
The Role of Knowledge Sharing, Learning Organization and Transformative Leadership in Building Competitiveness

Andrea Gideon

Widya Mandala Catholic University Surabaya

E-mail: gideon8850@gmail.com

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Abstract: *An organization's performance can be measured using financial and non-financial approaches. If financial and non-financial management has been managed effectively and efficiently, this can be one of the benchmarks. The ability to be able to carry out management effectively and efficiently needs to be complemented by knowledge. The ability of an organization to continuously learn and develop its capacity is what every organization must have. Organizations must continue to process in gathering knowledge. This ability must be accompanied by transformational leadership capable of bringing about change for the realization of the organization's vision. This type of leadership helps raise employee awareness and deepen their level of perception and acceptance of the group's vision and goals. Transformational leadership changes employees through words and actions and deeply influences followers. In addition, the ability to share the knowledge that has been obtained is expected to increase the influence of the organization's ability to gather knowledge and the influence of transformational leadership on organizational performance. This research takes the object of SMEs in the field of tourism, meaning those who produce work or souvenirs for tourism purposes. the ability to share the knowledge that has been obtained is expected to increase the influence of the organization's ability to gather knowledge and the influence of transformational leadership on organizational performance. This research takes the object of SMEs in the field of tourism, meaning those who produce work or souvenirs for tourism purposes. the ability to share the knowledge that has been obtained is expected to increase the influence of the organization's ability to gather knowledge and the influence of transformational leadership on organizational performance. This research takes the object of SMEs in the field of tourism, meaning those who produce work or souvenirs for tourism purposes.*

INTRODUCTION

The development of the business world in recent years can indeed be said to be very rapid. The changes and novelties that have occurred, starting from changes in information technology, changes in the way of work which of course adapts to business needs in the current era. Prior to the COVID-19 pandemic, changes in the way of work were seen in the business world itself, which were previously done manually by human labour, but now slowly but surely shifting to the hands of automation machines. Of course, this change is quite surprising. The most noticeable change is in the banking industry, where the teller and customer service functions have always been controlled by humans(*humans*)have begun to be replaced by automation machines that can replace human functions in tellers and customer service. Of course, this will not stop here, changes and renewal of technological innovation, forcing every industry to continue to adapt to existing changes.

Of course, every change must be addressed wisely, meaning that we don't want to challenge every change, on the contrary, every actor in the business world must be able to understand or adapt to existing changes. Change must be addressed with the ability to learn, learn new things, learn about existing changes, learn to adapt to a rapidly changing business environment. The ability to learn in a business or industry, of course, really depends on how the organizational culture is built. Organizational culture formed from these individuals will certainly strengthen the culture of an organization. Individuals who become the driving force for an organizational culture, of course, cannot just sit idly by and wait.

A business organization formed from individuals who are interlinked is of course a determinant of the sustainability and success of a business organization. Individuals in it must continue to have the ability to learn and keep up with the changes that exist. Not limited to being a follower of the change, but can be more of a creator of existing innovations so that change can be realized. The changes that occur should have a better impact than before. Advances in technology, business process innovation and progress in terms of learning will certainly make it easier for every individual in the organization to carry out their respective roles and functions.

Advances in technology have contributed to changes in every line of work and daily life. Advances in technology such as smartphones, 5G internet, Internet of Thinking, Artificial Intelligence, have also influenced changes in all aspects of life. The existence of the internet has also changed the way we work which was previously hindered by the location of work, but now with an internet connection, each individual can work wherever and whenever. This will reduce the costs incurred to create large offices, reduce the use of fuel that is used every day to go to work. This change in the way of work has gone so fast, especially driven by the COVID-19 pandemic which requires us work from home or Work From Home (WFH). This is an example of change driven by external factors where like it or not and like it or not, everything must change.

Innovation in terms of business processes has also become one of the causes that require every line of business to change. The business process chain that was originally too complicated and long, may turn out to be short and simple. This is also inseparable from the support of technological advances. Business processes that were originally carried out manually have of course changed to business processes that are supported by software automation. This overly complicated business process chain will certainly reduce competitiveness against other business organizations. Speed is one of the determining factors in winning the existing business competition. For this reason, innovation in the context of shortening the business process chain is one of the keys.

In terms of learning or in business or industrial organizations known as activities*training*

and development. Two words that have different meanings but are often put together as a unit of activity to equip, train and build individuals within the organization to have the competencies expected by business organizations (companies). Training activities that have so far been carried out face-to-face, now can be carried out or facilitated virtually by utilizing advances in information technology. Does not require physical presence between the trainees and the speaker. Place and time are no longer an obstacle. This progress has also changed habits that have become routine. Learning activities through this training are used to be able to develop the abilities of each individual who can later respond quickly to changes. However, as explained above, Development of Human Resources in a company must be carried out continuously. This is a necessity considering that competition between companies is increasingly inevitable. The ability of employees is highly demanded in carrying out every job to produce a work innovation. Each employee must be seen as a source of knowledge itself. Meanwhile, the company as a business organization also needs to carry out a continuous learning process. Companies as an organization are required to continuously expand their capacity to create the desired goals with new patterns of thinking accompanied by people who are constantly willing to learn, this is what is called *Learning Organization* (Senge in Rumijati, 2017). Application of Learning Organization in a business company has been done in developed countries. Much research has been done regarding this matter. Several studies in Asia such as in Malaysia (Yusoff.M, 2005), in Taiwan (Lien at.al, 2006), in Korea (Lim, TJ, 2003), China (Wang et al, 2007) studied the development of LO in various business organization. Not only employees as learning subjects, but organizations are also required to continue learning in the face of challenges that are increasingly difficult to predict. Changes both internal and external must be addressed carefully. For this reason, an organization must have the ability to continue learning, so that the experiences and information and knowledge can be used to anticipate changes.

In addition to organizations that are required to continue learning, the role of the leader of an organization is also considered to influence the continuity of the learning process at the organizational and individual levels. Leaders who have a far-reaching vision will see that knowledge will be one of the strong assets to face changes and competition in the industrial world. For this reason, leaders must encourage every organ in the organization to have a willingness to learn. The habit of continuing to learn can be formed by leaders who are role models as learners who are still willing to continue learning even though they have occupied a certain position. The example of the leader of an organization can be one of the triggers for other learners in an organization. As stated by Hutapea, transformative leadership influences performance. This is certainly one of the proofs that leadership that supports the formation of the learning process will be able to shape every organ in the organization for learning.

A learning organization is a type of organization that continuously develops itself not only in terms of business size but in terms of the ability of the organization to be able to adapt to this rapidly changing situation. That is, organizations must be able to adopt skills and knowledge to produce, achieve, utilize knowledge and transform individuals as a reflection of the acquisition of new knowledge and vision (Garvin in Husein, et al, 2016).

The concept of learning organization has been widely used in organizations, especially those struggling to survive in a highly competitive business world. An organization with a learning organizational culture is especially helpful in enhancing competitive advantage and being responsive to change because it encourages learning within the organization. Many advantages are obtained by an organization when this learning organizational culture becomes one of its main focuses, including the organization able to deal with changes and conditions in the business environment that are uncertain and can turn into chaos.

This of course can be a concern for organizations that the use of knowledge can become a very valuable new asset for an organization. Optimum utilization of knowledge sources within the organization is expected to make the organization more agile in facing the constantly changing movements of competitors. The importance of knowledge as a strategic source of competitive advantage has continued to develop over the last two decades. The development of this knowledge is accompanied by the recognition that the ability to learn faster than competitors may be the only source of competitive advantage (De Geus in Al Ahmar, et al, 2014).

In the face of this very harsh change, organizational learning becomes very important to be carried out immediately for the survival of the organization. Delivering organizational learning faster and more effectively than competitors is a tactic for organizations facing a rapidly changing and highly competitive business environment. This organizational learning is expected to be able to produce innovations that can improve the performance of the organization. Innovation must of course be renewed continuously. This means that if innovation must run continuously, organizational learning must also be carried out.

Reviewing organizational learning that is related to the extent to which organizational performance is able to benefit is very interesting in this highly competitive era. Change after change always occurs both in terms of the use of technology to streamline business processes and also from the development of product innovation or organizational innovation. There are many large business organizations that eventually fail because they are late in innovating, meaning that so far it can be assumed that mature organizations are reluctant to carry out organizational learning which is very much related to the birth of innovation.

This discussion becomes interesting when a variable is included, namely the role of transformative leadership in relation to driving this learning organization. The extent to which a leader who has this transformative character is able to be a driving force in the organization to continuously carry out learning. Transformative leaders certainly have a strategic vision in seeing how far this organization will be brought to face highly competitive competition. It doesn't stop there, but how can a transformative leader be able to influence followers in the organization to move together in one vision and steps to face and even to survive in the very competitive competition out there. This is the role of transformative leadership in efforts to formulate and encourage the creation of organizational learning.

All of that will also be in vain when the knowledge that has been obtained by the organization is only owned by a few people. Knowledge in the organization should also be shared with all members of the organization. Organizations do not only consist of one or two people who are the driving force. For this reason, the ability and willingness to share the knowledge gained is one of the keys to the sustainability of the organization. The important and interesting thing is that cultivating and inviting the sharing of knowledge is not an easy thing considering that the habit of sharing knowledge is rarely facilitated by organizations. Sharing knowledge with methods and the use of information technology is the key. Dissemination of information and knowledge is expected to be quickly conveyed to all members of the organization.

The learning strategy in the organization is a determining factor in increasing the ability of the organization to survive and even be able to excel in this very competitive competition. The description above has explained that not only organizational learning strategies but the role of transformative leadership also encourages and determines whether the learning process in this organization goes well or stops. The two variables above are able to encourage the achievement of sustainable organizational performance and be able to survive in this competitive era as long as they are accompanied by sharing the knowledge they have. Sharing knowledge becomes a bridge

so that the information and knowledge obtained can be distributed to all members of the organization.

Small and medium enterprises (SMEs) are a business organization that is currently the backbone of the economy in our country. Given the large number of SMEs and also absorb a large workforce. SMEs as a business organization must be able to compete among SMEs in one city/regency or even compete in one country or with SMEs competition between countries. This is an inevitability that cannot be avoided. For this reason, how can these SMEs be able to maintaining the viability of its business organization is a challenge that needs to be continuously encouraged to find a solution.

This research will focus on small and medium enterprises in the tourism sector which have absorbed a large number of workers and have become one of the pillars in developing the tourism sector and the creative economy. Deliberately the object of this study focuses on that. Lots of SMEs have to struggle to face the tough competition, so one of the keys is to cultivate learning organizations. Both owners, employees or all involved in this SME business organization must develop a learning culture.

One of the highlights of this research is the focus of the discussion on learning organizations and on the object of research, namely small and medium enterprises in the tourism sector in Indonesia.

RESULT AND DISCUSSION

Learning Organization

In the opinion of Senge (2002) it is explained that a Learning Organization is an organization in which the organization continuously expands its capacity to create the desired goals with new patterns of thinking with people who are continuously learning. It can also be understood as an organizational skill to create, acquire, interpret, transfer and share knowledge with the aim of modifying its behavior to reflect new knowledge and insights (Garvin, 2000). Meanwhile, Jones (2007) argues that a learning organization is an organization with the aim of designing and designing an organizational structure, culture and strategy that can improve and maximize the learning process that exists in an organization. According to Argyris in Budihardjo (87: 2016) Learning Organization emphasizes more as a process of detecting and correcting errors. In a learning organization, its members act as learning agents. Organizational learning will build an organization's competitive advantage (Ramos & Ellitan, 2023). According to Padler (2003) which includes learning organizations are as follows:

1. Organizations that have an atmosphere where individual members are encouraged to learn and develop their potential.
2. Organizations that extend this learning culture to their customers, suppliers and other significant stakeholders.
3. Organizations that make human resource development central to business policy.
4. Organizations that are in a continuous process of organizational transformation.

Furthermore, according to Sange in Rumijati (2017) there are 5 dimensions to the learning organization, namely:

1. Mental Model, allows humans to learn faster. In learning organizations, this mental model is scrutinized, discussed and revised at the individual, group and organizational levels.
2. Shared Vision, is a company vision that must be shared by all employees. The vision must be well communicated by all employees.

3. System Thinking, is a system that considers that organizational goals have an important and prioritized role compared to unit goals, even though in essence all people and units have an equally important role for the organization.
4. Personal Mastery, is individual learning that is needed for employees to develop their own abilities, not only in the field of work to improve abilities, but from a social aspect, the ability to interact with others.
5. Team Learning is a team learning process so sharing knowledge insights within the team is very important to increase organizational capacity.

According to Chen et al (2017) the essence of the extraction of learning organizations is:

1. Overall vision: refers to the ability of the goals, vision and goals shared by all members of the organization. Formation can be the focus and energy for learning, namely the generation of creative learning, not pure adaptive learning.
2. Teamwork: refers to mutual learning and cooperation among team members. Teamwork is a technology for developing team strengths and having group strengths outweigh the sum of individual strengths and can help people communicate problems through working with different systems to understand change effectively.
3. Self-transcendence: aims to expand personal abilities, penetrate the limits of self-fulfillment and observe real conditions objectively. Self-transcendence is the spiritual basis of learning organizations.

Transformative Leadership

Transformative leadership according to Obeidat, Noval and Masa'deh (2018) is a leader who is able to inspire his followers to achieve common goals, define an attractive vision, challenge employees to achieve it, build trust and confidence and motivate employees to think and solve problems in the right way. the new one.

Meanwhile, according to Mohammad, Al-Zeaud and Batayneh (2011) explained that transformative leadership can help increase employee awareness and deepen their level of perception and acceptance of the vision and goals of the group.

Bass and Avolio (1994) define transformational leadership as leadership that helps increase employee awareness and deepen their level of perception and acceptance of the vision and goals of the group. Transformational leadership changes employees through words and actions and deeply influences followers (Teymournejad & Elghaei, 2017). By respect and trust from followers or by expressing a vision beyond the current mission, transformational leadership informs personnel goals, directs people from individual thinking to group thinking and motivates them to make efforts for the public good. Teymournejad & Elghaei (2017) state that the indicators of Transformational Leadership are: 1) Idealized influence or ideal influence, describes leaders who act as strong models. They are highly respected by followers, they can be relied on to direct 2) Inspirational motivation or Inspirational motivation is to motivate and increase the motivation of followers by appealing to their emotions. Inspirational motivation emphasizes emotion and inner motivation rather than the day-to-day interactions of leaders and followers. 3) Intellectual stimulation or intellectual stimulation is to stimulate followers by leadership to find new solutions and new thoughts to solve organizational problems by followers; 4) Individualized consideration or individual consideration is to they can reliably direct 2) Inspirational motivation or Inspirational motivation is to motivate and increase the motivation of followers by appealing to their emotions. Inspirational motivation emphasizes emotion and inner motivation rather than the day-to-day interactions of leaders and followers. 3) Intellectual stimulation or intellectual stimulation is to

stimulate followers by leadership to find new solutions and new thoughts to solve organizational problems by followers 4) Individualized consideration or individual consideration is to they can reliably direct 2) Inspirational motivation or Inspirational motivation is to motivate and increase the motivation of followers by appealing to their emotions. Inspirational motivation emphasizes emotion and inner motivation rather than the day-to-day interactions of leaders and followers. 3) Intellectual stimulation or intellectual stimulation is to stimulate followers by leadership to find new solutions and new thoughts to solve organizational problems by followers 4) Individualized consideration or individual consideration is to takes into account the individual differences of followers, communicates with them and stimulates them by assigning them responsibility for learning and experiencing. In addition, in the opinion of Northouse (2013) transformational leadership is leadership that is social and cares about the common good. These social transformational leaders defeat their own interests for the good of others. Specifically, transformational leadership can be seen from the characteristics of a leader who knows clear goals and directions to guide others; able to motivate the people around him; have ethics and character that can be used as role models; provide challenges to develop, think innovatively and creatively.

There are several factors that constitute the behavior of leaders with a transactional leadership style. These factors include (Bass in Sarah, 2020):

1. Contogen Reward, if subordinates can benefit the company, then they can expect commensurate rewards in accordance with the agreement. For example, if subordinates show satisfactory work performance, they are entitled to get satisfactory rewards as well.
2. Management by exception (Active), the leader enforces rules to strictly supervise and monitor subordinates to avoid errors and failures in carrying out and completing their duties. When errors and failures occur, it is endeavored as soon as possible to be known and corrected.
3. Management by exception (passive), the leader will act after an error occurs or after it is known that there is a serious problem. Conversely, the leadership does not need to intervene if there are no problems or failures.

So it can be concluded that transformative leadership is the character of a leader who has a far-reaching strategic vision who is also able to bring and influence his followers to achieve this vision together. So it is hoped that with this transformative leadership, what will be the vision of an organization in the future will be achieved.

Knowledge Sharing

Knowledge Sharing according to Tobing in Rumijati (2017) is defined as a process that is carried out systematically in obtaining knowledge, distributing and disseminating knowledge with various multidimensionalities from one person to another. others or from organization to organization through various media and methods. The same thing was also expressed by Lumbantombing in Saputra and Mayowan (2018) that Knowledge Sharing is a systematic process of sending, distributing and disseminating knowledge and multidimensional contexts from a person or organization to other people or organizations who need it through various methods and media. Or with a simple explanation that Knowledge Sharing is a process that bridges organizational interdependence which is inherent in organizational activities (Christiansen in Raharso and Tjahjawati, 2016). So it can be concluded that Knowledge Sharing is a process that takes place systematically in obtaining,

Knowledge Sharing has two dimensions, namely: knowledge collecting and knowledge disseminating/donating (Van Den Hoof and De Ridder in Raharso and Tjahjawati, 2016).

Knowledge collecting is an attempt to persuade others to share what they know. Meanwhile Knowledge donating is communication that occurs when an individual is expected to transfer their intellectual capital (Kasemsap in Raharso and Tjahjawati, 2016). The following are statement items used by Van Den Hoof and Van Weneen in Raharso and Tjahjawati (2016) to measure the two types of knowledge sharing. The instruments used to measure knowledge collecting are: (1) Colleagues in one department tell what they know, when I ask them; (2) Colleagues from other departments tell what they know, when I ask them; (3) Colleagues in one department share the skills they have, when I ask them; (4) Colleagues from other departments share their skills, when I ask them; (5) When colleagues have learned something new, they tell me. While the instruments used to measure knowledge donating are: (1) knowledge sharing among employees has become a normal norm; (2) I share knowledge with colleagues in the same department; (3) I share knowledge with colleagues from other departments; (4) I share skills with colleagues in one department; (5) I share skills with colleagues from other departments; (6) When I learn something new, I tell it to colleagues in one department; (7) When I learn something new, I share it with colleagues from other departments; (8) Colleagues willing to share knowledge with me; (9) I want to share knowledge with colleagues. According to Widuri in Siswadhi (2020) states Indicators of Knowledge sharing is :

1. Socialization.

At this stage, the process of sharing and creating tacit knowledge is through direct interaction and experience. Or the stage of conversion of tacit-tacit knowledge occurs at the individual and group levels. Socialization is a process of sharing experiences and creating knowledge.

2. Externalization.

The process of externalization is a change in knowledge from tacit knowledge to explicit knowledge or embodying tacit knowledge in a more real concept.

3. Combination.

This process is converting explicit knowledge into explicit knowledge. Media for this process can be done through the exchange of work documents between librarians. In simple terms, knowledge that has been documented through an externalization process such as the results of discussions, meetings and gatherings, and other types of knowledge is repackaged and then shared with colleagues.

4. Internalisation

After going through the three initial processes, the last is the internalization process. This process is included in the learning process carried out by all members of the organization on explicit knowledge that is disseminated throughout the organization through their own experiences so that it becomes tacit knowledge of members of the organization.

The behavior of sharing knowledge requires love, care, trust, and commitment (Nonaka et al, in Kese and Hidayat, 2021). The existence of love and care will build trust and individual commitment to share with one another. These four things also build a sense of comfort for individuals to share with each other. Therefore, the role of leadership style in building a comfortable work environment for sharing is very important, especially transformational leadership.

So it can be concluded that knowledge sharing is a systematic effort to distribute knowledge by sharing multidimensional information from a person or organization to other people or organizations in need with a variety of methods and media.

Organization Performance

Tsou et al. (2015) considers organizational performance as a concept, not an idea, which can explain organizational performance by abstract deduction with system models and theoretical concepts that collect data accurately or the formation of performance indicators. Bahramnejad et al. (2015) considered that "performance" is a measure of achieving organizational goals and achieving the mission, goals and objectives of a plan presented with indicators and measurement methods. Murtedjo and Suharningsih (2016) concluded that goal attainment can be assessed from output, the acquisition of effective systematic resources for high performance can be assessed from sustainable development, and internal process effectiveness can be evaluated from internal activities.

Organizational performance is generally associated with the financial performance of an organization. Financial analysis alone will leave an organization stuck with past information without any information about the future. An organization needs to analyze its current position in relation to its journey to achieve the expected goals in the future (Uniati, 2014).

Referring to Tsou et al. (2015), performance in general is highly correlated with objective financial performance for measuring organizational performance with cognition.

1. Managerial performance: quality and product/service development or program ability to attract and retain superior employees, customer or agent satisfaction, manager and employee relations.
2. Market performance, marketing, sales growth, profitability and market share of the company in the last three years.

Organizational performance is used to measure the effectiveness and efficiency of the organization. Organizational performance also involves repetitive activities to set organizational goals, monitor progress toward goals, and make adjustments to achieve these goals more effectively and efficiently (Ratna, et al, 2014).

From a traditional perspective, organizational performance is usually referred to as financial performance where considerations of budget, assets, operations, products, services, markets and human resources are very important in influencing the overall bottom line of the organization (Dixon, 1999; Thurbin, 1994; Smith, 1999 in Liao and Wu, 2009). Thus, the financial benefits of organizational performance are often associated with organizational success (Thurbin, 1994 in Liao and Wu, 2009).

According to Ratna, et al (2014) measurement of organizational performance is determined by several criteria, namely: suppliers; customer; employees and commitment. Meanwhile, according to Kaplan in Uniati (2014) explains the measurement of organizational performance using the Balanced Scorecard. The Balanced Scorecard measures organizational performance through four perspectives, namely finance, customers, internal business processes, and learning and growth.

In contrast to the measurement of organizational performance carried out in Darroch's research (2005), he uses internal comparative and reflective performance measures, for example "Compared to the industry average, our company is more profitable" and internal reflective performance measures, for example, "We are more profitable than five years ago." These performance measures include financial and non-financial measures (eg market share and sales growth (Liao and Wu, 2009).

There is also an assessment of organizational performance using five performance indices as proposed by Alaarj (2016), namely financial performance, market / customer, process, human resource development, and the future.

From the several explanations put forward by the researchers, it can be concluded that organizational performance is a measure of the attainment of organizational goals which are usually grouped based on financial and non-financial assessment measures.

CONCLUSION

Organizational performance is one of the benchmarks for assessing the effectiveness and efficiency of an organization. Organizational performance measures used can be in the form of financial and non-financial. Organizations can be considered effective and efficient if these two things can be managed properly. Financial and non-financial management requires competency and a long learning process carried out by employees who have the ability. The ability or competence of these employees must be continuously developed to deal with the demands of changes and developments in information technology. Employee ability obtained through independent learning or learning carried out at the organizational level. Organizations with a high learning culture are filled with employees or people who also have a high learning enthusiasm. Organizations that continue to learn will be able to develop new learning resources which will ultimately be of use to the organization. In addition to organizational and individual abilities to continue learning, transformational leadership skills are also needed to be able to bring all members of the organization to the agreed goals and vision and mission. This type of leadership is needed to be a guide for organizational members so that they are always in the process of making changes towards good. Transformational leadership has a social nature and cares about the common good.. this can be seen from the characteristics of a leader who knows clear goals and directions to guide others; able to motivate the people around him; have ethics and character that can be used as role models; provide challenges to develop, think innovatively and creatively; serves as a mentor in guiding followers to individual achievement and growth.

The ability of the organization to continue to develop its capacity and transformational leadership is what is expected to improve the performance of the organization. While the intermediary factor is the ability of individuals within the organization to share the knowledge that has been obtained or possessed. The ability to share knowledge is expected to be a lever in creating superior organizational performance. So that the ability of the organization to continue learning, coupled with the ability of transformational leadership that is able to direct and bring to an organization's vision and how individuals in the organization have the ability to share the knowledge gained, becomes a factor that can influence organizational performance.

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