

Leadership Behavior, Perceived Organizational Support, Knowledge Sharing Intensity, and Knowledge Satisfaction: Study on the Headquarters of 3 State-Owned Enterprises That Implement Knowledge Management

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Abstract: The purpose of this study was to determine the causality relationship among such variables as leadership behaviour, perceived organizational support, knowledge sharing intensity, and job satisfaction in acquiring knowledge (what we termed as knowledge satisfaction) in the three SOEs in Indonesia. The study was conducted by distributing questionnaires at the headquarters of three major SOEs in Indonesia: Telkom, PLN, and PGN. Structural Equation Modelling was used to analyse the research model. The main finding was the positive influence of leadership behaviour and perceived organizational support on both knowledge sharing intensity and knowledge satisfaction, either partially or simultaneously. There was a positive influence of knowledge sharing intensity on knowledge satisfaction. All influencing relationships were significant except for the influence of: perceived organizational support on knowledge sharing intensity (in Telkom and PGN), knowledge sharing intensity on knowledge satisfaction (in Telkom), and perceived organizational support on knowledge satisfaction (in PGN). Originality: the emergence of a new variable: knowledge satisfaction (job satisfaction in acquiring knowledge); researchers also found that the high volume of corporate knowledge does not automatically lead to knowledge satisfaction, and the influence of leadership behaviour was higher than perceived organizational support on knowledge sharing intensity. This study is expected to contribute to the development of organizational behavior theory and learning/knowledge management theory, particularly on the important role of leadership behavior and perceived organizational support in increasing knowledge sharing intensity, and their implications for the improvement of knowledge satisfaction.

Keywords: leadership behaviour, perceived organizational support, knowledge sharing intensity, knowledge satisfaction, and knowledge management (KM)

1. Research background

There are various strategic reasons that push knowledge management (KM) implementation in State-Owned Enterprise (SOE) in Indonesia. First, Indonesian Government expects and designs SOEs to become Indonesian's economic locomotive. In order to act as a powerhouse of the national economy, SOEs should optimize their asset utilization, including their knowledge assets by implementing KM. Second, a change in business climate from monopoly to global competition. Third, knowledge is a strategic asset that is inseparable from the SOEs' products and services.

As research objects, the researchers chose three major SOEs in Indonesia that implemented KM: PGN, PLN, and Telkom. These companies are facing challenges that are strategic for Indonesian economy.

PGN operates a natural gas transmission and distribution, supplying natural gas to power plants, industry, commercial businesses, and households. During the past 10 years of rapid growth, PGN driven particularly by energy issues, is facing the challenge of transforming the nation's energy into the use of clean and more environmentally friendly energy for power plants, industry, and for other needs.