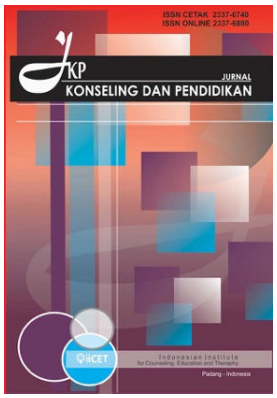
Jurnal Konseling dan Pendidikan
Volume 13, Number 1 2025



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Publication details, including author guidelines
URL: https://jurnal.konselingindonesia.com/index.php/jkp/about/submissions#authorGuidelines
Editor: Khairul Bariyyah

Article History
Received: 25 Feb 2025
Revised: 15 Mar 2025
Accepted: 16 Apr 2025

How to cite this article (APA)
Probosari, N., Rahatmawati, I., & Ardhanariswari, K. A. (2025). Transformational leadership, organizational support, and self-determination: impact on knowledge sharing in creative economy actors. Jurnal Konseling dan Pendidikan. 13(1), 378-386. https://doi.org/10.29210/1143400

The readers can link to article via https://doi.org/10.29210/1143400

Jurnal Konseling dan Pendidikan
ISSN 2337-6740 (Print) | ISSN 2337-6880 (Electronic)

ISSN 2733-6740 (Print)
ISSN 2733-6880 (Electronic)

Jurnal Konseling dan Pendidikan

Volume 13 Number 1 (2025)
https://doi.org/10.29210/1143400

Article

Transformational leadership, organizational support, and self-determination: impact on knowledge sharing in creative economy actors

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Keywords:

Transformational leadership
Perceived organizational support
Self determination
Knowledge sharing behavior
Individual personality

ABSTRACT

The purpose of this study was to determine the effect of transformational leadership, perceived organizational support, and self-determination on knowledge-sharing behavior, with individual personality as a moderating factor, among creative economy actors. Recognizing the importance of knowledge sharing in fostering innovation and collaboration within the creative economy, this research aimed to explore how leadership styles and organizational support influence individuals willingness to share knowledge. This study employed a quantitative research design and was conducted at X, focusing on a population of creative economy actors within the organization. To gather data, a purposive sampling technique was utilized, resulting in a sample of 100 respondents who were selected based on specific criteria relevant to the study. This approach ensured that the participants had the necessary experience and insights related to the constructs being examined. The data analysis technique employed in this study was Partial Least Squares (PLS), a statistical method suitable for modeling complex relationships among variables. PLS allows for the assessment of both measurement and structural models, providing a comprehensive understanding of the relationships between transformational leadership, perceived organizational support, self-determination, and knowledge-sharing behavior. The findings of this study are expected to contribute to the existing literature on leadership and knowledge management within the creative economy, offering valuable insights for practitioners aiming to enhance knowledge-sharing practices. By highlighting the role of individual personality as a moderating factor, this research may also inform strategies for fostering a collaborative environment that encourages knowledge exchange among creative economy actors.

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Introduction

In the era of the rapidly developing creative economy, knowledge exchange is the key to fostering innovation and strengthening competitiveness (Nuruddin & Sridadi, 2019). The phenomenon of knowledge sharing among creative economy actors in X faces several challenges that need to be understood and addressed. One of the main challenges is the lack of clear incentives or adequate reward systems to encourage individuals to actively share knowledge (Reimer et al., 2020). Additionally, cultural barriers within organizations, such as fear of losing a competitive advantage or distrust between team members, can hinder the development of an environment that supports

knowledge sharing (Susanti & Ardi, 2022). Understanding the factors that influence knowledge sharing behavior and how to overcome these obstacles is essential for enhancing collaboration and innovation among creative economy actors in X.

One such factor is transformational leadership, which plays an important role in shaping knowledge sharing behavior. Transformational leadership, characterized by an inspiring vision, trust, and encouragement of individual development, has been shown to positively impact employee motivation to share knowledge (Wu & Lee, 2020). Leaders who adopt this style can create an environment where knowledge sharing is considered an integral part of the organizational culture (Lei et al., 2021).

Additionally, perceived organizational support plays a crucial role in shaping knowledge sharing behavior (Sulaeman et al., 2024). When employees feel supported and valued by the organization, they are more motivated to contribute by sharing their knowledge, experiences, and ideas. Strong organizational support enhances employee trust and engagement, fostering a work climate conducive to collaboration and knowledge exchange (Nazir et al., 2025).

Finally, self-determination significantly influences knowledge sharing behavior. When individuals feel they have autonomy and control over their actions, they are more likely to feel responsible for the overall success of the organization (Xiang et al., 2021). This sense of self-determination triggers intrinsic motivation, driving individuals to share knowledge to achieve common goals and improve overall organizational performance (Grenier et al., 2024).

Individual personality moderates the effects of transformational leadership, perceived organizational support, and self-determination on knowledge sharing behavior in the workplace (Coun et al., 2019). Differences in personality traits, such as extroversion, openness, and risk-taking propensity, can influence how individuals respond to transformational leadership styles, perceptions of organizational support, and a sense of autonomy. Consequently, individuals with compatible personalities are more likely to amplify the positive impact of these factors, creating a more supportive work environment for knowledge sharing and collaboration among employees (Jeong et al., 2024).

Methods

This research is classified as quantitative. According to (Milarisa, 2019), research methods are fundamentally scientific approaches to obtain data for specific purposes and uses. This research was conducted on. The population in this study was. The sampling technique used was purposive sampling, resulting in a research sample of 100 respondents.

The data analysis technique used in this study was Partial Least Squares (PLS). PLS is a Structural Equation Modeling (SEM) method with an approach based on variance or component-based structural equation modeling. According to (Henseler, 2017), the purpose of PLS-SEM is to develop or build theory with a prediction orientation. PLS is used to explain whether or not there is a relationship between latent variables. PLS is a powerful analysis method because it does not assume a specific scale of measurement for the data and can be used with small sample sizes (Hair et al., 2019).

Validity and Reliability Test

Validity and reliability tests are conducted to ensure that the measurements used are accurate and reliable. These tests include: (1) Convergent Validity: This metric is assessed based on the correlation between item/component scores and construct scores, as seen in the standard loading factor (Pelealu, 2022). It describes the magnitude of the correlation between each item measured and its construct. Individual reflective measurements are considered high if the correlation is > 0.7; (2) Discriminant Validity: This measurement model, with a reflective index, is assessed based on the size and cross-loading construct. Discriminant validity involves comparing the root mean square of variance extracted (AVE). An instrument is declared valid if its AVE value is > 0.5 (Rönkkö & Cho, 2022); (3) Composite Reliability: This is a measure of a construct's reliability, seen in terms of the latent variable

coefficient. If the value is > 0.70, the construct is considered to have high reliability; (4) Cronbach's Alpha: This reliability test is designed to reinforce the results of composite reliability. A variable is considered reliable if the Cronbach's alpha value is > 0.7.

Instrument Testing

Table 1. Validity Test Results

Uji Instrumen	Uji yang Digunakan
Uji Validitas	Convergent Validity
	AVE
Uji Reliabilitas	Cronbach Alpha
	Composite Reliability

R Square Test

The R-square of the dependent construct is used to analyze the influence of specific independent variables on the dependent latent variable, indicating the magnitude of this influence.

Inner Model Analysis

Inner model analysis, also known as structural modeling, is a technique for predicting causal relationships between model variables. Hypotheses are tested during the inner model analysis in Smart PLS testing. The t-statistic value and probability value are used to evaluate the hypothesis (Hussain et al., 2021). The t-statistic result, used to test the hypothesis, is 1.96 for an alpha of 5 percent. The beta score is used to determine the direction of the influence of the relationship between variables. The criteria for accepting or rejecting the hypothesis are: Ha: t-statistic > 1.96 with a p-value < 0.05 and H0: t-statistic < 1.96 with a p-value > 0.05.

Results and Discussion

Outer Loading (Validity)

Reliability Test

This study uses 2 types of reliability tests, namely the Cronbach Alpha test and the Composite Reliability test. Cronbach Alpha measures the lowest value (lowerbound) of reliability. The data is declared reliable if the data has a Cronbach alpha value of >0.7. Composite reliability measures the actual reliability value of a variable. The data is stated to have high reliability if it has a composite reliability score of >0.7 (Shrestha, 2021).

Table 2. Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
M Individual Personality	0.884	0.900	0.912	0.633
X1 Transformational Leadership	0.859	0.870	0.904	0.703
X2 Perceived Organisational	0.872	0.886	0.907	0.661
X3 Self Determination	0.891	0.905	0.920	0.698
Y Knowldege Sharing Behavior	0.857	0.863	0.903	0.700

The test results showed that all instruments were declared reliable with a Cronbach Alpha score and Composite reliability > 0.7.

Validity Test

The validity test is used to measure the accuracy of a questionnaire. In this study, validity testing was conducted using convergent validity and AVE (Cheung et al., 2024). Validity is assessed using convergent validity, where the measurement model with indicator reflection is evaluated based on

the correlation between item scores/component scores calculated using PLS. The size of individual reflection is considered high if it correlates more than 0.7 with the measured construct. However, according to (Dahri et al., 2024), for the initial stage of research involving the development of a measurement scale, a loading value of 0.5 to 0.6 is considered sufficient.

Table 3. Validity Test Results

	M Kepribadian Individual	X1 Transformationa l Leadership	X2 Perceived Organisationa l	X3 Self Determination	Y Perilaku Knowldege Sharing
M1.1	0.860				
M1.2	0.810				
M1.3	0.858				
M1.4	0.816				
M1.5	0.805				
X1.1		0.872			
X1.2		0.857			
X1.3		0.830			
X1.4		0.792			
X2.1			0.756		
X2.2			0.828		
X2.3			0.870		
X2.4			0.810		
X2.5			0.796		
X3.1				0.782	
X3.2				0.728	
X3.3				0.819	
X3.4				0.922	
X3.5				0.911	
Y1.1					0.847
Y1.2					0.839
Y1.3					0.790
Y1.4					0.867
Y1.4					0.812

R-Square Test

The R-Square Coefficient determination (R-Square) test is used to measure how much endogenous variability is affected by other variables. Based on data analysis carried out through the use of the smartPLS program, the R-Square value is obtained as stated in the following table:

Table 4. R-Square Test

	R Square	R Square Adjusted
Y Knowldege Sharing Behavior	0.801	0.786

Based on the test results, an R-Square score for Knowldege Sharing Behavior was obtained of 0.801 which means that Knowldege Sharing Behavior is influenced by Transformational Leadership, Perceived Organisational, Self Determination, Individual Personality by 64.8% and 35.2% other affected by variables that have not been explained in this study (Lee et al., 2024).

Inner Model Structural Model Evaluation

Evaluating the hypothetical relationship between latent constructs is at the heart of the deep model assessment. The evaluation of the inner model can be explained as follows:

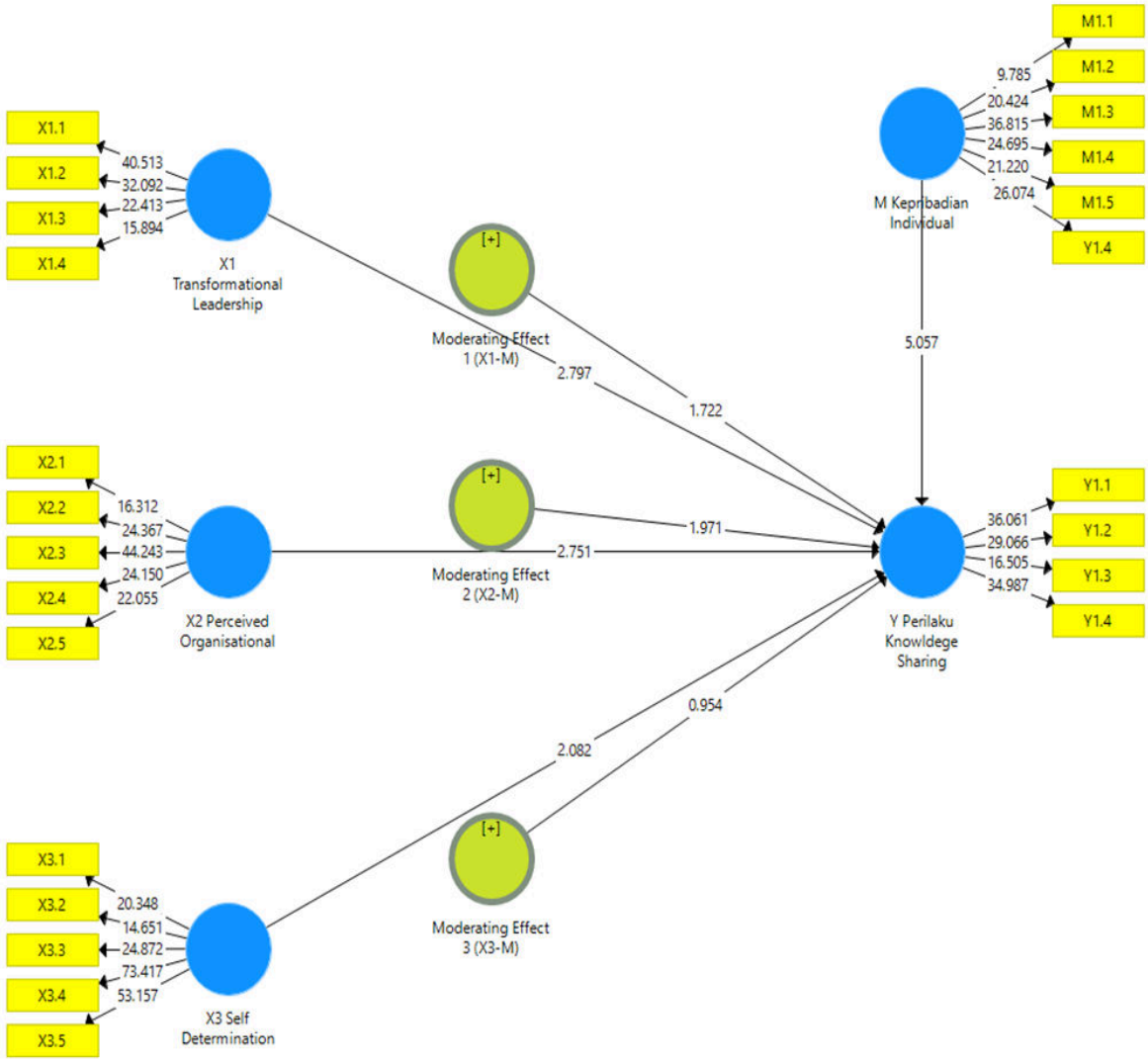

Figure 1 Inner Model Structural Model Evaluation

Hypothesis Test

The results can be used to answer research hypotheses based on data processing that has been carried out. Examination of T-Statistics and P-Values was carried out to test the hypothesis in this study (Maneejuk & Yamaka, 2021). We can say that the research hypothesis is accepted if the P-Values are less than 0.05 (Di Leo & Sardanelli, 2020). The table 5 are the findings from testing research hypotheses obtained from the inner model.

X1 Transformational Leadership -> Y Knowledge Sharing Behavior

The results of the first hypothesis test, examining the effect of Transformational Leadership on Knowledge Sharing Behavior, showed a positive beta score (0.275) with a T statistic of 2.797 (T > 1.96) and p-values of 0.000 (p < 0.05). This indicates a significant positive influence, where Transformational Leadership can affect Knowledge Sharing Behavior (Kim & Park, 2020).

X2 Perceived Organizational Support -> Y Knowledge Sharing Behavior

The results of the second hypothesis test, examining the effect of Perceived Organizational Support on Knowledge Sharing Behavior, showed a positive beta score (0.398) with a T statistic of 2.751 (T >

1.96) and p-values of 0.000 (p < 0.05) (Obrenovic et al., 2020). This indicates a significant positive influence, where Perceived Organizational Support can affect Knowledge Sharing Behavior (Choi et al., 2022).

Table 5. Research Hypothesis Test

	Original Sample (O)	Sample Mean (M)	T Statistics (|O/STDEV|)	P Values	Keterangan
M Kepribadian Individual -> Y Perilaku Knowldege Sharing	0.996	1.008	5.057	0.000	Signifikan
Moderating Effect 1 (X1-M) -> Y Perilaku Knowldege Sharing	0.199	0.209	1.722	0.086	Tidak Signifikan
Moderating Effect 2 (X2-M) -> Y Perilaku Knowldege Sharing	-0.402	-0.404	1.971	0.049	Signifikan
Moderating Effect 3 (X3-M) -> Y Perilaku Knowldege Sharing	0.192	0.176	0.954	0.341	Tidak Signifikan
X1 Transformational Leadership -> Y Perilaku Knowldege Sharing	0.275	0.279	2.797	0.000	Signifikan
X2 Perceived Organisational -> Y Perilaku Knowldege Sharing	0.398	0.435	2.751	0.000	Signifikan
X3 Self Determination -> Y Perilaku Knowldege Sharing	0.214	0.242	2.082	0.029	Signifikan

X3 Self-Determination -> Y Knowledge Sharing Behavior

The results of the third hypothesis test, examining the effect of Self-Determination on Knowledge Sharing Behavior, showed a positive beta score (0.214) with a T statistic of 2.082 (T > 1.96) and p-values of 0.029 (p < 0.05). This indicates a significant positive influence, where Self-Determination can affect Knowledge Sharing Behavior (Halvari et al., 2021).

M Individual Personality -> Y Knowledge Sharing Behavior

The results of the fourth hypothesis test, examining the effect of Individual Personality on Knowledge Sharing Behavior, showed a positive beta score (0.996) with a T statistic of 5.057 (T > 1.96) and p-values of 0.000 (p < 0.05). This indicates a significant positive influence, where Individual Personality can affect Knowledge Sharing Behavior (Obrenovic et al., 2020).

Moderating Effect 1 (X1-M) -> Y Knowledge Sharing Behavior

The results of the hypothesis test, examining whether Individual Personality moderates the relationship between Transformational Leadership and Knowledge Sharing Behavior, showed a positive beta score (0.199) with a T statistic of 1.722 (T < 1.96) and p-values of 0.086 (p > 0.05) (Yang et al., 2023). This indicates a positive but insignificant effect, meaning Individual Personality does not moderate the relationship between Transformational Leadership and Knowledge Sharing Behavior (Yin et al., 2020).

Moderating Effect 1 (X1-M) -> Y Knowledge Sharing Behavior

The results of the hypothesis test, examining whether Individual Personality moderates the relationship between Perceived Organizational Support and Knowledge Sharing Behavior (Khan & Zaman, 2022), showed a negative beta score (-0.402) with a T statistic of 1.971 (T > 1.96) and p-values of 0.049 (p < 0.05). This indicates a significant negative effect, meaning Individual Personality can moderate the relationship between Perceived Organizational Support and Knowledge Sharing Behavior (Choi et al., 2022).

Moderating Effect 1 (X1-M) -> Y Knowledge Sharing Behavior

The results of the hypothesis test, examining whether Individual Personality moderates the relationship between Self-Determination and Knowledge Sharing Behavior, showed a positive beta

score (0.192) with a T statistic of 0.954 (T < 1.96) and p-values of 0.341 (p > 0.05) (Shafiei et al., 2022). This indicates a positive but insignificant effect, meaning Individual Personality does not moderate the relationship between Self-Determination and Knowledge Sharing Behavior (Xiang et al., 2021).

Conclusion

The results of this study indicate that Transformational Leadership has a positive and significant influence on Knowledge Sharing Behavior. Effective transformational leadership can increase knowledge-sharing behavior among employees. Additionally, Perceived Organizational Support also shows a positive and significant influence on Knowledge Sharing Behavior. This indicates that when employees feel supported by the organization, they are more likely to share knowledge.

Self-Determination also has a positive and significant influence on Knowledge Sharing Behavior. High levels of motivation and self-determination in employees increase their tendency to share knowledge. Furthermore, Individual Personality has a positive and significant influence on Knowledge Sharing Behavior, indicating that individual personality characteristics greatly influence knowledge-sharing behavior. However, the moderation of Individual Personality on the relationship between Transformational Leadership and Knowledge Sharing Behavior is not significant, even though the influence is positive. This indicates that individual personality does not strengthen the relationship between transformational leadership and knowledge-sharing behavior. The moderation of Individual Personality on the relationship between Perceived Organizational Support and Knowledge Sharing Behavior is significant but negative, indicating that individual personality reduces the influence of perceived organizational support on knowledge-sharing behavior. The moderation of Individual Personality on the relationship between Self-Determination and Knowledge Sharing Behavior is not significant, even though the influence is positive, which indicates that individual personality does not strengthen the relationship between self-determination and knowledge-sharing behavior.

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