

UDC 331

TACIT KNOWLEDGE SHARING: THE EVIDENCE OF ORGANIZATIONAL CULTURE AND SERVANT LEADERSHIP EFFECT

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ABSTRACT

The aims of this research are to know the effect of organizational culture and servant leadership to tacit knowledge sharing. Quantitative method is used with multiple linear regression analysis. The result of this research is there is negative relationship and not significant between organizational culture towards tacit knowledge sharing. But there is positive relationship and significant between servant leadership to tacit knowledge sharing. This research found a new finding that organizational culture has negative effect to tacit knowledge sharing and can be used to derive a new policy in research object organization that is Malang City Government, East Java, Indonesia.

KEY WORDS

Organizational culture, servant leadership, tacit knowledge.

In the era of good governance, people who work in the public sector are required to become experienced to provide satisfactory services to the public (Christensen & Lægheid, 2001). Experienced workers are those with the ability to collect, develop, and share their knowledge for the organisation's progress and development (Muluk, 2008). Of the utmost importance are workers and their tacit knowledge (Nonaka & Von Krogh, 2009), which allow the organization to create a competitive advantage (Rahimli, 2012). An organization in a dynamic industry is very dependent on its workers' abilities to exchange and combine their knowledge continuously (Seidler-de Alwis & Hartmann, 2008).

In organizational life, knowledge sharing requires communication and interaction skills (Bhatt, 2001). Communication becomes a central point for an organisation in creating a good situation and environment, making sustainable communication, increasing public trust, and improving its good image (Bhatt, 2001). Therefore, communication should be understandable, applicable, and then developed correctly by individuals, communities, and organisations (Vigoda, 2000).

A knowledge management system is built up upon three technological components, namely communication and collaboration, as well as storage and recovery (Rahimli, 2012). For developing countries, the concept of knowledge management is relatively new, especially if adopted as a tool to reform the public sector (Suppiah & Singh Sandhu, 2011). It has been practised in various business organisations to improve performance (Schwartz & Te'eni, 2011). For an organisation, it is an organizational learning effort by preparing workers to have qualified intellectual capital so that organisations can develop and achieve their goals more successfully (Rahimli, 2012). In an organisation, there may be workers with their different individual knowledge but not spoken (Clarke et al., 1998). As employees, they work by understanding the amount of information about operations, processes, products, and services that are created and managed within the organisation (Evans & Easterby-Smith, 2001). According to (Darr & Kurtzberg, 2000) tacit knowledge owned by individuals is shareable in the organisation. The ability of workers to share tacit knowledge offers a greater value for an organisation (Nonaka & Von Krogh, 2009). The ultimate goal of acquiring and sharing knowledge is to share individual experiences and knowledge of organizational ability (Klinkenberg-Knol et al., 2000).

Magnier-Watanabe & Senoo (2010) stated in their research that the culture of a country and organisation influences the process of knowledge management and the act of tacit

knowledge sharing. Furthermore, Magnier-Watanabe & Senoo (2010) also revealed the need to identify complete cultural relations to capture the knowledge transferred in an organisation.

The organizational culture within the work environment encourages social interaction and facilitates the development of a high level of trust among employees, which consequently will emerge tacit knowledge sharing (Vigoda, 2000). Robbins, DeCenzo, & Coulter (2008) revealed that organizational culture is a general perception of members of an organisation, namely a shared meaning system. It focuses on how the workers perceive it as it is, not on the similarity between it and their perception. Thus, it represents the general perception of all the organisation members. As the internal climate, it can influence both organizational behaviour and characteristics (Sedyawati, 2007). It adopts behaviours that give rise to perceptions of organizational support, focusing on building a good relationship with workers and promoting the trust among them for the purpose of tacit knowledge sharing (Foos, Schum, & Rothenberg, 2006). According to (Tobing, 2007) the culture of knowledge sharing in organisations depends on organizational culture themselves, the leaders' role and willingness to promote knowledge sharing and collaboration, appreciation to knowledge, learning, and innovation, and the ability of organizational structures to adapt to the process of transformation and change.

Servant leadership is a paradigm of leadership in which a leader makes efforts on working to serve his followers (Greenleaf, 1970). It acts as a means used for developing the trust (Rost, 1993) based on an underlying philosophy saying that a leader has the main task, that is, to serve the people following him. Showing serving attitude to the subordinates will change the social system within the organisation to let them get more confident and willingly resolve to communicate at a more personal level (Reinke, 2004). When the goal is to create a trust between superiors and workers, servant leadership can be an effective and considerable strategy on the relationship between superiors and workers; workers may have more profound technical knowledge, but the matter is how can they share their knowledge with their supervisors (Nonaka & Von Krogh, 2009). In order to gain access to the social environment to acquire knowledge, the experience of people who possess tacit knowledge is required (Mascitelli, 2000; Polanyi, 2015). This experience renders the tacit knowledge sharing process and system more easily understandable because employees enter into a thinking process and are engaged in developing tacit knowledge (Chinomona, Mashiloane, & Pooe, 2013; Smith, 2001).

Individual knowledge plays a major role in the development of organisations, including public, government, and private sectors. In terms of the government sector, Indonesia's government stipulated to adopt the concept of good governance as the main principle in 2006, which was the year of development after the financial turmoil hitting Southeast Asia (Mardiasmo, Barnes, & Sakurai, 2008). Indonesia became a primary example of an economy showing a dramatic increase of awareness concerning the benefits of governance since the financial crisis in Asia in 1997 (Mardiasmo et al., 2008). Indonesia has shown a relentless struggle to promote resilience against an imminent crisis by increasing the implementation of governance through a wide range of innovative policies in various sectors as a part of post-crisis recovery measures.

Indonesian regional government bureaucratic culture has grown for over 30 years with all positive and negative aspects, resulting a strong economic development, but riven with corruption, collusion and nepotism. (Adicondro, 2006) stated that the system of government in Indonesia, historically speaking, comprised state institutions running good governance under the rule of law that the state thrived in the corporate sector, yet corruption had free rein for the common interest.

Cultural bureaucracy of corruption, collusion and nepotism is considered a no-big-deal issue that gives rise to poor public service, and under-qualified government employees. Reformation in other fields will by no means be successfully performed when it goes without government's bureaucracy reform efforts. This bureaucratic reform is carried out with a purpose to enable bureaucracy to carry out its task effectively and efficiently toward the realisation of a clean government. In general, bureaucratic reform must encompass at least five main objectives: 1) streamlining an organization for the sake of financial efficiency,

efficient use of energy and time in terms of decision making; 2) applying principles of transparency and accountability in decision making process; 3) exercise of discipline and the development of ethical bureaucratic culture; 4) applying professionalism based on competence and integrity in recruitment and promotion, and meritorious system in rewarding the performance and contribution of each organization and employee working in the government. As such, the implementation of bureaucratic reforms will contribute to the practice of clean government and good governance.

The application of good governance has largely to do with the extent of employees' participation in an organisation, especially in the municipality of Malang, East Java, Indonesia, East Java, Indonesia. The ability to work in a team brings about positive results that brought Malang, East Java, Indonesia in the spotlight. On the other hand, however, it is known that the level of employee mutation is pretty high in the municipality of Malang, East Java, Indonesia. This mutation is related to the transfer and promotion of employees, which take at any time, whenever an occasion or a need arises. The superiors expect that employees are ready for any transfer notification. Table 1 represents the employee mutation data from 2015 to 2016.

Table 1 – Employee Mutation in the year of 2015-2016

| Year | Month | The number of mutated employee |
|------|----------|--------------------------------|
| 2015 | January | 188 people |
| | April | 90 people |
| 2016 | June | 225 people |
| | December | 935 people |

Source: *Regional Employment Agency in Malang, East Java, Indonesia (2016)*.

Considering the situation mentioned above, we selected Malang, East Java, Indonesia concerning its management, including tacit knowledge sharing, organizational culture, and leadership style. The question is how Malang, East Java, Indonesia can, with the relatively fast transfer of its employees, get several awards so that it becomes exemplary for other government offices to follow? If the knowledge sharing process at this level experiences problems such as those that occur in Malang City Government, namely sudden employee turnover, the process of sharing tacit knowledge will be difficult.

Based on empirical and research problems, there is a gap in terms of relevant theories or research results concerning the organizational culture, servant leadership, and tacit knowledge sharing. The objectives to achieve in this study is examining and analysing the effect of organizational culture and servant leadership on government employee's sharing tacit knowledge in the municipality of Malang City Government, East Java, Indonesia.

LITERATURE REVIEW

Knowledge

Knowledge is an entire understanding and skills, including theory, practice, rules, and instructions, employed by individuals to solve problems. Knowledge is based on data and information but is related to humans. Acquired by individuals, it represents an individual's belief concerning causal relationships (Probst, Raub, & Romhardt, 2000).

Berthoin Antal, Dierkes, Child, & Nonaka (2001) stated that there are two types of knowledge: explicit knowledge and tacit knowledge. Explicit knowledge is codified and articulated in a language that it can be articulated, transferred, and stored easily. It can be shareable in the form of data, mathematical formulas, and manuals. Conversely, tacit knowledge is more personal and difficult to formalise. It, for instance, is deeply rooted in actions, procedures, commitments, values, and emotions. Nonaka, Toyama, & Byosière (2001) argued that tacit knowledge and explicit knowledge work in a complementary manner.

Tacit Knowledge

Tacit knowledge is difficult to externalise, explain, and disseminate. It is practical and context-specific Nonaka & Takeuchi (1995); Polanyi (2015) Tacit knowledge is not easy to imitate or copy. The interesting thing about tacit knowledge is the value gap and its nature that it is difficult to understand. The high value rolls out from the fact which is the source of what we know, but it is hard for us to express. The "inscrutable" nature of tacit knowledge, based on two reasons, can be derived into two reasons, namely 1) a person is not fully aware of his tacit knowledge, and 2) a person has not sought to externalise it.

Knowledge transfer

Knowledge transfer is part of knowledge management which refers to explicit, implicit, and tacit knowledge that is passed by someone or organisation along to others. The transfer can take place at various levels (Ziegler, 2009). (Argote & Ingram, 2000) defined knowledge transfer at the individual level as to how the knowledge an individual has can be applied to a similar situation by other individuals.

Transfer of tacit Knowledge

Tacit knowledge is an element that is important in a collaborative industry. It acts as the main factor that initiates collaboration and determines its success to gain a competitive advantage. As such, it is necessary to get tacit knowledge shared. This transfer of tacit knowledge is very dependent on the specific level of the face to face interaction. (Evans & Easterby-Smith, 2001) asserted that it is impossible to utter tacit knowledge in a formal language and to transmit it in electric storage. Alwis, Hartmann, & Gemünden (2004) stated that the tacit component of innovation can only develop through practical experience or personal interaction with an expert who has gained relevant experience or knowledge, whether he is the one within or outside of an organisation and social network.

Tacit knowledge possessed by the organisation must be externalised into an explicit form to preclude the possibility of knowledge loss when the one 'with the knowledge' quits the organisation. The author argued further that it is easy to stimulate, combine, and communicate explicit knowledge. But, situations may arise to make it difficult to convert tacit knowledge into explicit one. Thematic mentoring and observation seminar programs that collect tacit from experts, virtual reality, and half-standardised interviews are methods employed to disseminate it (Faust, 2007).

Measuring the transfer of tacit knowledge

Measuring the transfer of tacit knowledge can be done using the same approach employed to measure knowledge transfer. It is slightly different so to speak. Verbal reports that are often used to measure knowledge cannot capture tacit knowledge as a whole. Performance-based measurement approaches are more appropriate when used to measure tacit knowledge than approaches that measure knowledge directly (Argote & Ingram, 2000).

According to (Walsh & Ungson, 1991), there were five organizational areas for knowledge storage, such as (a) individual members, (b) organizational roles and structures, (c) standard operational procedures and organizational practices, (d) organizational culture, and (e) physical structure of the workplace (Argote & Ingram, 2000). The challenge that confronts in measuring performance changes is the controlling factor apart from experiences that potentially influence the recipient's performance (Argote & Ingram, 2000).

Organizational Culture

Culture distinguishes one organisation from another, makes an organisation easily identifiable, and encourages someone to behave in a certain manner in an organisation. Moreover, it exerts an effect on all activities employees engage themselves in, both the way they work, how to view the work, how to work with colleagues, or in terms of looking far into the future (Gibson, Ivancevich, & James, 1996).

The concept of organizational culture was first written by Pettigrew (1979) using an anthropological concept of culture. The concepts of 'symbolism', 'story' and 'ritual' are also

appropriate for use to analyse an organisation. Furthermore, Pettigrew provided an understanding of the organizational culture as a system of meanings that are accepted openly and collectively and applicable to a certain period of time and group of people. The system of meanings must be openly and collectively accepted to act as a guideline, provision or a point of reference to which everyone or at least most of the people involved in an organisation turn. This means that a system of meaning before it translates into a culture, must be shared (understood, internalised, and corporately practised) by people employed in an organisation to manifest a shared meaning.

Servant Leadership

The term 'servant leadership' was first coined by Robert K. Greenleaf in 1970. Servant Leadership begins with a natural feeling one has to serve, even more, to serve first. This person is distinct from someone who leads first. Servant leadership, according to (Greenleaf, 1970) focuses mainly on the growth and well-being of the people and the community.

Servant leadership constitutes specific practices of servant-leaders or servant as leaders. It is one of the biggest reasons for scholars who support the concept of servant-leadership in their decisions. Various practices help servant-leaders to become effective leaders and bear positive results for their organisations. The seven key practices according to Keith (2015) comprise personal awareness, ability to listen, turning the pyramid upside down, building colleagues, training rather than controlling, channelling energy and other potential intelligence, and having foresight.

METHODS OF RESEARCH

In general, this research used explanatory research design by applying the survey method. The explanatory research design was applied since this study aimed to examine the relationship and the effects of organizational culture and servant leadership on tacit knowledge sharing using empirical data. The survey method was employed as this study created a systematic, factual, and accurate description concerning the facts, traits, and relationships between variables investigated by testing the hypotheses. The approach used the positivist paradigm because the research was quantitatively conducted on measuring constructs of variables, namely organizational culture, service leadership, and sharing of tacit knowledge that form a model and analysing the effect of one construct on another construct.

This research was conducted at the municipal office of Malang City Government, East Java, Indonesia because it has been used as a model for hundreds of other cities or regencies in Indonesia concerning matters of public service. The population in this study comprised government employee working for the municipality in terms of regional technical institutions, regional offices, regional secretariats, and other institutions of local government under the office of the municipality of Malang, East Java, Indonesia. The population was altogether 9,343 people. The sample constituted a group of subjects in a study selected from the population (Fetters, Curry, & Creswell, 2013). The sampling method used in this study was probability sampling in which the sample was randomly selected so that all elements of the population share the same opportunity to be selected for sampling.

In collecting the data, a survey method was employed to garner data on individual opinion. Questionnaires were distributed to obtain primary data as a research data gleaned directly from sources instead of collecting data through intermediaries. The primary data was gathered from individual responses in the form of questionnaires filled out by informants, which in this regard were government employees. The questionnaire consisted of closed-ended questions which required respondents to select answer options given by the researcher (Uma & Roger, 2013).

The data was measured using the Likert Scale which allows respondents to reveal their behaviour by examining how strongly they agreed or disagreed on statements constructed and to demonstrate negative attitude or positive attitude towards some objects (Zikmund, Babin, Carr, & Griffin, 2013). Furthermore, to test the determination and reliability of the

measuring instrument used, the validity test and reliability test was used to measure the dependability of the instruments which comprised question items prepared in advance.

The data was further analysed using multiple regression analysis. Multiple linear regression analysis focused on a linear relationship between two or more independent variables and the dependent variable. This analysis was intended to find out whether or not the relationship between the independent variables and the dependent one is positive.

The regression model used in this study was:

$$Y = \alpha + \beta X_1 + \beta X_2 + \varepsilon \text{ (Model 1)}$$

Where: Y= tacit knowledge sharing; X1= organizational culture; X2 = Servant leadership.

Hypotheses formulated were as follows:

- Ho: Organizational culture has a positive effect on tacit knowledge sharing;
- H1: Organizational culture does not have a positive effect on tacit knowledge sharing.

RESULTS AND DISCUSSION

The test results

Normality test

The normality test was intended to test whether in terms of regression model dependent and independent variables had normal distribution or not. The normality test in this study used distribution displayed by the P-P plot graph.

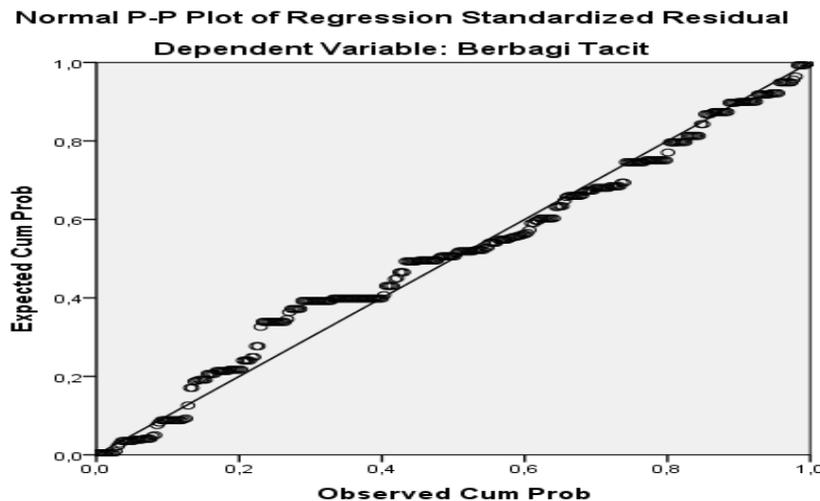


Figure 1 – Histogram and P-Plot Graphs

Based on the above figure 1, it can be seen that the data is spread over the diagonal line and follows the diagonal all the way up in the histogram. It indicates that the data was normally distributed. It can be concluded that based on the P-P plot graph, the regression model fulfilled the normality assumption.

Multi-Collinearity Test

Multi-collinearity test was used to test whether or not the regression model indicated a correlation between independent variables. To find out whether or not there is an error in the multi-collinearity test is done by looking at the Tolerance and VIF values of each independent variable, if the Tolerance value is > 0.10 and the VIF value is < 10, the data was said to be free from the sign of multi-collinearity.

Table 2 – Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | | T | Sig. | Collinearity Statistics | |
|-------|-----------------------------|------------|---------------------------|-------|--------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | | Tolerance | VIF |
| 1 | (Constant) | 2.175 | .982 | | 2.215 | .027 | | |
| | X1 | -.007 | .011 | -.025 | -.618 | .537 | .995 | 1.005 |
| | X2 | .147 | .009 | .694 | 17.194 | .000 | .995 | 1.005 |

a. Dependent Variable: Y

Referring to the calculated values of tolerance and VIF, it can be concluded that there is no multi-collinearity between the independent variables in the regression model.

Heteroscedasticity Test

Heteroscedasticity test is intended to test in the regression model whether or not there is a difference in terms of residual variance from one observation to another observation. To find out whether or not heteroscedasticity occurs is by looking at the plot chart between the predicted value of the dependent variable, namely ZPRED and the residual SRESID. When there is no clear pattern seen, and the points spread above and below 0 on the Y-axis, it can be said that there is no heteroscedasticity.

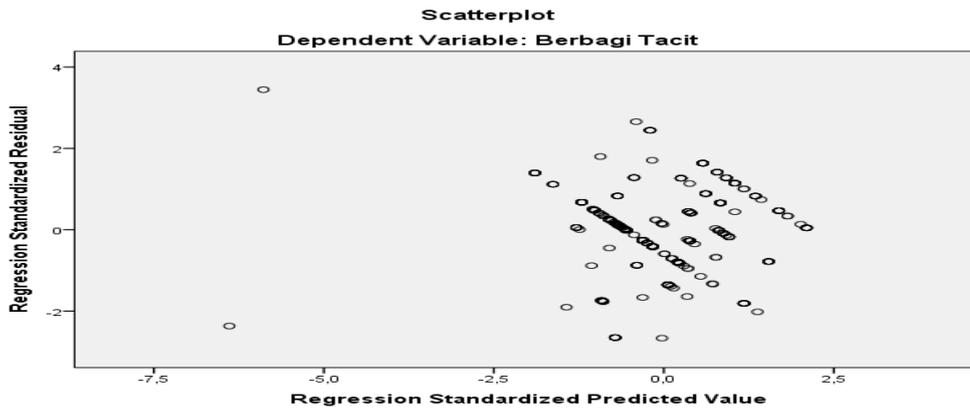


Figure 2 – Scatter-plot

The picture above shows that there is no clear pattern and the points are spread over and below 0 on the Y-axis. This indicates that the data does not show heteroscedasticity.

Autocorrelation Test

The autocorrelation test is intended to test in a linear regression model whether there is a correlation between the confounding errors in period t and the confounding error in the t-1 period or in the previous period or not. The autocorrelation test in this study used the Durbin Watson test. Below is the result of the autocorrelation test:

Table 3 – The Test Result of Durbin Watson

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .693 ^a | .480 | .477 | 2.13694 | 2.380 |

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

The above table 3 shows that the Durbin Watson value is 2.380. The comparison used the significance value of 5%. The number of samples is 324 (n), and the number of independent variables 3 (k = 3), the obtained du value is 1.73 because the DW value which

is 2.380 is greater than the upper limit (du) 1.82922 and less than $4 - 1.82922$ (2.1707). It can then be concluded that there is no autocorrelation at all.

Multiple Linear Regression Results

From the test conducted on classical assumptions, it can be concluded that the existing data has a normal distribution. There were no multi-collinearity and heteroscedasticity, meaning that all requirements were met for conducting multiple regression analysis. Hypotheses were tested using the coefficient of determination (R²), F-test and t-test.

Regression Result

Table 4 – Coefficients^a

| Model | Unstandardized Coefficients | | | Standardized | t | Sig. | Collinearity Statistics | |
|-------|-----------------------------|------------|------|--------------|--------|------|-------------------------|-------|
| | B | Std. Error | | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 2.175 | .982 | | 2.215 | .027 | | |
| | X1 | -.007 | .011 | -.025 | -.618 | .537 | .995 | 1.005 |
| | X2 | .147 | .009 | .694 | 17.194 | .000 | .995 | 1.005 |

a. Dependent Variable: Y

The constant of 2.175 means that the value of tacit knowledge sharing (Y) is 2.175 when the Dependent variable is zero (0) or it is not affected by the independent variables. The Organizational Culture Coefficient of -.007 does not have effect and not significant to tacit knowledge sharing (Y) and p value as much as 0.537. The Servant Leadership Coefficient of 0.147 means that each time the variable Servant Leadership (X2) increases, then tacit knowledge sharing (Y) will also increase by 0.147 while assuming other variables remain constant).

T-Test (Partial)

This test was intended to find out whether or not the independent variables had an effect on the dependent variable (partially), assuming that other independent variables remain constant. This test was conducted by comparing the significance value of t indicated by Sig of t in the table to the level of significance taken. Both independent variables have sig value of less than alpha 0.05 that both of them had partially (individually) significant effect on Y. This means that organizational culture and servant leadership had a partially significant effect on the sharing of tacit knowledge.

F-test (Simultaneous)

This test was intended to find out the effect of the independent variables and the dependent variable altogether (simultaneously).

Table 5 - ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 1351.703 | 2 | 675.852 | 148.002 | .000 ^b |
| | Residual | 1465.847 | 321 | 4.567 | | |
| | Total | 2817.550 | 323 | | | |

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

The independent variables: organizational culture and servant leadership had a significant effect on the value of the dependent variable, i.e. sharing tacit knowledge because the value of sig was less than 0.05.

Coefficient of Determination

The calculation results obtained showed that the independent variables had an effect on the dependent variable, as explained by the equation model. R Square of 0.480 means that the variable X1 and X2 could explain (affect) the Y value of 48%, while the remainder of 52% was explained outside the model.

Hypothesis Test

The estimation model of the analysis conducted is as follows:

$$Y = \alpha + \beta X_1 + \beta X_2 + \varepsilon$$

$$Y = 0.862 + 0.154X_1 + 0.083X_2$$

a. Hypothesis 1 (H1)

The first hypothesis put forward in this study was that organizational culture had a positive effect on tacit knowledge sharing. The results of this study revealed that the value of regression coefficient for the organizational culture variable (X1) had a negative and insignificant effect on Tacit Knowledge Sharing (Y) with a coefficient of -.007 and p-value of 0.537. Thus the first hypothesis stating that organizational culture had a positive effect on sharing tacit knowledge was rejected.

b. Hypothesis 2 (H2)

The second hypothesis put forward in this study was that servant leadership had a positive effect on tacit knowledge sharing. The results of this study revealed the value of regression coefficient for variable servant leadership (X2) had a positive and significant effect on Tacit Knowledge Sharing (Y) with a coefficient of 0.147 and p-value of 0.000. The coefficient of 0.147 signifies that the value of Y increased by 0.147 each time X2 increased. The second hypothesis stating that servant leadership had a positive effect on tacit knowledge sharing was accepted.

Discussion of results

Effects of Organizational Culture on Tacit Knowledge Sharing

Organizational culture is a system reflecting the values and beliefs of an organisation (Robbins et al., 2008). To measure it, two indicators were used, adapted from previous studies of Bock, Zmud, Kim, & Lee (2005); (Jalal, Toulson, & Tweed, 2010); (Suppiah & Singh Sandhu, 2011) and (Borges, 2012). Most respondents tended to agree on the indicators that the condition of the organisation puts justice above all things, encourages mutual respect, and provides full support for members of the organisation to make progress. Tacit knowledge sharing is knowledge sharing practice demonstrated by ones who are more experienced in or have more practical knowledge than others at the workplace Berthoin Antal et al., (2001) The measuring instrument comprised four indicators adapted from researches conducted by Lin, (2007) and (Borges, 2012). The most dominant perception of respondents was indicated by "imparting knowledge by sharing with colleagues". The second dominant perception was "disseminating knowledge by sharing expertise with colleagues".

In addition to organizational culture, national culture also has a role to play in boosting knowledge sharing practices (Möller & Svahn, 2004). According to Mbata (2007) national culture is a collective programming measure of the thoughts of a country with those of other people from different countries. As such, this national culture considerably affects the management of organizational culture. National culture exerts a huge effect on sharing knowledge (Laitinen, 2015). Mabawonku (2003) defines national culture as a definite and dynamic goal and tools (i.e. values, ethics, regulations, a system of knowledge) developed to attain the collective goals of a group. Hofstede (1980) posited that organizational culture is ingrained in the national culture. It can hence be concluded that national culture largely affects organisations and individuals in terms of knowledge pertinent to an organizational

culture that renders benefits of sorts because the results will have a positive effect on improving knowledge sharing strategies.

Furthermore, the results of multiple regression analysis were different from previous findings which show a negative relationship between organizational culture and tacit knowledge sharing. The results constitute empirical evidence that there is a negative relationship between the two variables, particularly with the government's organizational culture which places importance on cohesiveness, tolerance, and sportsmanship, and focuses more on bringing the organisation in direction of things of more significance than the organizational culture. This result is also buttressed by the results which are supported by the findings of Yin, Du, & Zhang (2018) that hierarchical organisation and market culture had a negative effect on tacit knowledge sharing. Although intellectual development poses many risks and challenges for companies, knowledge and innovation remain a greater concern and require close attention from companies. At the same time, different organizational cultures also have different effects on employees' creativity and their behaviours in tacit knowledge sharing.

This finding is reinforced by the results of the questionnaires. It is known that the average value of the variable organizational culture (X1) is 4.27 which is coupled with very good interpretation. This value shows that the organizational culture prevailing in in the municipality of Malang, East Java, Indonesia has sunk deep in the mind of the employees. It takes work to keep the organizational culture going strong since it helps support employees to perceive, think, and express their feelings over organizational issues. As the organizational culture has been instilled in employees, it is no longer the main influence on the sharing of tacit knowledge in the municipality of Malang, East Java, Indonesia. There are other factors worth prioritising for optimum development instead.

Effects of Servant Leadership on Tacit Knowledge Sharing

Servant leadership is a leadership concept that emphasises service or stylistically style (Keith, 2015). In this study servant leadership was measured using five indicators adapted from that of (Barbuto Jr & Wheeler, 2006). The results revealed the dominant perceptions of respondents. They indicated that organizational stewardship disclosed the level of the leadership skill to get the organisation ready to contribute positively to the community through community development and outreach programs. Tacit knowledge sharing is knowledge sharing practice that cannot be conducted in a formal manner. In line with the statement made by (Alwis et al., 2004), tacit components can only be developed by coming into practical and interpersonal relationships with experts from within or outside of the organisation.

The results of the hypothesis test showed a significant effect. This shows that the servant leadership style in government organisations is considered effective to encourage employees to share tacit knowledge with others. Empirical facts showed that leadership is able to prepare organisations for making a greater contribution to society through community development and outreach programs that motivate or encourage employees to act and share tacit knowledge with colleagues.

This finding is also supported by the results of previous research that it is the way managers perceive knowledge management and servant leadership affect the adjustment and use of knowledge management. Managers in this study used servant leadership to reflect on their values regarding sharing knowledge, building relationships and developing others (DeHaven, 2007). In the same vein, Song, Park, & Kang (2015) argued that servant leadership positively affected the team knowledge sharing a climate that the act of sharing knowledge mediates the relationship between servant leadership and the achievement made by the team. (Suppiah & Singh Sandhu, 2011) proved that consultation and delegation leadership is positively and significantly related to knowledge management in software manufacturing companies.

This finding is buttressed by the questionnaire results showing that the overall average score for servant leadership (X2) is 4.25 concomitant with very good interpretation. This value indicated that servant leadership demonstrated by the senior management of the

municipality of Malang, East Java, Indonesia begins with a natural feeling to serve, and even more to serve first both subordinates and the people in the surroundings. Therefore, it can be concluded that servant leadership exerts a significant effect on sharing tacit knowledge in the municipality of Malang, East Java, Indonesia.

CONCLUSION

This research is the first research conducted on tacit knowledge sharing in public sector organisations in Indonesia that shows a distinct relationship between organizational culture and servant leadership on direct and indirect sharing of tacit knowledge. This study also found a negative relationship between organizational culture and the sharing of tacit knowledge and a positive relationship between servant leadership and the sharing of tacit knowledge.

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