more important in promoting knowledge sharing at the individual level. It has also been proven that transformational leadership is positively related to knowledge sharing. This is supported because the dimensions of transformational leadership are compatible with knowledge management (Siswadhi, 2020). Then it was found that transformational leadership positively affects knowledge exchange, which in turn leads to increased knowledge sharing and increases followers' trust in the leader.

Organizational Communication Relationship with Knowledge Sharing

Communication is needed as a means of sharing understanding or knowledge with others. Hooff & Ridder (2004) "a constructive communication climate in an organization is a central condition for successful knowledge sharing". (A constructive communication climate in an organization is a central condition for successful knowledge sharing).

Subrata's research results (2017) that employees often communicate formally such as holding meetings to convey information, submitting reports to leaders, and providing information via email. Employees also often communicate informally such as providing information by telephone, expressing opinions in person, and discussing with colleagues. Communication causes employees to be well informed.

The results of Islamic & Mubarak's research (2019) show that communication in supporting knowledge sharing activities between lecturers in teaching and learning activities in higher education has a very high contribution. Communication between staff refers to personal interaction, conversation, and the use of body language during communication (Tobing, 2011). For knowledge-sharing activities to run well, effective communication is needed.

CONCEPTUAL FRAMEWORK

Based on the formulation of the problem and the theoretical basis above, the conceptual framework of this research can be summarized as follows:

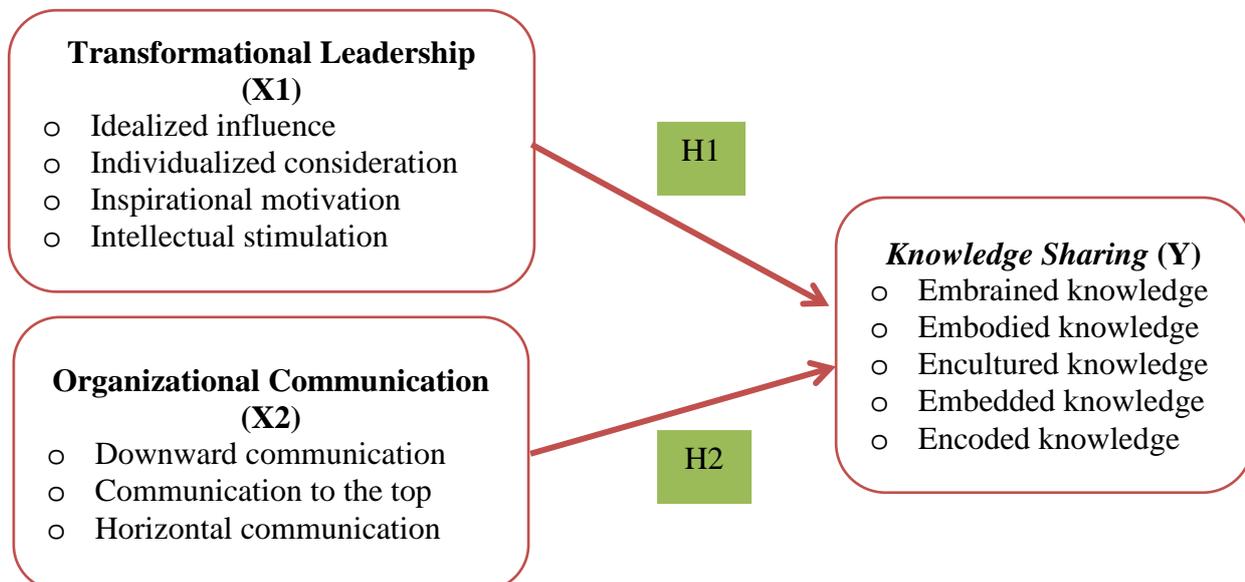


Figure 1. Conceptual Framework

Based on the results of Sarah's research (2020) which proves that transformational leadership has a contribution to knowledge sharing at the Regional Secretariat of Kerinci Regency. In addition, it is also supported by research by Prasetyaningsih, Raharjo & Afrianty (2020), showing the results that transformational leadership has a positive effect on knowledge sharing among employees and other previous studies have also shown similar results and contributed to the literature by emphasizing this research issue in the context of companies experiencing external pressures due to lower product prices.

H1: Transformational Leadership has a positive effect on Knowledge Sharing at the Aston Inn Mataram Hotel

As it is known that leaders must have good communication skills, to support the communication process and properly convey the knowledge that will be shared with employees. Based on the results of research by Lubertri & Azizah (2020), it is stated that organizational communication on knowledge sharing among permanent employees shows a significant effect. Other research conducted by Triana, Utami & Ruhana (2016) shows that organizational communication has the most significant and positive impact on employees to share knowledge or knowledge sharing.

Then the results of Subrata's research (2017) show the same results, namely communication has a direct and significant effect on knowledge sharing among employees. And the research results of Islamy & Mubarok (2019) show positive results on knowledge sharing at public universities in the city of Bandung. The results of the research conducted by Hoof & Rider (2004), analysis carried out supports the hypothesis studied in five different companies, it is very clear that the conditions of the companies are different, but in the research carried out it turns out that organizational communication has a very influential on knowledge sharing.

H2: Organizational communication has a positive effect on Knowledge Sharing at the Aston Inn Mataram Hotel

METHODS

This research is associative causal. Causality research is research that wants to find explanations in the form of a cause-effect relationship between several concepts or variables, or several strategies developed in management (Ferdinand, 2014). This research was conducted on all employees of the Hotel Aston Inn Mataram, Mataram, West Nusa Tenggara. The population in this study were all employees at the Hotel Aston Inn Mataram totaling 70 peoples, all of whom were contract employees.

The data collected by questionnaires, which is an arrangement of statements or questions related to the variables studied. A questionnaire will be given to each respondent understudy to measure the variables under study. Data Analysis Techniques and Hypothesis Testing with Partial Least Squares (PLS).

Description of Research Variables

The transformational leadership felt by the employees of the Hotel Aston Inn Mataram was in a good category. This can be seen from the average score of the 4 transformational leadership indicators of 3.96 (good category) which consists of idealized influence, individual consideration, inspirational motivation, and intellectual stimulation with an average in the good category.

The average value of the respondent's answer score, the communication felt by the employees of the Hotel Aston Inn Mataram was in a good category (3.79). It can be interpreted that the communication channel runs well and smoothly because coordination in work is greatly influenced by providing information on what must be done. follow-up or work that cannot be completed by shift now to the employees working on shift next.

The mean score of respondents' answers, the Knowledge Sharing variable at the Hotel Aston Inn Mataram is in the high category with an average score of 3.99. That is the height of the process of sharing knowledge carried out by all employees and managers at the Hotel Aston Inn Mataram so that individuals can exchange their knowledge, both tacit knowledge, and explicit knowledge.

RESULTS

To assess the significance of the prediction model in structural model testing, it can be seen from the value t-statistic between the independent variable to the dependent variable in path coefficient on output SmartPLS in the following table:

Table 1. Structural Model

Relations Between Variables	Path Coefficient	T Statistic	P Values	Information
Transformational leadership → Knowledge Sharing	0.388	3.113	0.003	Significant
Organizational Communication → Knowledge Sharing	0.628	5.638	0.000	Significant

Following the hypothesis that has been built, the first hypothesis states that "Transformational Leadership has a positive and significant effect on Knowledge Sharing". The test results on the parameter coefficient between Transformational Leadership and Knowledge Sharing among Aston Inn Mataram Hotel employees show a positive effect, where it is known that the coefficient value is 0.388 with a p-value of 0.003 which is smaller than the standard error of 5% ($0.003 < 0.05$) which means significant.

Through hypothesis testing using PLS analysis tools, it can be concluded that the first hypothesis of Transformational Leadership has a positive and significant influence on Knowledge Sharing, so that the first hypothesis is accepted. knowledge sharing at Hotel Aston Inn Mataram employees, where transformational leadership is a series of structuring activities self-leadership in the form of the ability to influence the behavior of all employees at Hotel Aston Inn Mataram in certain situations so that they are willing to work together to achieve the goals desired by the company.

The second hypothesis states "Organizational communication has a positive and significant effect on Knowledge Sharing among employees of Hotel Aston Inn Mataram". Through hypothesis testing using the PLS showing the parameter coefficient between organizational communication on Knowledge Sharing have a positive effect of 0.628 with a p-value of 0.000 which is smaller than the standard error of 5% ($0.000 < 0, 05$) which means significant. Therefore, it can be stated that organizational communication has a significant positive effect on Knowledge Sharing, which means that the second hypothesis proposed in this study can be accepted. This means that organizational communication becomes the cause of the process knowledge sharing goes well for employees and all managers at Hotel Aston Inn Mataram, where the better communication in the delivery and receipt of information by all employees and managers, the higher the level of knowledge sharing at the Hotel Aston Inn Mataram.

DISCUSSION

The Influence of Transformational Leadership on Knowledge Sharing

The results of the analysis using partial least square (PLS) have proven that Transformational Leadership has a significant positive effect on Knowledge Sharing. Managers can influence members with intellectuality, which means that managers have a level of knowledge that

can make employees believe and believe in the abilities of the manager. Managers are also able to build trust in the shared mission at the Aston Inn Mataram Hotel. This means that the confidence built by superiors can make employees believe that the existing mission will be achieved by working together.

Managers also build intimacy with their subordinates, meaning that the intimacy that exists is not only the context of work but the sincerity shown by a manager in behaving towards his subordinates. In addition, the enthusiasm shown by the manager in hearing the opinions or ideas and ideas of his subordinates. Then the manager does not only give task orders but provides clear directions to subordinates regarding the work assigned to employees.

According to Lumbantobing (2011), knowledge sharing is a systematic process of sending, distributing, and disseminating multidimensional knowledge and contexts from a person or organization to other people or organizations in need through various methods and media. He also stated that knowledge sharing is a systematic process of sharing and distributing knowledge from one party to another who is in need, through various methods and media. This finding is in line with the concept put forward by Bulan (2016), the factors that affect knowledge sharing, namely the existence of management support. Many studies have found that management support, namely leaders with leadership, is important to create a supportive climate and provide sufficient resources.

These findings are consistent with research by Prasetyaningsih, Raharjo & Afrianty (2020) show that transformational leadership has a significant positive effect on knowledge sharing. It is widely assumed that transformational leadership can effectively facilitate knowledge sharing among followers, but transformational leadership has a better effect on knowledge management if transformational leadership through knowledge sharing weakens knowledge management (Siswadhi, 2020). Therefore leaders need to focus on knowledge sharing as an important role in the information sharing process.

The Effect of Organizational Communication on Knowledge Sharing

The results of the analysis with partial least square (PLS) have proven that organizational communication has a significant positive effect on Knowledge Sharing. Openness in conveying messages is very necessary for supporting the existing communication process for employees of Hotel Aston Inn Mataram. Trust in written instruction messages is also highly valued in the communication process carried out because messages that are delivered in writing can make the message conveyed not change its content until it is replaced. shift next in the operational section.

Too many and excessive messages are also considered to be not good at delivering messages. Timing simultaneous reception of messages is often ignored by employees because receiving information that is normally sequential is inviting attention more to the employees of Hotel Aston Inn Mataram. This also relates to the timeliness of sending messages. If the message is delivered at night, it can be said to be less effective because the activities carried out in the morning to evening are productive work hours.

Communication is needed as a means of sharing understanding or knowledge with others. Hooff & Ridder (2004) "A constructive communication climate in an organization is a central condition for successful knowledge sharing". (A constructive communication climate in an organization is a central condition for successful knowledge sharing). Organizational communication is one way to convey information from the sender to the recipient of information through communication channels and can be clearly understood by the recipient of the information. An employee must have good communication skills so that this information can be conveyed effectively and efficiently.

Subrata's research results (2017) that employees often communicate formally such as holding meetings to convey information, submitting reports to leaders, and providing information via email. Employees also often communicate informally such as providing information by telephone, expressing opinions in person, and discussing with colleagues. Communication causes employees to be well informed.

Then it is also supported by the results of research by Ramadina & Rosdiana (2021) which states that both oral and written communication greatly affect knowledge sharing in student learning systems. The results of this study are in line with the opinion of Hemstreet and Baty in Purwanto (2011) which states that communication is a process of exchanging information between individuals through an ordinary system, either with symbols, signals, or behavior or actions. Besides, this research is also supported by research conducted by Gumus (2007) which shows that there is a positive influence between organizational communication and knowledge sharing.

CONCLUSIONS

Transformational leadership has a positive and significant effect on Knowledge Sharing. Transformational leaders who act as models for subordinates can create an effective environment for managers who are happy to share their knowledge and information with employees and other managers.

Organizational communication has a significant positive effect on Knowledge Sharing. Where the existing formal communication with official communication channels has a relationship of duties and responsibilities to their respective jobs and is carried out properly. Every employee has a role to play against responsible own as a form of obligation and work professionalism.

RECOMMENDATION

For future research, it is best to aim at research subjects who may be able to focus on adding other related variable knowledge sharing, so that it can provide a broader picture of what factors influence it knowledge sharing in addition to transformational leadership and organizational communication.

For future researchers, it is hoped that it can provide better results by examining variables other than Transformational Leadership and Organizational Communication that can affect Knowledge Sharing. Furthermore, it is suggested for other research besides hotel employees to take other research objects.

It is hoped that in further research on a broader scale or in organizations that have more employees, the problems experienced in Transformational Leadership and Organizational Communication on Knowledge Sharing can be more varied.

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