

# Meningkatkan knowledge sharing melalui effective performance feedback workshop berdasarkan analisis kepemimpinan transformasional dan iklim organisasi di PT. T = Improving knowledge sharing through effective performance feedback workshop based on the analysis of transformational leadership and organizational climate at PT. T

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## Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan dan iklim organisasi terhadap perilaku knowledge sharing. Berdasarkan hasil uji regresi berganda pada 92 karyawan dengan menggunakan Multifactor Leadership Questionnaire (Form 5x-Short), Organizational Climate Instrument, dan Knowledge Sharing Behavior Questionnaire menunjukkan adanya pengaruh yang signifikan dari kepemimpinan dan iklim organisasi terhadap knowledge sharing, dimana sumbangan paling signifikan berasal dari iklim organisasi ( $r = 0,511^{**}$ ,  $p < 0,01$ ). Kemudian peneliti merancang intervensi untuk meningkatkan iklim organisasi pada dimensi fairness yang memberikan sumbangan terbesar. Fairness yang dipersepsikan rendah karena penilaian atasan yang dianggap tidak adil. Oleh karena itu, intervensi effective performance feedback workshop diberikan kepada para atasan untuk meningkatkan persepsi fairness bawahannya yang diharapkan akan meningkatkan perilaku knowledge sharing bawahan.

Hasil uji signifikansi perbedaan pre-test dan post-test menunjukkan intervensi signifikan meningkatkan dimensi iklim organisasi yaitu persepsi fairness sehingga terdapat peningkatan pula pada knowledge sharing ( $t = -4,733^{*}$ ,  $p < 0,05$ ). Hasil ini mengimplikasikan bahwa penting untuk memberikan feedback secara berkala agar karyawan menampilkan perilaku knowledge sharing yang diharapkan.

*This study is aimed to analyze the effect of leadership and organizational climate toward knowledge sharing behaviors. Based on multiple regression test to the 92 employees using Multifactor Leadership Questionnaire (Form 5x-Short), Organizational Climate Instrument, and Knowledge Sharing Behavior Questionnaire showed a significant effect of leadership and organizational climate toward knowledge sharing, in which the most significant contribution came from organizational climate ( $r = 0.511^{**}$ ,  $p < 0,01$ ). Then the researcher designed intervention to improve organizational climate dimension of fairness as biggest contribution. The low perceived fairness was considered because of unfair superior rating. Hence, the effective performance feedback workshop intervention was given to supervisors to improve the perception of fairness on their subordinates and expected to enhance knowledge sharing behaviors. The result of the significance test on the difference between pre-test and post-test showed that the given intervention could improve the dimension of organizational climate that was the perception of fairness so that there was improvement knowledge sharing ( $t = -4.733^{*}$ ,  $p < 0,05$ ). This result implies that it is important to give the employee feedback on a regular basis in order to show the expected knowledge sharing behaviors.*