

# THE EFFECT OF JOB SATISFACTION AND TRANSFORMATIONAL LEADERSHIP ON KNOWLEDGE SHARING WITH LEARNING ORIENTATION AS A MEDIATION VARIABLE

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**THE EFFECT OF JOB SATISFACTION AND TRANSFORMATIONAL LEADERSHIP ON KNOWLEDGE SHARING WITH LEARNING ORIENTATION AS A MEDIATION VARIABLE**

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**ABSTRACT**

The objective of this study For analyze and prove empirically is learning orientation mediates the connection between transformational leadership with shared knowledge at SMAN in District IV Jurai Regency South Coast. Which type of study used is a causal study with a quantitative approach? Population And sample study This is all ASN teachers a total of 115 people on year lessons 2022/2023 that work on all public high schools in District IV Jurai Regency South Coast. The instrument study uses a questionnaire. Technique analysis in study This use analysis Smart Partial Least Square (Smart-PLS) statistics were used For test validity, test reliability, test RSquare, and test hypothesis. The results of this study prove that job satisfaction and learning orientation are not influential to share knowledge, meanwhile, leadership transformational is influential and positive to share knowledge. Learning Orientation mediated connection between Work satisfaction And knowledge sharing (not supported). Learning Orientation mediated connection between transformational leadership and knowledge sharing (not supported). The practical implications of these research results can be used as practical guidelines in sharing knowledge by teachers so it is necessary to make practical efforts to enhance knowledge sharing with teachers in the future. One way is by improving the implementation of transformational leadership.

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**Keywords: Job Satisfaction, Transformational Leadership, Knowledge Sharing, Learning Orientation**

**INTRODUCTION**

High school is one of the secondary education levels which has an important role in the process of forming the character of students who are in their teens. At this high school level, it is also a period of choice of interests and talents or finding the identity of a teenager. The success of a teacher can be seen from the significantly increased achievement of the students he teaches, one way for the teacher to be able to carry out his role properly is by sharing knowledge and this cannot be done alone if there is no support from the leader or called the principal.

The literature regarding knowledge sharing in the discussion of human resource management quite a lot confirms that the variables that influence knowledge sharing include job satisfaction (Rafique et al, 2018), and transformational leadership (Prasetyo, 2022) while (Effendi, 2017) proposes learning orientation as one of the variables that influence knowledge sharing.

Prasetyo (2022) states that transformational leadership is a leadership method in which leaders develop the commitment of their subordinates to various organizational values and visions. Transformational leadership is oriented

towards leaders who are able and successful in moving their subordinates beyond direct personal interests through the influence of their charisma, inspiration, intellectual stimulation, and individual consideration.

The definition of learning orientation refers to an internal mindset that encourages a person to develop their competencies and abilities by acquiring new knowledge and skills. They believe that they can improve their skills through determination and hard work and adopt adaptive response patterns when obstacles occur (Sefnedi et al., 2022).

The aims of this study focus on the following matters: 4) To analyze and prove empirically whether job satisfaction has a positive effect on knowledge sharing at SMAN in IV Jurai District, Pesisir Selatan District; 2) To analyze and prove empirically whether transformational leadership has a positive effect on knowledge sharing at SMAN in IV Jurai District, Pesisir Selatan Regency; 3) To analyze and prove empirically whether job satisfaction has a positive effect on learning orientation at SMAN in IV Jurai District, Pesisir Selatan Regency; 4) To analyze and prove empirically whether transformational

leadership has a positive effect on learning orientation at SMAN in IV Jurai District, Pesisir Selatan Regency; 5) To analyze and prove empirically that learning orientation has a positive effect on knowledge sharing at SMAN in IV Jurai District, Pesisir Selatan Regency; 6) To analyze and prove empirically whether learning orientation mediates the relationship between job satisfaction and knowledge sharing at SMAN in IV Jurai District, Pesisir Selatan District; 7) To analyze and prove empirically whether learning orientation mediates the relationship between transformational leadership and knowledge sharing at SMAN in IV Jurai District, Pesisir Selatan District.

### **Job Satisfaction Has a Positive Effect on Knowledge Sharing**

Rafique et al (2018) systematic literature review reveals that job satisfaction affects knowledge sharing. This finding can be interpreted that the higher the job satisfaction perceived by teachers, the more this condition will increase knowledge-sharing behavior and vice versa. Several previous studies have empirically proven that job satisfaction has a positive effect on knowledge sharing (Agustin & Pradana, 2022; Aulia & Mustikawati, 2018; Suliman & Al-Hosani, 2014). This finding can be interpreted that the higher the job satisfaction perceived by teachers, then this condition will increase knowledge-sharing behavior and vice versa.

Hypothesis 1: Job satisfaction has a positive effect on knowledge sharing

### **Transformational Leadership Has a Positive Influence on Knowledge Sharing**

Son et al. (2020) highlighted that transformational leadership creates a supportive work climate and provides adequate resources that facilitate leadership activities among employees. His findings suggest that transformational leaders positively influence knowledge sharing and knowledge gathering by creating a climate of trust among employees.

Hypothesis 2: Transformational leadership has a positive effect on knowledge sharing

### **Job Satisfaction Has a Positive Effect on Learning Orientation**

Organizations with committed employees are more open to learning. There is a view that learning at work increases employee job satisfaction and organizational commitment, as well as employee skills and abilities (Ro et al., 2021). Other studies have identified that the relationship between learning orientation and organizational commitment is significant

(Wulandari et al., 2020). Therefore, a satisfied and committed status leads to a learning-oriented state. Hypothesis 3: Job satisfaction has a positive effect on learning orientation

### **Transformational Leadership Has a Positive Effect on Learning Orientation**

Transformational leadership refers to a creative leadership style in which leaders encourage individual focus, inspire followers, provide mental stimulation, assert idealized authority, stimulate development, and provide inspiring encouragement, adding to the concept of leadership through situational leadership which states that a single leadership style works and depending on the situation.

Hypothesis 4: Transformational leadership has a positive effect on learning orientation

### **Learning Orientation Has a Positive Effect on Knowledge Sharing**

Learning orientation relates to the process of creating and sharing knowledge in organizations. In large organizations, with new and current assets and capabilities, commitment to learning plays a relatively large role; small learning-oriented organizations can also have a sizable advantage in survival (Manye et al., 2017).

Hypothesis 5: Learning orientation has a positive effect on knowledge sharing

### **Learning Orientation Mediates the Relationship Between Job Satisfaction and Knowledge Sharing**

Job satisfaction in HR performance is a record of the outcomes resulting from the function of a particular job or activity over a certain period (Indrajita et al., 2021). Performance can be maximized if there is cooperation between employees, to be able to provide benefits that are shared. In managing a company, Learning Orientation is needed in various strategies so that there is the right distribution of knowledge to the right people and in a fast time, so that they can share knowledge (knowledge sharing) to improve HR performance. Job satisfaction can grow rapidly because of the desire of employees to share knowledge.

Hypothesis 6: Learning orientation mediates the relationship between job satisfaction and knowledge sharing

### **Learning Orientation Mediates the Relationship Between Transformational Leadership and Knowledge Sharing**

Transformational leadership has a significant influence on employees' desire for their work practices and motivates them to learn and

make additional efforts at work and their ability to implement innovations (Sefnedi et al., 2022).

Hypothesis 7: Learning orientation mediates the relationship between transformational leadership and knowledge sharing

**RESEARCH METHODOLOGY**

The type of research used is causal research with a quantitative approach. According to Sugiyono (2013), causal research with a quantitative approach is research that aims to test theories, build facts, show relationships between variables, provide statistical descriptions, and draw and predict results to know the effect of one variable on another.

The objects of this research are State High School teachers who are in the 4th district of Jurai District of the South Coast, namely State High school 1 Painan, State high school 2 Painan and State Highschool 3 Painan. The population of this research is all ASN teachers of 115 people in the academic year 2022/2023 who work in the entire State High School in the Fourth District of Jurai District of the Southern Coast. While the sample is the portion of the population that is expected to be able to represent the population in the study. The

sample is part of the number and characteristics that a population possesses.

The type of data used in this research is primary data. Primary data is the data processed directly obtained from the entire sample. As for the technique to obtain and collect data is a form of dissemination of a questionnaire to the teacher who made a sample designed in such a way to record data about the situation experienced or perceived by the candidate respondents themselves, then all alternative answers are listed on the questionnaire (Hair et al., 2014) and are closed.

**RESULTS AND DISCUSSION**

**R Square and Q Square**

R Square (R<sup>2</sup>) is used to determine the influence of exogenous variables on endogenous variables expressed in percentages. Meanwhile, Q square (Q<sup>2</sup>) is used to determine the ability of exogenous variables to predict endogenous variables (predictive relevance).

The Q-square value must be greater than 0 (zero) so that the model is said to have a relevant predictive value. The results of the analysis of R square and Q square are as follows:

**Table 5. R Square and Q Square**

Endogenous Variables	R Square	Information	Q Square	Keterangan
Sharing knowledge	0,117	Weak	0,094	Weak
Learning Orientation	0,596	Currently	0,589	Strong

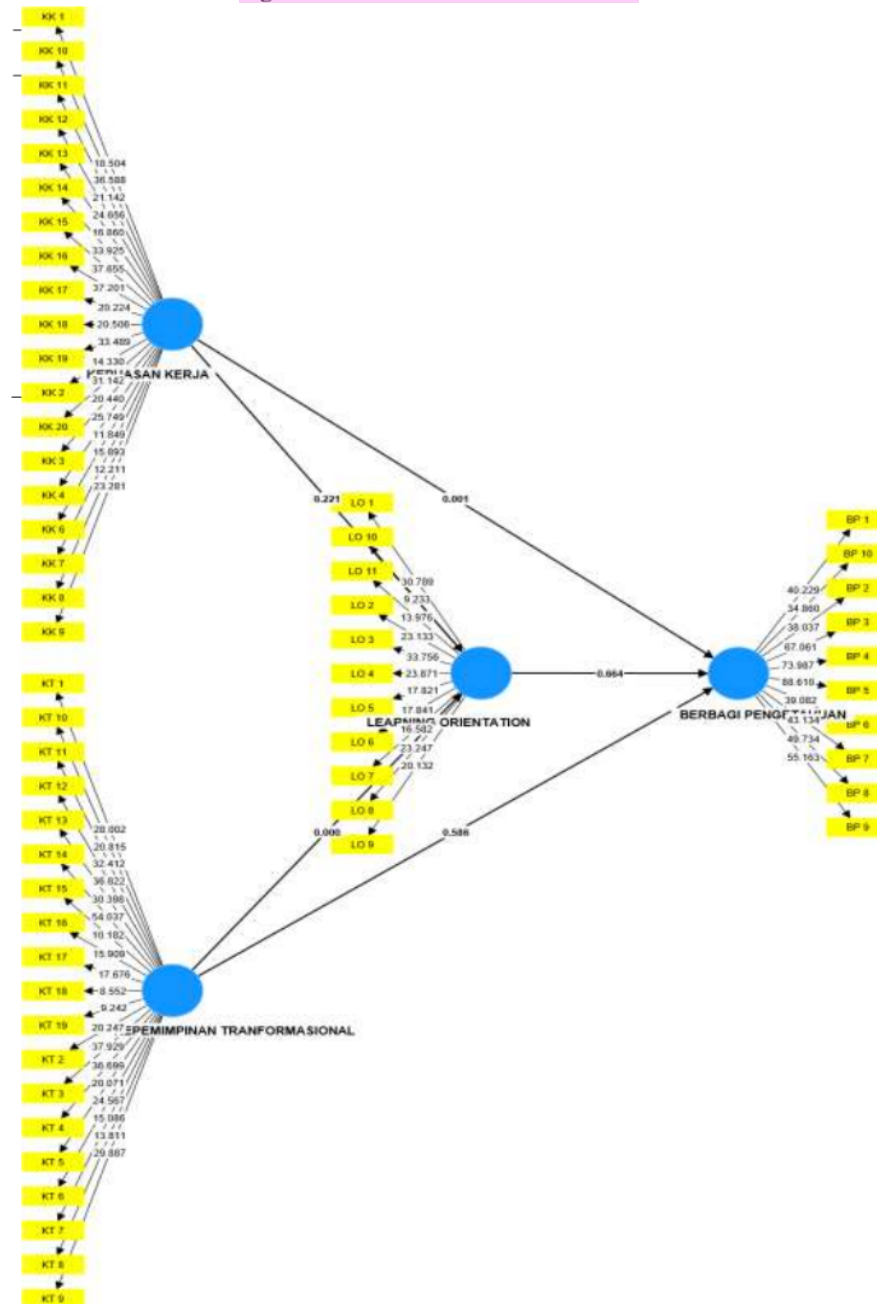
From the table above it can be seen that the R square value of the Knowledge Sharing variable is 0.117 which means that the magnitude of the influence of Job Satisfaction and Transformational Leadership is 11.7% or belongs to the Weak category (Hair et al, 2014). Furthermore, the R square of Learning Orientation was obtained at 0.596 which means that the magnitude of the influence of Job Satisfaction,

Transformational Leadership, and Knowledge Sharing is 59.6% and belongs to the medium category (Hair et al, 2014).

**Structural Model Assessment**

The use of Structural Model Assessment (SMA) is to test research hypotheses. The results of SMA analysis using the bootstrapping method can be seen as follows:

Figure 1. Structural Model Assessment



5 From the table above it can be explained that the effect of job satisfaction on knowledge sharing has an original sample value of 0.176, T-statistics 1.140 (smaller than 1.96), and P-value 0.254 (large than 0.05), so 4 can be interpreted that Hypothesis 1, namely job satisfaction has a positive effect on sharing knowledge at SMAN IV Jurai Subdistrict, Pesisir Selatan Regency was

rejected so that it can 4 concluded that job satisfaction does not affect knowledge sharing. The effect of transformational leadership on knowledge sharing has an original sample value of 0.631, T-statistics 4.436 (large than 1.96), and P-Value 0.000009 (lower than 0.05). This result can be interpreted that Hypothesis 2, namely transformational leadership has a positive effect on

knowledge sharing at SMAN IV Jurai District, Pesisir Selatan Regency is accepted. The effect of job satisfaction on learning orientation has an original sample value of 0.369, T-statistics 3.818 (larger than 1.96), and P-value 0.00014 (smaller than 0.05). It can be interpreted that Hypothesis 3, namely job satisfaction has a positive effect on learning orientation in high school District IV Jurai Pesisir Selatan Regency was accepted. The effect of transformational leadership on learning orientation has an original sample value of -0.040, T-statistics 0.385 (smaller than 1.96), and P-value 0.700 (large than 0.05), so it can be interpreted that

Hypothesis 4 transformational leadership has a positive effect on learning orientation at SMAN District IV Jurai Pesisir Selatan District, rejected. The effect of learning orientation on sharing knowledge has an original sample value of 0.023 T-statistics 0.396 (smaller than 1.96) and P-value 0.692 (large than 0.05), so it can be interpreted that Hypothesis 5, namely learning orientation has a positive effect on knowledge sharing in SMAN IV Jurai District, Pesisir Selatan Regency, was rejected.

**Table 7. Hypothesis Testing H6-H7**

Direction	Original samples	T statistics	P values
Transformational Leadership → Learning Orientation → Sharing knowledge	-0.001	0.135	0.893
Job satisfaction → Learning Orientation → Sharing knowledge	0.008	0.372	0.710

The effect of Learning Orientation mediating between job satisfaction and knowledge sharing has an original sample value of 0.008, T-statistics 0.372 (smaller than 1.96), and P-value 0.710 (large than 0.05), so it can be interpreted that Hypothesis 6 namely Learning Orientation mediates the relationship between job satisfaction with knowledge sharing at SMAN IV Jurai District, Pesisir Selatan District, was rejected. The effect of Learning Orientation mediates the relationship between transformational leadership and knowledge sharing has an original sample value of -0.001, T-statistics 0.135 (smaller than 1.96), and P-value 0.893 (large than 0.05), so it can be interpreted that Hypothesis 7 is Learning Orientation to mediate between transformational leadership and knowledge sharing at SMAN IV Jurai District, Pesisir Selatan District, was rejected.

## DISCUSSION

In hypothesis 1, this study is not by previous research conducted by Ro. et. Al 2020 which found job satisfaction has a positive effect on various knowledge. This is due to the results of the questionnaire related to knowledge sharing with an average of 2.743 with a TCR of 54.87%, so it can be concluded that knowledge sharing at SMA Negeri IV Jurai Pesisir Selatan is very low.

In hypothesis 2, the research results are following previous research conducted by (Son et al, 2020) which found that transformational leadership had a positive effect on knowledge

sharing. When leaders can inspire their subordinates, they will stimulate their subordinates to achieve organizational goals. One example could encourage the development of new skills among employees.

In hypothesis 3, the research results are from previous research conducted by (Ro et. al, 2020) where the results of job satisfaction have a positive effect on Learning Orientation. When an employee is satisfied with his job, then he will lead to conditions to develop self-potential through learning new things.

In hypothesis 4, this study is not following previous research conducted by (Sefnedi. et. al, 2022), which examined that transformational leadership has a positive effect on Learning Orientation. This is caused by when a leader is unable to motivate and inspire his subordinates, which will cause the subordinates to have a low learning orientation.

In hypothesis 5, this study is not by previous research conducted (Ro et. al, 2020) which found Learning Orientation had a positive effect on knowledge sharing, this was due to the results of the questionnaire related to knowledge sharing with an average of 2.743 with a TCR of 54.97 %. So it can be concluded that knowledge sharing at SMA Negeri IV Jurai Pesisir Selatan is very low, this is caused by the teacher's learning orientation which is also low so their desire to share knowledge is also low.

The study aims to analyze and empirically prove whether learning orientation mediates the relationship between transformational leadership and knowledge sharing in SMAN in Kecamatan IV Jurai Kabupaten Pesisir Selatan. The research used a causal research design with a quantitative approach and a sample of 115 ASN teachers working in all State High Schools in the mentioned area. The Smart Partial Least Square (Smart-PLS) statistical analysis technique was used for validity, reliability, R-Square, and hypothesis testing. The results showed that job satisfaction and learning orientation did not have a significant impact on knowledge sharing, while transformational leadership had a positive influence on knowledge sharing. However, learning orientation did not mediate the relationship between job satisfaction and knowledge sharing, nor between transformational leadership and knowledge sharing.

The study is a modification of a previous research by Ro et al. (2020), where job satisfaction, organizational commitment, learning orientation, and knowledge sharing were the variables. In this study, the second independent variable, organizational commitment, was replaced with transformational leadership. The role of transformational leadership was found to build trust among organizational members to engage in knowledge sharing behavior. Additionally, transformational leadership provided support and motivation for organizational members to share knowledge. The study suggests that job satisfaction has a positive influence on knowledge sharing, and transformational leadership plays a crucial role in promoting knowledge sharing within organizations. It is recommended for future researchers to explore other variables that were not included in this study

## CONCLUSION

Based on research that has been carried out through several stages, this research succeeded in providing empirical evidence regarding the Effect of Job Satisfaction and Transformational Leadership on Knowledge Sharing with Learning Orientation as a Mediating Variable. Hypothesis 1 Job satisfaction has no effect on knowledge sharing (rejected). Hypothesis 2: Transformational leadership has a positive effect on knowledge sharing (accepted). Hypothesis 3: job satisfaction on learning orientation (accepted). Hypothesis 4: transformational leadership has no effect on learning orientation (rejected). Hypothesis 5 learning orientation has no effect on knowledge sharing (rejected). Hypothesis 6 Learning

Orientation mediates the relationship between job satisfaction and knowledge sharing (unsupported). Hypothesis 7 Learning Orientation mediates the relationship between transformational leadership and knowledge sharing (unsupported).

The study concludes that job satisfaction and learning orientation do not have a significant impact on knowledge sharing, while transformational leadership has a positive influence on knowledge sharing in SMAN in Kecamatan IV Jurai Kabupaten Pesisir Selatan. However, learning orientation does not mediate the relationship between job satisfaction and knowledge sharing, nor between transformational leadership and knowledge sharing.

The study suggests that transformational leadership plays a crucial role in promoting knowledge sharing within organizations by building trust and providing support and motivation for organizational members to share knowledge. It also highlights the importance of job satisfaction in influencing knowledge sharing behavior. Future research is recommended to explore other variables that were not included in this study

## LIMITATIONS AND FUTURE RESEARCH

The research only uses job satisfaction, transformational leadership, knowledge sharing, and learning orientation variables. For this reason, it is suggested that future researchers use other variables that are not used in this study. The sample of this study was limited to teachers at SMAN Pesisir Selatan District. Future researchers can take samples from other regions, so they can compare teacher job satisfaction in one area with other regions. The scope of the research is only at the South Coastal High School District of West Sumatra. Other researchers are advised to use objects from other organizations or agencies.

The study does not provide information about the specific limitations encountered during the research process or any potential biases that may have influenced the results. The study only focuses on a specific geographical area (SMAN in Kecamatan IV Jurai Kabupaten Pesisir Selatan) and a specific group of participants (ASN teachers). Therefore, the findings may not be generalizable to other contexts or populations. The study relies on self-reported data collected through questionnaires, which may be subject to response bias or social desirability bias. The study does not consider other potential variables that could influence knowledge sharing, such as organizational culture or individual characteristics.

The sample size of 115 participants may be relatively small, which could limit the statistical power and generalizability of the findings. The study does not provide information about the timeframe of data collection or any potential changes in the variables over time.

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