



RESEARCH ARTICLE

Transformational Leadership, Knowledge Sharing Culture to Increase Personal Competency Development Through Knowledge Sharing Satisfaction as a Mediation Variable and Self-Efficacy as a Moderating Variable for Employees of PT. Wahana Lintas Nusantara Surabaya

Nurul Karimah^{1*} | | Amiartuti Kusmaningtyas² | Dewa Ketut Raka Ardiana³

^{1*,2,3} Master of Management Study Program, Faculty of Economics and Business, Universitas 17 Agustus 1945 Surabaya, Surabaya City, East Java Province, Indonesia.

Correspondence

¹ Master of Management Study Program, Faculty of Economics and Business, Universitas 17 Agustus 1945 Surabaya, Surabaya City, East Java Province, Indonesia.

Email: nurulkrm05@gmail.com¹
ardiana@untag-sby.ac.id³

Funding information

Universitas 17 Agustus 1945 Surabaya.

Abstract

The purpose of this study was to prove and analyze transformational leadership, knowledge sharing culture to improve personal competency development through knowledge sharing satisfaction as a mediating variable and self-efficacy as a moderating variable in employees of PT. Wahana Lintas Nusantara Surabaya. The type of research used is quantitative with an explanatory approach. The population and sample of respondents in this study amounted to 168 employees of PT. Wahana Lintas Nusantara Surabaya using saturated techniques. Data collection using gform and measured using a Likert scale. The analysis technique uses the Structural Equation Model (SEM) tool, then the Partial Least Square (PLS) and IBM SPSS 26 programs are used. The results of this study indicate that: 1). Transformational leadership has a significant positive effect on knowledge sharing satisfaction at PT. Wahana Lintas Nusantara Surabaya. 2). Knowledge sharing culture has a significant positive effect on knowledge sharing satisfaction at PT. Wahana Lintas Nusantara Surabaya. 3). Knowledge sharing satisfaction has a significant positive effect on personal competency development at PT. Wahana Lintas Nusantara Surabaya. 4). Moderating self-efficacy positively and significantly affects the satisfaction of knowledge sharing towards personal competency development. 5). Mediating satisfaction of knowledge sharing positively and significantly affects transformational leadership towards personal competency development at PT. Wahana Lintas Nusantara Surabaya. 6). Mediating satisfaction of knowledge sharing positively and significantly affects the culture of knowledge sharing towards personal competency development at PT. Wahana Lintas Nusantara Surabaya.

Keywords

Transformational Leadership; Knowledge Sharing Culture; Knowledge Sharing Satisfaction; Self-Efficacy; and Personal Competency Development.

1 | INTRODUCTION

Personal competency development (competency development personal)(personal competency development) is the process of improving an individual's skills, knowledge, and attitudes so that they can work more effectively, productively, and adapt to changes in the work environment Santoso *et al.*, (2020:34). Personal competency covers various aspects, such as technical abilities, interpersonal skills, creativity, and the capacity to solve problems and make decisions. In an increasingly dynamic world of work, competency development is a necessity that is not only beneficial for individuals, but also for the organization as a whole Ahli *et al.*, (2024:13).

Recent research explains that various factors influence the development of employee personal competencies. PT Permodalan Nasional Madani (PNM) held the 2024 Learning Festival on October 7–11, 2024, as an effort to improve employee competency and innovation, particularly among millennials and Gen Z. This event was attended by more than 5,000 employees in a hybrid format, both offline at the PNM Tower Ballroom and online throughout Indonesia. Various interactive sessions, such as "Meet The Expert" And "The Scavenger Hunt" is designed to help participants recognize their self-worth, enhance creativity, and encourage positive contributions in their daily work. PNM's Director of Operations, Sunar Basuki, emphasized the importance of a fun learning spirit that adapts to changing times.<https://www.pnm.co.id/berita/tingkatkan-kompetensi-karyawan-milenial-dan-gen-z-pnm-kembali-gelar-learning-festival-2024/>. In addition, on September 23, 2024, the Jambi Province Education Quality Assurance Center (BPMP) held workshop Self-development for employees. This activity aims to strengthen employees' understanding of the institution's duties and functions and improve their skills in public service. The workshop featured professional speakers, such as the Founder of Omah Sejiwa and the Owner of Selaras, who provided material related to personal and professional competency development. The Head of the Jambi Province BPMP, Hendri Putra, emphasized that human resource development is key to achieving the institution's vision and mission.<https://bpmppjambi.id/kegiatan-workshop-pengembangan-diri-pegawai-tahun-2024/>.

In the digital and global era, the need for competency development is increasing. According to the report World Economic Forum(2020), more than 50% of workers need to upgrade their skills to stay relevant to technological changes and industry needs (Yulianto, 2024:7). Organizations that invest in employee competency development can increase their productivity, innovation, and competitiveness. Furthermore, personal competency development also contributes to increased job satisfaction and employee well-being, which ultimately has a positive impact on workforce retention. Self Determination Theory (SDT) used as a basis for analyzing how intrinsic and extrinsic motivation play a role in developing employees' personal competencies. This theory was developed by Deci, E.L., & Ryan, R.M. (1985:89), self determination theory is a psychological theory that explains that individuals are naturally driven to be used as a basis for analyzing how intrinsic and extrinsic motivation play a role in developing employees' personal competencies Dewi *et al.*, (2025:8).

Transformational leadership is a leadership style that inspires, motivates, and encourages employees to reach their full potential (Sirait *et al.*, 2024:2). Transformational leaders build a clear vision, encourage innovation, critical thinking, and demonstrate empathy and high integrity (Wibowo *et al.*, 2023:4). A knowledge-sharing culture is a work environment that encourages the active exchange of experiences, skills, and information among employees (Hamidy, 2020:8). This culture accelerates innovation and competency development through organizational support and open communication (Yunita, 2021:7). Knowledge sharing satisfaction refers to the extent to which individuals feel that information-sharing activities are beneficial, both for problem solving and working relationships. Indrawati, (2022:5). Supporting factors include a collaborative environment, appreciation, and openness. Salam, (2021:5). Self efficacy is an individual's belief in his or her ability to complete tasks and achieve goals Dewi *et al.*, (2025:9). In this context, self-efficacy acts as a moderator that strengthens the relationship between knowledge sharing satisfaction and employee competency development (Indrawati, 2022).

The variables described above are formed into a conceptual framework model which is then tested at PT. Wahana Lintas Nusantara. The conceptual framework model above will then be tested on PT. Wahana Lintas Nusantara employees as research objects. The argument can be explained because PT. Wahana Lintas Nusantara is a company engaged in transportation and logistics that focuses on providing integrated logistics solutions in Indonesia. Founded with a vision to become a leading company in transportation and distribution services, PT. Wahana Lintas Nusantara has an extensive network throughout Indonesia, serving various industrial sectors, including e-commerce, manufacturing, and consumer goods distribution. The company is committed to providing efficient and reliable services, supported by a modern vehicle fleet and an integrated logistics management system. PT. Wahana Lintas Nusantara also prioritizes innovation in its operations, by utilizing information technology to improve the effectiveness of shipping and managing goods. The company also prioritizes human resource development as a key asset in supporting its operational success and growth.

2 | BACKGROUND THEORY

Self Determination Theory

Self-Determination Theory (SDT) is a motivational theory that emphasizes the importance of basic human psychological needs, namely autonomy (independence), competence (competence), and relatedness (social relationships). This theory explains that intrinsic motivation will emerge when individuals feel in control of their actions, feel capable, and have positive social connections. Gagne & Deci, (2005:45) Self-Determination Theory focuses on how social and environmental factors can influence individual motivation, either by enhancing or inhibiting their psychological development. Van den Broeck *et al*, (2010:23) Self-Determination Theory explains that satisfaction of basic psychological needs (autonomy, competence, and relatedness) can improve individual well-being and performance in the work environment.

Transformational Leadership

Wirawan (2018:23) defines transformational leadership as a process in which leaders and followers interact within a system aimed at achieving positive change within the organization. This type of leader not only manages but also develops their subordinates to achieve their maximum potential. Rivai, V., & Mulyadi (2020:78) *Transformational leadership* is a leadership style that emphasizes the development of vision and innovation within an organization, by providing motivation, individual attention, and intellectual encouragement to employees so they can work more effectively and contribute maximally to the organization. According to Santoso *et al*, (2020), several indicators of *transformational leadership* namely.

- 1) Ideal Influence (*Idealized Influence*). Leaders become role models and provide examples of behavior that can be emulated by subordinates.
- 2) Inspirational Motivation (*Inspirational Motivation*). Leaders are able to inspire and motivate subordinates to achieve organizational goals with high enthusiasm.
- 3) Intellectual Stimulation (*Intellectual Stimulation*). Leaders encourage subordinates to think creatively and innovatively in completing tasks.
- 4) Individual Considerations (*Individualized Consideration*). Leaders provide personal attention and support to each subordinate.

Knowledge Sharing Culture

Riyadi (2019:23) defines a knowledge-sharing culture as a value system within an organization that emphasizes the importance of exchanging information and experiences between individuals to improve work effectiveness and innovation. When an organization has a strong culture of sharing, employees will be more open to exchanging ideas and solutions to solve problems. Siregar, H., & Sutanto (2020:89) knowledge sharing culture is an important aspect of knowledge management that allows employees to share insights, experiences, and skills with the aim of improving individual and organizational performance. According to Fadilla *et al*, (2024), the indicator knowledge sharing culture are as follows.

- 1) Commitment (Commitment). The level of individual dedication in sharing knowledge with colleagues.
- 2) Social Network (Social Network). The quality and quantity of social relationships that support the exchange of information.
- 3) Trust (Trust). The level of trust between members of the organization in the process of sharing knowledge.
- 4) Management Support (Management Support). The extent to which management supports and facilitates knowledge sharing activities.

Self-Efficacy

Suharnan., (2018:90) self efficacy Self-efficacy is an individual's belief in their ability to complete a task or achieve a specific goal. This belief plays a crucial role in determining how a person faces challenges, overcomes obstacles, and maintains motivation at work. Prihatsanti, U., & Mangundjaya, (2019:124) self efficacy is an individual's perception of his or her capacity to complete certain tasks effectively. The level of self efficacy High performance can increase perseverance, creativity, and resilience in facing work pressure. Indicators that will be used as measuring tools self-efficacy referring to Bandura's theory (1997), namely.

- 1) Magnitude (Difficulty Level).
The extent to which individuals are confident in performing certain tasks.
- 2) Strength (Strength)
An individual's consistency in maintaining his/her belief in his/her own abilities.
- 3) Generality (Generality)
An individual's ability to apply his or her beliefs in a variety of situations and tasks.

Competency Development Personal

Sutrisno, (2016:132) *competency development personal* Competency development is the process of improving individual skills, knowledge, and attitudes needed to enhance performance within an organization. This competency development can be achieved through training, work experience, and independent learning. Rivai, V., & Sagala, (2019:89) *competency development personalis* a systematic effort to increase a person's capacity to carry out their duties and responsibilities more effectively. According to Santoso *et al.*, (2020), there are 5 indicators obtained. *competency development personal* namely.

- 1) Knowledge Development (*Knowledge Development*). Increased understanding and insight of individuals in certain fields.
- 2) Skills Development (*Skill Development*). Improvement of technical and non-technical skills relevant to the job.
- 3) Improving Professional Attitude (*Professional Attitude Enhancement*). Improvements in work ethics, responsibility, and commitment to the profession.

3 | METHOD

The method used in this study is a quantitative research method with an explanatory causal approach. The population in this study was 168 employees of PT. Wahana Lintas Nusantara Surabaya. The sampling technique for this study was a saturated sample with a sample of 168 respondents. The data collection technique used a questionnaire distribution method through gform measured with a Likert scale. The data analysis technique in this study used SmartPLS (Partial Least Square) 4.0 and SPSS 26. The research stages include descriptive tests, validity, reliability, outer model analysis, inner model analysis, and hypothesis testing.

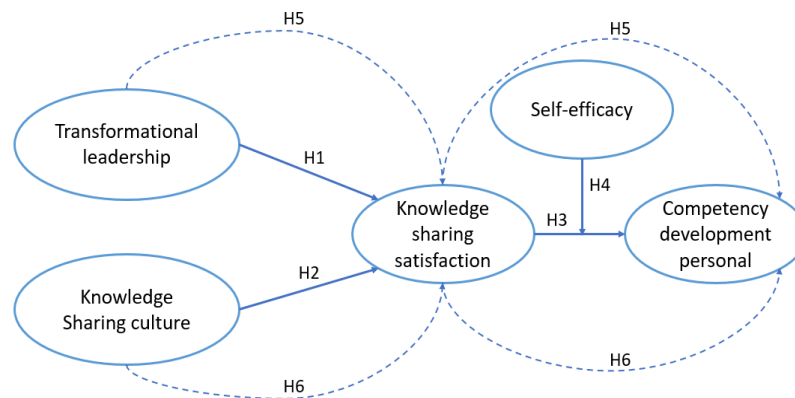


Figure 1. Research Concept Framework

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Evaluation Measurement Model (Outer Model)

According to Ghozali (2015:39) the aim of evaluating the outer model is to assess validity through convergent validity and discriminant validity, as well as the reliability of the model being evaluated composite reliability as well as cronbach's alpha for the indicator block.

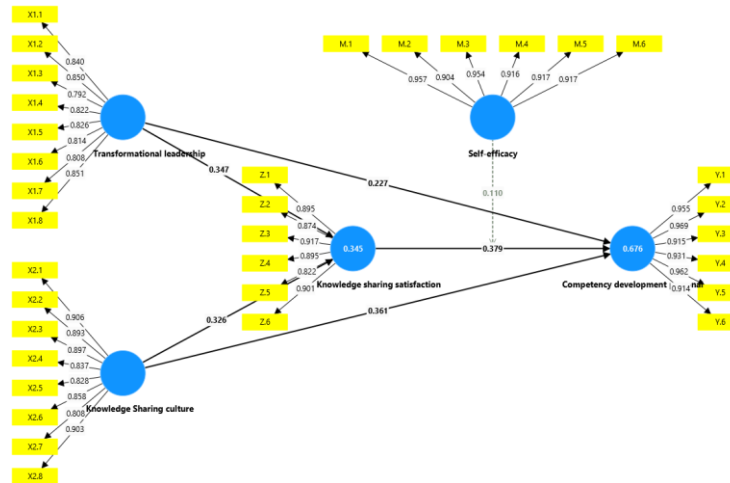


Figure 2. Results of the smartPLS 4.0 algorithm

The data processing results in Figure 2 show all indicators had reached the anticipated value threshold of greater than 0.7 and so all met a criterion that most people would view as satisfactory. It indicates therefore that the data used for analysis is reliable and robust: these measurements reflect a strong association between variables. The values above 0.7 indicate that the indicators are a uniform and constant reference, thus proving the point of one Chinese Manager. Such results therefore reinforce the accuracy of research findings, buttressing the credibility of both model and interpretations.

4.1.2 Average Variance Extracted (AVE)

The Average Variance Extracted (AVE) test results are given in Table 1 and this can be used to measure the convergent validity of the constructs. AVE values for each variable indicate the percent of variance in indicators that is explained by respective latent variables. The results show that all constructs have satisfactory AVE values (with "Competency Development Personal " having the highest of 0.886), "Self-Efficacy" 0.861 "Knowledge Sharing Satisfaction" and "Knowledge Sharing Culture" at well over 0.7 scores - 0.782 and 0.751 respectively. "Transformational Leadership" even is 0.681 AVE, though still well above the minimum of 0.5 required for convergent validity. These results confirm the model is reliable in capturing constructs.

Table 1. Test Results Average Variance Extracted (AVE)

	Average variance extracted (AVE)
Transformational leadership	0,681
Knowledge Sharing culture	0,751
Knowledge sharing satisfaction	0,782
Self efficacy	0,861
Competency development personal	0,886

Source: Processing Output with smartPLS 4.0

From the data in the table above, it's easy to see that all AVE figures outstrip the 0.50 benchmark. In this way, it can be said that the concepts are applied with fair internal validity. The AVE values show that every indicator can account for more than half of its variable 's variance. Consequently, indicators are reliable and valid and suitable for future analysis. The constructs of this level of reliability will ensure that subsequent tests obtain useful and accurate results.

4.1.3 Composite Reliability And Cronbach's Alpha

Both the composite reliability and Cronbach 's alpha were used in this research to test the internal consistency and reliability of theory constructs. The Cronbach's Alpha result, with all values above the suggested threshold of .70, showed good reliability in each construct. For example, "Self-efficacy" has a Cronbach's Alpha value of .969, indicating excellent consistency between items in the questionnaire. In addition, rho_c (composite reliability) results were also quite good by and large. For self-efficacy, it was 0.974; followed then by knowledge sharing culture and knowledge sharing satisfaction sodas machine quality. This suggests that all of the constructs used in our model show high levels of internal consistency and reliability; hence they are fit for further analysis.

Table 2. Composite Test Results Reliability And Cronbach's Alpha

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
--	------------------	-------------------------------	-------------------------------

Transformational leadership	0,933	0,936	0,945
Knowledge Sharing culture	0,952	0,956	0,960
Knowledge sharing satisfaction	0,945	0,953	0,956
Self efficacy	0,969	1,005	0,974
Transformational leadership	0,933	0,936	0,945

Source: Processing Output with smartPLS 4.0

Based on table 2. above, it can be seen that the test results Composite Reliability And Cronbach's Alpha shows a satisfactory value, namely that all latent variables are reliable because all latent variable values have a value Composite Reliability And Cronbach's Alpha ≥ 0.70 . So it can be concluded that the questionnaire used as a research tool is reliable and consistent.

4.1.4 Multicollinearity Test

Test for multicollinearity with the Variance Inflation Factor (VIF). The VIF value higher than 5 implies that there may exist a multicollinearity problem. But all figures in this table are well below that level, indicating there is no need to worry about multicollinearity. Take such variables as "Knowledge Sharing Satisfaction" and "Self-Efficacy", with VIF values of 1.380 and 1.062 respectively; also for an example "Private Competence Development," there are no coefficients greater than 1.571. These statistics all prove that there is very little correlation between the variables and they can be confidently used as input to regression analysis. Thanks to these results, confirm the constructs under study just are not highly intercorrelated--relying upon ones nature rather than formality characteristics of model--assuring that what Our heuristic procedure was sensible and did not lead us into some totally flawed end product.

Table 3. Values Collinearity Statistics (VIF)

	Knowledge satisfaction	sharing	Self Efficacy	Competency development personal
Transformational leadership	1,380		1,062	1,571
Knowledge Sharing culture	1,380		1,114	1,548
Knowledge sharing satisfaction	-		-	1,603
Self-efficacy	1,276		-	
Competency development personal	-		-	-

Source: Processing Output with smartPLS 4.0

The results of Table 3 reveal that all VIFs are below 5, indicating no multicollinearity problems existing among indicators in this study. Now that we know these figures exist, a great implication is that the multivariate counterparts of any of the variables are quite likely to be highly correlated. This could distort widely used analytical methods such as regression to giving invalid conclusions. Multicollinearity can lead to unreliable estimation coefficients made sense of in two ways - by removing the problem to begin with or getting rid of it later. With the problem in hand, coefficient estimates become less reliable and is not even easy to tell what relation exists among variables. Absence of multicollinearity allows for more accurate and trustworthier results. Furthermore, the outer model measurement phase is crucial for assessing the validity and reliability of the constructs, and making sure that the model is robust in further analyses.

4.1.5 Structural Model Evaluation (Inner Model)

After the estimated model meets the criteria Outer Model, then the structural model was tested (Inner Model). Inner model testing is the development of a concept-based model from a theory in order to analyze the influence of exogenous and endogenous variables that have been described in the conceptual framework. The stages of testing the structural model (inner model) is done with the following steps.

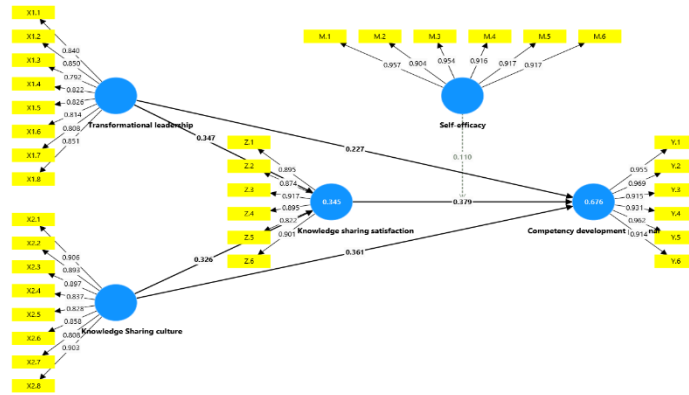


Figure 3. Inner Loadings
Source: data processed by SmartPLS 2025

In the structural model image above, the path coefficient evaluation is carried out to determine how strong the influence of each independent variable is on the dependent variable in the model. path coefficient describes the direction and strength of the relationship between latent constructs. Based on the SmartPLS results, the values obtained are path coefficient as follows.

- 1) Influence *knowledge sharing satisfaction to competency development personal* = 0.379. This is the largest influence in the model on personal competency development. These results indicate that the higher an individual's level of satisfaction with the knowledge-sharing process, the greater the opportunity to improve their personal competency. Satisfaction with knowledge sharing creates a collaborative atmosphere that encourages learning, exploration of ideas, and individual growth within a work or organizational context.
- 2) Influence *transformational leadership to knowledge sharing satisfaction* = 0.347. Transformational leadership style has a significant influence on satisfaction in knowledge sharing. This indicates that leaders who are able to inspire, motivate, and provide personal support will increase employee comfort and enthusiasm in sharing knowledge. Leadership that supports individual change and development creates a healthy and productive sharing environment.
- 3) Influence *knowledge sharing culture to knowledge sharing satisfaction* = 0,326. A culture of knowledge sharing has also been shown to positively influence individual satisfaction with these sharing activities. A work environment that consistently encourages, facilitates, and rewards the sharing of information and experiences will increase individual satisfaction while participating in the process.
- 4) Indirect effects: *knowledge sharing satisfaction → transformational leadership → competency development personal* = 0,131. This mediation pathway suggests that satisfaction with knowledge sharing can indirectly enhance personal competence through transformational leadership. This means that when satisfaction with sharing increases and is supported by inspirational leadership, its impact on competence development becomes more significant.
- 5) Indirect effects: *knowledge sharing satisfaction → knowledge sharing culture → competency development personal* = 0,124. Similarly, satisfaction in sharing also has an indirect effect on competency development by strengthening a culture of sharing. When individuals feel satisfied in sharing and the organizational culture supports this, the positive effects on competency development will be even stronger.
- 6) The effect of interaction *self efficacy × knowledge sharing satisfaction terhadap competency development personal* = 0,110. The interaction between self-efficacy and satisfaction in sharing knowledge contributes to the development of personal competence. Although its influence is the smallest in this model, these results still indicate that the combination of an individual's belief in their own abilities (self-efficacy) and satisfaction in sharing can significantly strengthen learning and self-improvement efforts.

Table 4. Value Test Results R-Square (R²)

	R-square	R-square adjusted
Competency development personal	0,676	0,666
Knowledge sharing satisfaction	0,345	0,337

Source: Output Processing with smartPLS 4.0

- 1) For variables *Competency development personal*, mark R-Square Adjusted of 0.666 indicates that approximately 66.6% of the variability in personal competency development can be explained by the predictor variables in this research model (namely *Transformational leadership*, *Knowledge Sharing culture*, *Knowledge sharing satisfaction*, And interaction *Self efficacy with Knowledge sharing satisfaction*). The remainder, which is 33.4% (100% - 66.6%), is influenced by other variables that are not included or not studied in this model.

2) For variables Knowledge sharing satisfaction, mark R-Square Adjusted of 0.337 indicates that approximately 33.7% of the variability in knowledge sharing satisfaction can be explained by the predictor variables in this model (i.e. Transformational leadership dan Knowledge Sharing culture). This means that the remaining larger percentage, namely 66.3% (100% - 33.7%), is influenced by other factors or variables that are outside the scope of the research model being tested.

Look at the significance of the hypothesis by looking at the parameter coefficient value and the significant value of the t-statistic on algorithm bootstrapping report. To determine whether it is significant or not, look at the t-table at alpha 0.05 (5%) = 1.96. Then the t-table is compared with the calculated t-statistic.

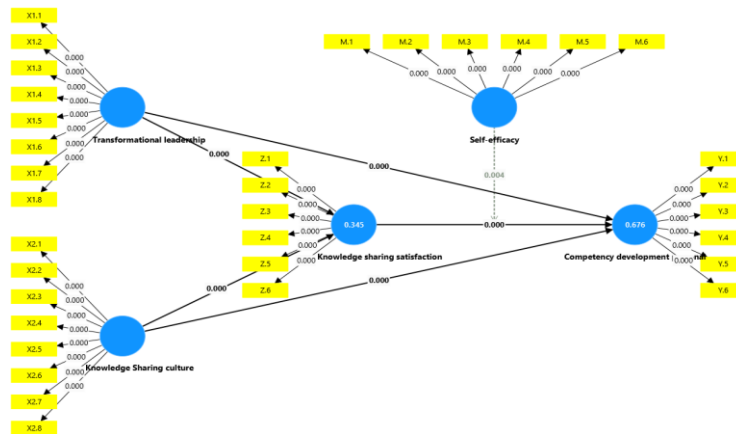


Figure 4. Bootstrapping

Table 5. Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
Transformational leadership -> Knowledge sharing satisfaction	0,347	0,353	0,073	4,742	0,000	Significant
Knowledge Sharing culture -> Knowledge sharing satisfaction	0,326	0,321	0,080	4,059	0,000	Significant
Knowledge sharing satisfaction -> Competency development personal	0,379	0,382	0,078	4,862	0,000	Significant
Self-efficacy x Knowledge sharing satisfaction -> Competency development personal	0,110	0,110	0,038	2,883	0,004	Not Significant
Knowledge sharing satisfaction -> Transformational leadership -> Competency development personal	0,131	0,136	0,043	3,077	0,002	Significant
Knowledge sharing satisfaction -> Knowledge Sharing culture -> Competency development personal	0,124	0,123	0,041	2,980	0,003	Significant

Source: OutputProcessing with smartPLS 4.0

The following are the results of hypothesis testing on the structural model.

- 1) Influence Transformational leadership to Knowledge sharing satisfaction. The analysis shows that Transformational leadership has a positive and significant influence on Knowledge sharing satisfaction. With a path coefficient of 0.347, it can be interpreted that leadership transformational Effective communication will increase employee satisfaction in sharing knowledge. The significance of this relationship is confirmed by the t-statistic value of 4.742 (greater than 1.96) and p-value 0.000 (less than 0.05).
- 2) Influence Knowledge Sharing culture to Knowledge sharing satisfaction The results of the analysis show that Knowledge Sharing culture has a positive and significant effect on Knowledge sharing satisfaction. The path

coefficient of 0.326 indicates that the better the knowledge sharing culture in an organization, the higher the satisfaction with knowledge sharing. This is confirmed by a significant t-statistic of 4.059 (greater than 1.96). p-value 0.000 (less than 0.05).

- 3) Influence Knowledge sharing satisfaction to Competency development personal. It was found that Knowledge sharing satisfaction has a positive and significant influence on Competency development personal. The path coefficient value of 0.379 indicates that satisfaction in sharing knowledge contributes positively to the development of personal competence. The significance of this influence is supported by a t-statistic value of 4.862, which exceeds 1.96, and a p-value of 0.000, which is below the 0.05 threshold.
- 4) The effect of interaction Self-efficacy And Knowledge sharing satisfaction to Competency development personal. The results of the test for the moderation effect showed that the interaction between Self-efficacy And Knowledge sharing satisfaction has a positive and significant influence towards personal competency development. The path coefficient value of 0.110 with a t-statistic of 2.883 (greater than 1.96) and a p-value of 0.004 (smaller than 0.05) indicates that Self-efficacy strengthens positive relationships between Knowledge sharing satisfaction And Competency development personal.
- 5) Effect of Interaction Transformational leadership to Competency development personal through Knowledge sharing satisfaction. The test results show that Knowledge sharing satisfaction significantly mediates the influence of Transformational leadership to Competency development personal. The influence coefficient value (Original sample) of 0.131 indicates that transformational leadership indirectly increases the development of personal competencies by increasing satisfaction with knowledge sharing. The significance of this mediation is supported by the t-statistic value of 3.077, which is greater than the t-table (1.96 at alpha 0.05) and the value-of 0.002 which is smaller than 0.05.
- 6) Effect of Interaction Knowledge Sharing culture to Competency development personal through Knowledge sharing satisfaction. The results of the analysis show that Knowledge sharing satisfaction significantly mediates the influence of Knowledge Sharing culture to Competency development personal. The influence coefficient of 0.124 indicates that a knowledge-sharing culture indirectly contributes to the development of personal competence through its impact on satisfaction in knowledge sharing. This mediation effect is proven significant with a t-statistic value of 2.980 (greater than 1.96) and p-value 0.003 (less than 0.05).

4.2 Discussion

According to this study, transformational leadership and knowledge-sharing culture both serve as catalysts for the personal development of employees. This ties in with similar research done before (Halawi *et al.*, 2017). This approach to leadership, which is a constant energy and motivation for employees, makes the best environment for growth. By taking an inspirational approach, leaders are able to encourage employees to share knowledge actively with their peers thereby developing their abilities further. Then, a robust knowledge-sharing culture is important in increasing workers' satisfaction in participating in the sharing process. As Riyadi (2019) found, organizations that have a vigorous knowledge-sharing culture are able to share information and experience more freely among employees. However, with the support of management and an open social atmosphere, employees can safely pass on information and skills of real benefit to work. In so doing, they can accumulate more quickly and the skill they get is one that tells on the job market.

What's more, satisfaction from sharing knowledge connects the doings of sharing and the realm of personal competence development. Those staff who are satisfied with the process of sharing knowledge become more open to study and upgrading their skills. This discovery is in agreement with Dewi *et al.* (2025) they argue that satisfaction with knowledge sharing makes individuals want to continuously improve their abilities and energetically contribute to the workplace. Self-efficacy also greatly strengthens the relationship between knowledge-sharing satisfaction and the construction of competency for staff. Bandura (1997) believes that an individual's belief in their ability will affect approaches they use for challenges and how they overcome obstacles at work. Employees with a strong sense of self-efficacy can show greater enthusiasm for sharing knowledge, accelerating the process of learning and developing their competence.

The research detailed in this article speaks to how Transformational Leadership, a culture of Knowledge Sharing, and Self-efficacy all combine to help employees develop their own professional competence. For businesses, it is imperative to build leadership that is capable of inspiring knowledge-sharing and promoting a culture of knowledge. This creates favourable conditions for competence development. To further strengthen the positive impact of knowledge sharing on their skill development, workers' self-efficacy must also be raised. The findings of this research provide the next steps for future studies of including variables such as employee engagement or factors related to institutional innovation. Further study using a mixed-method approach could build on these findings, providing a wider perspective on how these factors interact in different organizational contexts to enhance competency development.

5 | CONCLUSIONS AND FUTURE WORK

Based on the results of the research and discussion, the following conclusions can be drawn: 1). Transformational Leadership has a significant positive effect on Knowledge Sharing Satisfaction at PT. Wahana Lintas Nusantara Surabaya. Transformational leadership which includes providing inspiration, individual attention, and intellectual support has been proven to create a work environment conducive to knowledge sharing, thereby increasing employee satisfaction in carrying out these activities. 2). Knowledge Sharing Culture has a significant positive effect on Knowledge Sharing Satisfaction at PT. Wahana Lintas Nusantara Surabaya, a work culture that supports openness, teamwork, and information sharing contributes significantly to employee satisfaction in sharing knowledge within the organization. 3). Knowledge Sharing Satisfaction has a significant positive effect on Competency Development Personal at PT. Wahana Lintas Nusantara Surabaya, employees who feel satisfied with sharing knowledge tend to be more open to learning, enthusiastic about developing skills, and actively participate in improving their personal competencies. 4). Self Efficacy positively and significantly moderates the influence of Knowledge Sharing Satisfaction to Competency Development Personal. The higher an individual's self-efficacy, the stronger the relationship between satisfaction with knowledge sharing and increased competence. Self-confidence becomes a reinforcement in the learning and personal development process. 5). Knowledge Sharing Satisfaction mediates positively and significantly the influence of Transformational Leadership to Competency Development Personal. Transformational leadership increases satisfaction in sharing knowledge, which in turn has a positive impact on employee competency development. 6). Knowledge Sharing Satisfaction mediates positively and significantly the influence of Knowledge Sharing Culture to Competency Development Personal. A supportive organizational culture of knowledge sharing creates satisfaction in sharing, which in turn encourages the continuous development of personal skills and competencies.

ACKNOWLEDGEMENTS

Based on the research results and conclusions above, suggestions can be proposed which are expected to be useful for various parties, including, Suggestions for PT. Wahana Lintas Nusantara Surabaya:

1. Companies are advised to continue developing and implementing transformational leadership, particularly in building strong interpersonal relationships between superiors and subordinates. Leaders need to be inspirational, mentors, and motivators who foster an open culture of knowledge sharing.
- 2) Management needs to instill the values of collaboration, openness, and mutual support among employees as part of the work culture. This can be done through training, regular discussion forums, or a reward and recognition system for employees who actively share knowledge.
- 3) Companies need to provide a knowledge management platform or system (knowledge management system) that is easily accessible and user-friendly to facilitate the sharing process between divisions or individuals, as well as provide positive feedback on these contributions.

Suggestions for Further Research.

1. Future researchers are advised to add other variables such as organizational learning, employee engagement, or innovation behavior in order to enrich understanding of the relationship between variables in competency development.
2. Future research could include companies from different sectors or regions to make the results more generalizable. Cross-industry comparisons could also provide new perspectives on the influence of organizational culture and leadership.
3. To obtain more in-depth results, future research can combine quantitative and qualitative methods (in-depth interviews or FGDs) to directly explore employee perceptions of knowledge sharing and competency development.

REFERENCES

- Ahli, R., Hilmi, M. F., & Abudaqa, A. (2024). Moderating Effect Of Perceived Organizational Support On The Relationship Between Employee Performance And Its Determinants: A Case Of Entrepreneurial Firms In UAE. *APTISI Transactions On Technopreneurship*, 6(2), 199–212. <https://doi.org/10.34306/Att.V6i2.425>
- Bandura, A. (1997). *Self-Efficacy: The Exercise Of Control*. New York: W. H. Freeman.
- Darmawan. (2018). *Knowledge Management: Theory and Application*. Bandung: Alfabeta.

- Dewi, N. P., Elkarima, N., & Pawar, A. (2025). Transformational Leadership , Digital Competence , And Employee Performance : Examining The Mediating Role Of Self-Efficacy And The Moderating Influence Of Perceived Organizational Support In Riau Islands Province. 16(1). <https://doi.org/10.18196/mb.v16i1.25429>
- Fadilla, S., Nurqamarani, A. S., & Juliana, A. (2024). Decoding Factors Influencing Knowledge Sharing Among Indonesian Scholars. *Journal of Management*, 28(2), 410–434. <https://doi.org/10.24912/jm.v28i2.1964>
- Hamidy, D. W. (2020). Determination Of Transformational Leadership, Work Culture And Competence With Organizational Commitment As A Variable Intervening Towards Performance Government Officer Planning, Research And Development Of Riau Islands Province. *Zona Manajemen : Program Studi Magister Sains Manajemen Universitas Batam*, 10(1), 1–2.
- Hidayat, A. S., & Rofaida, R. (2021). The Role of Transformational Leadership and Knowledge Sharing in Stimulating Innovative Behavior in Educational Institutions. *Journal of Management Science*, 9(2), 768. <https://doi.org/10.26740/jim.v9n2.p768-778>
- Indrawati, P. (2022). Determination of Knowledge Sharing Self-Efficacy, and Knowledge Sharing Quality on Employee Job Performance (Study at PT. Aji Pangan Lestari). *JAMIN: Journal of Management Applications and Business Innovation*, 4(2), 106. <https://doi.org/10.47201/jamin.v4i2.96>
- Prihatsanti, U., & Mangundjaya, W. L. H. (2019). The Role of Organizational Culture in Knowledge Sharing. *Journal of Psychology*, 2(2).
- Rivai, V., & Mulyadi, D. (2020). *Leadership and Organizational Behavior*. Jakarta: Rajawali Pers.
- Rivai, V., & Sagala, E. J. (2019). *Human Resource Management for Companies: From Theory to Practice*. Jakarta: Rajawali Pers.
- Riyadi, S. (2019). *Knowledge Management*. Jakarta: XYZ Publisher.
- Salam, A. (2021). The Influence of Knowledge Sharing and Self-Efficacy on Employee Performance Through Employee Engagement. *Journal of Management Science*, 11(1), 48–56.
- Santoso, P. B., Purba, J. T., Ugut, G. S. S., & Budiono, S. (2020). The Role of Transformational Leadership, Self-Efficacy, and Professional Competence on Knowledge Sharing and Lecture Performance. *Kontingensi: Jurnal Ilmiah Manajemen*, 8(2), 187–201. <https://doi.org/10.56457/jimk.v8i2.156>
- Sirait, A., Dewi, N. P., & Rumengan, A. E. (2024). Influence Of Transformational Leadership, Organizational Citizenship Behavior, And Worker Involvement On Innovative Work Performance With Sharing Of Knowledge As An Intervening Variable At The Office Of PLP Class II Tanjung Uban Ministry Of Transportation. *Journal Of Multidisciplinary Academic And Practice Studies*, 2(3), 579–599. <https://doi.org/10.35912/jomaps.v2i3.2371>
- Siregar, H., & Sutanto, A. (2020). The Influence of Organizational Culture on Knowledge Sharing Behavior. *Journal of Management and Organization*, 12(2).
- Suharnan. (2018). *Industrial and Organizational Psychology*. Surabaya: Unesa University Press.
- Sutrisno, E. (2016). *Human Resource Management*. Jakarta: Kencana.
- Wibowo, T. S., Fatmawati, R., Sitorus, S. A., Hartono, & Suhendi, D. (2023). Employee Performance In The Vuca Era: Determinants Of Agile Leadership And Job Satisfaction. *Business And Accounting Research (IJEBAR) Peer Reviewed-International Journal*, 7(1), 1–10. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR/article/view/8411/3314>
- Wirawan. (2018). *Leadership: Theory, Psychology, Organizational Behavior, Applications, and Research*. Jakarta: Rajawali Pers.
- Yulianto, A. (2024). THE EFFECT OF SELF-EFFICACY OF SHIPPING POLYTECHNIC EDUCATION PERSONNEL IN



IMPROVING PERFORMANCE. 2, 2408–2421.

Yunita, T. (2021). Self-Efficacy, Organizational Culture And Quality Of Innovation Related To Student Sharing Knowledge. *INQUISITIVE : International Journal Of Economic*, 1(2), 88–102. <https://doi.org/10.35814/Inquisitive.V1i2.2279>

How to cite this article: Karimah, N., Kusmaningtyas, A., & Ardiana, D. K. R. (2025). Transformational Leadership, Knowledge Sharing Culture to Increase Personal Competency Development Through Knowledge Sharing Satisfaction as a Mediation Variable and Self-Efficacy as a Moderating Variable for Employees of PT. Wahana Lintas Nusantara Surabaya. *Indonesian Journal Economic Review (IJER)*, 5(2), 206-217. <https://doi.org/10.59431/ijer.v5i2.597>