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ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP ON EFFECTIVENESS OF KNOWLEDGE SHARING IN PMII ORGANIZATION

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Organizational culture; transformational leadership; knowledge sharing

ABSTRACT

Purpose: *This research aims to find the influence of organizational culture and the contribution of transformational leadership to knowledge sharing in PMII organization.* ***Methodology:*** *This study adopts a quantitative methodological framework. Data acquisition was carried out via a structured questionnaire, targeting 250 respondents drawn from the population of active PMII members in Sidoarjo, selected through an incidental sampling technique. The analytical procedure encompassed various statistical diagnostics, and determination coefficient analysis were performed utilizing the SPSS.* ***Results:*** *The analytical findings reveal that, organizational culture Anda trasformational leadership significant effect on knowledge sharing.* ***Findings:*** *The research concluded that both organizational culture and transformational leadership are pivotal in fostering knowledge sharing.* ***Novelty:*** *The novelty of this study lies in uncovering the mutual role of organizational culture and transformational leadership in strengthening the outcomes of knowledge sharing.* ***Originality:*** *This study lies in its focus which examines the the dynamic between organizational culture and transformational leadership on knowledge sharing.* ***Conclusion:*** *This investigation demonstrates that all hypotheses are substantiated, there by offering empirical support for the assertion that both organizational culture and transformational leadership significant influence on knowledge-sharing dynamics within PMII organizations.* ***Type of Paper:*** *Empirical research paper.*

INTRODUCTION

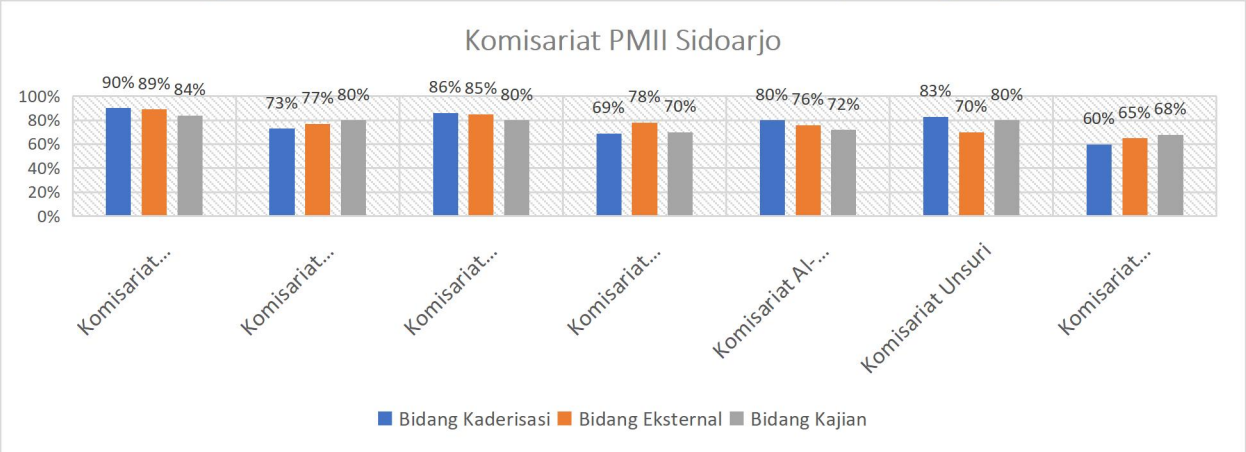
In the increasingly complex era of globalisation, organisations are required to continuously adapt to dynamic and competitive environmental changes (Asfahani, 2023). One of the keys to organisational success amid these changes is the ability to manage and share knowledge effectively among its members, known as knowledge sharing (Moghaddam, 2024). Knowledge sharing is an important process that involves the transfer of information, skills, and experiences between individuals in an organisation (Nham et al., 2020). This process is one of the main foundations in creating innovation, improving the quality of decision-making, and strengthening organizational competitiveness. However, knowledge sharing cannot be realised automatically. This process is

strongly influenced by various internal organisational factors, including organizational culture and leadership style, especially transformational leadership (Hui et al., 2024).

Organizational culture conveys the underlying values, expectations, and patterns of behavior that are applied in the organisation and serve as guidelines for its members . Organizational culture supports collaboration, openness, and shared learning and is necessary to create an environment conducive to knowledge sharing. According to Andayani *et al.,* (2022) Conversely, a less supportive organizational culture, such as unhealthy internal competition or lack of trust between members, can be a major obstacle to knowledge sharing. On the other hand, transformational leadership presents a marked influence on shaping the behaviour of organisational members (Bakker et al., 2023) . Transformational leadership not only acts as a manager but also as an inspirer who can motivate, build a shared vision, and encourage members to go beyond existing boundaries. Transformational leadership is very relevant in the context of knowledge sharing because visionary leaders are able to create an organisational climate that supports innovation and collaboration. (Al-Husseini *et al.,* 2021). Lack of aligned leadership support will contribute to ineffectiveness by inhibiting or limiting information for personal gain or creating communication gaps in building knowledge (Sarah, 2020).

The phenomenon that occurs in the field shows that knowledge sharing is often a challenge in various types of organisations, including student organisations such as the Indonesian Islamic Student Movement (PMII) in Sidoarjo (Ummah, 2022). PMII is one of the largest student organisations in Indonesia that has a strategic goal to produce cadres who excel in intellectual, moral, and leadership aspects. However, to achieve these goals, PMII requires effective knowledge management among its members. Based on initial observations, there are various obstacles in the knowledge sharing process in PMII, such as a lack of communication between members, a lack of facilitation from leaders, and an organizational culture that does not fully support collaboration (Chua *et al.,* 2023).

Figure 1. Realisation of PMII Commissariat Sidoarjo work program



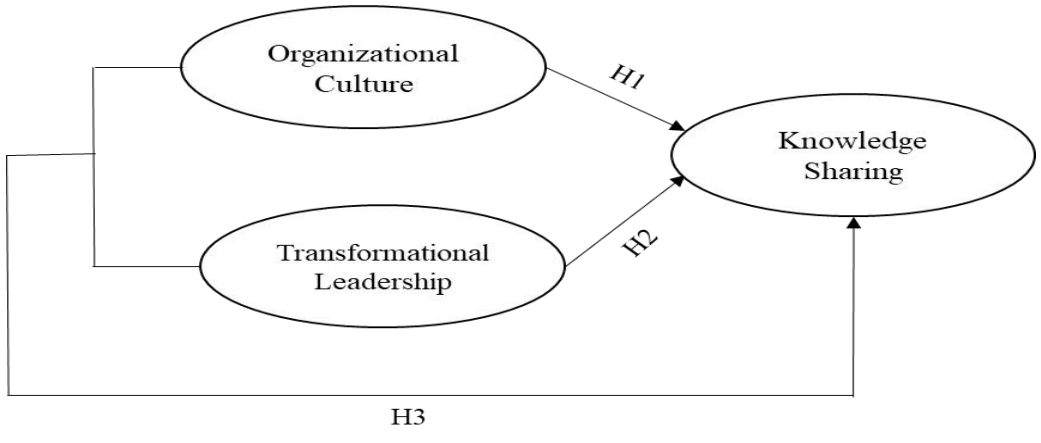
Source: PMII Sidoarjo Data Collected, 2025

The diagram above illustrates the realisation of PMII Commissariat Sidoarjo's work program in three main areas, namely Cadre, External, and Study. Based on the data obtained, Unusida Commissariat has the highest realisation rate with 90% in Cadreization, 89% in External Affairs, and 84% in Studies. Meanwhile, the Umaha Commissariat also showed a fairly optimal level of realisation with 86% in Cadre, 85% in External, and 80% in Studies. In contrast, the Stainim Commissariat has the lowest realisation rate, with 60% in Cadre, 65% in External, and 68% in Studies, which indicates challenges in implementing work programs. Overall, the Cadre Division has the highest realization rate across the commissariat, with an average of above 75%, which indicates that cadre strengthening is the main focus of the organisation. However, the Study Division has a lower

realization rate in some commissariats, such as Unipda (68%) and Al-Khoziny (72%), which indicates that the effectiveness of knowledge sharing in the organisation still needs to be improved. In the world of organisations, organizational culture and transformational leadership play an important role in supporting knowledge sharing (Wafda, 2020). Knowledge sharing is a crucial element that not only improves individual capacity but also strengthens the competitiveness of the organisation as a whole (Zeb et al., 2021). However, most studies that examine the relationship between organizational culture, transformational. Previous research shows that a strong organizational culture and transformational leadership can create an environment conducive to knowledge sharing (Fitria & Achmad, 2022). However, research that specifically explores this phenomenon in the context of student organisations such as PMII (Pergerakan Mahasiswa Islam Indonesia) is still very limited (Fajarudin, 2021). Student organisations have unique characteristics, such as a dynamic membership structure, diverse backgrounds of its members, and a primary goal that focuses more on human resource development. This shows an important research gap to be filled to understand the extent to which the cultural environment and transformational leadership affect knowledge sharing in a dynamic and individual capacity development-oriented environment such as PMII (Islam et al., 2024)..

This study is urgent not only because of the importance of understanding the factors involved, but also because of its significant impact on that determine knowledge sharing practices, but also in the need to increase the capacity of student organizations to optimally utilize the potential of their members. As an organisation that has a big vision to produce quality cadres, PMII needs the right strategy to create an organizational environment that supports learning, innovation, and collaboration. By understanding the involvement of organizational culture and transformational leadership, this study is expected to make theoretical and practical contributions (Muharam, 2023). Theoretically, study will enrich the body of literature addressing knowledge sharing in the context of student organizations. Practically, It is hoped that this study will act as a foundation for PMII and other student organisations in building an effective knowledge sharing culture (Kumaraswamy & Chitale, 2012). Ultimately, the results of this study are not only relevant to improve the effectiveness of student organizations but also to support the development of a more creative, innovative, and competitive young generation in Indonesia. This is in line with the strategic role of student organisations as a forum for character building and the development of the nation's future leaders.

Figure 2. Conceptual Framework



Based on the figure 2, the hypothesis in the study is concluded to be H1: organizational culture affects the effectiveness of knowledge sharing, H2: transformational leadership affects the

effectiveness of knowledge sharing, H3: organizational culture and transformational leadership affect the effectiveness of knowledge sharing.

METHOD

Research Design

As a planning and implementation process in research, this study design is designed as follows: 1) Identify the problem (phenomenon) to be studied, 2) Find the theoretical basis relevant to the research title, 3) Formulate a hypothesis, 4) Determine the research method chosen, quantitative, 5) Collect data in the form of a questionnaire, 6) Analyse explanatory data, 7) Compile research results, 8) After the results are obtained, draw conclusions (Takona, 2024).

Populations and Samples

The target group in this study consisted of active members of PMII spread across each Commissariat in Sidoarjo, and the population size was known to be 664 active members. This this study uses an accidental Sampling Approach. The determination of the sample size was carried out using the Slovin formula used the Slovin formula with an error tolerance level of 5% (Teniwut, 2023). Description n: sample, N: Population, e = level of accuracy (error) as for the formula then obtained:

$$n = \frac{\mathrm{N}}{1 + (\mathrm{N}.\mathrm{e})2}$$

$$n = \frac{664}{1 + (664.(0{,}05)2}$$

$$n = \frac{664}{1 + (664.(0{,}0025)}$$

$$n = \frac{664}{1 + (1.66)}$$

$$n = \frac{664}{2.66}$$

$$n = 249{,}81$$

So, the sample of this study with a tolerance level of 5% is 249.81, rounded to 250 respondents. This total is deemed to be sufficient to proportionally approximate the overall population.

Data Analysis Techniques

1. Validity Assessment

The validity test is the level of alignment between the data contained in the research object and the data that can be submitted by the researcher. Thus, validity is achieved when no discrepancy exists between the collected data and the actual situation it represents on the object of research. A data is considered to meet the minimum validity requirements Should the calculated r-score be higher than the benchmark value from the r-distribution, the data point fulfills the standard for validity (Darlington & Hayes, 2017).

2. Reliability Tests

Reliability (level of consistency) constitutes a indicator which illustrates the degree to which an instrument produces reliable and consistent results. In other words, reliability is related to the accuracy or consistency of a measuring instrument in measuring something. If a person's response to the same item remains consistent, the questionnaire is said to be reliable the same statement remains showing little or no variation during certain period of time. Reliability of a Reliability is inferred when the computed Cronbach's Alpha coefficient transcends the 0.60 benchmark (Darlington & Hayes, 2017).

Classical assumptions test

1. Normality Test

The evaluation of normality functions to identify whether the statistical data follows the expected bell-shaped distribution assess data distribution, by checking whether A key assumption in the regression process is that the predictor and outcome variables align with the characteristics of normality in their distribution. This test uses the significance value (Sig) as the basis for decision making. When the significance value is higher than 0.05, the assumption of normality for the data is upheld (Darlington & Hayes, 2017).

2. Linearity Test

The objective of this test is undertaken to fulfill the objective of examine the presence showing a considerable degree of linear dependency involving two variables. Assuming the significance outcome for deviation from linearity transcends the 0.05 cutoff point, this indicates indicating the presence of a statistically relevant linear association between the predictor and outcome variables (Darlington & Hayes, 2017).

3. Multicollinearity Test

This procedure serves to explore whether significant mutual associations exist Significant overlap or mutual association among independent variables may impair the reliability of the model. A well-specified regression model is expected to exhibit an absence of multivariate entanglement among its predictors. The analysis can be considered free from multicollinearity if the Variance Inflation Factor (VIF) value is less than 10 (Darlington & Hayes, 2017).

4. Autocorrelation Test

If when the Durbin-Watson value lies within the range of du to 4 minus du, it suggests that autocorrelation is not present. Durbin Watson produces a du value with k = 2, N = 250, and a significance level of 5% of 1.6802 (Darlington & Hayes, 2017).

5. Heteroscedasticity Test

It denotes a violation of constant variance, whereby the distribution of errors is heterogeneously spread across observations in the predictive model. To determine The identification of heteroscedastic tendencies within a regression model can be visually assessed through the pattern displayed in the scatterplot. A model may be considered free from heteroscedasticity when the residual points are randomly scattered around the horizontal axis (zero line), with no discernible systematic structure above or below it, rather than clustered on just one side, the distribution is regarded as appropriate. Additionally, the residual indicators are discouraged from display a wave-like pattern that alternately expands and contracts (Darlington & Hayes, 2017).

Multivariable Linear Regression

Concurrent linear regression procedure is applied to examine the influence elating to the effect exerted by several unbound variables upon a single dependent entit, where the variables are measured on an interval or ratio scale and are analyzed within a linear equation framework. In this study, The analytical framework adopts a multiple linear equation structured as: $Y = a + b_1x_1 + b_2x_2 + \varepsilon$, with Y symbolizing the response variable and ε representing residual variance (Darlington & Hayes, 2017).

Hypothesis Test

1.F-statistic evaluation/F test

Through this omnibus test, the presence of a significant simultaneous contribution by all explanatory factors is investigated extent to which exogenous factors simultaneously drive changes in the dependent construct variable. In this test, Should the significance coefficient be less than 0.05, one may deduce that the antecedent variable holds a consequential influence over the response indikator (Darlington & Hayes, 2017).

2. T-test

Through the t-test, the distinct effect of each regressor variable on the dependent indicator is analytically determined. The test is conducted with a significance level of 5% ($\alpha = 0.05$), with the following decision-making criteria:

1. A value of significance surpassing 0.05 indicates that H_0 is not rejected, implying insufficient evidence to support H_a.
2. A significance value less than 0.05 suggests that H_0 should be rejected, thereby supporting the acceptance of H_a.

3. Determination Predictor Weight Analysis (Coeffecient Tes)

The measure of model explanatory capability (R^2) serves to indicate the extent to which the regressor variable contributes to variations in the dependent measure. It reflects the The degree of outcome variability (Y) that can be traced back to the influence of fluctuations in the predictor input (X). A higher R^2 value signifies that a larger portion of The variability in Y can be elucidated through the influence of X. Conversely, a diminished R^2 coefficient signifies that the explanatory variable offers minimal contribution to the dispersion observed in the outcome construct.

RESULTS AND DISCUSSION

RESULTS

Table 1. Validity Test Results

Variables	Statement	R count	R table	Description
Organizational Culture	X1.1	0,518	0,124	Valid
	X1.2	0,401	0,124	Valid
	X1.3	0,707	0,124	Valid
	X1.4	0,675	0,124	Valid
	X1.5	0,640	0,124	Valid
	X1.6	0,704	0,124	Valid
	X1.7	0,682	0,124	Valid
	X1.8	0,672	0,124	Valid
	X1.9	0,683	0,124	Valid
	X1.10	0,557	0,124	Valid
Transformational Leadership	X2.1	0,765	0,124	Valid
	X2.2	0,765	0,124	Valid
	X2.3	0,706	0,124	Valid
	X2.4	0,682	0,124	Valid
	X2.5	0,672	0,124	Valid
	X2.6	0,743	0,124	Valid
	X2.7	0,687	0,124	Valid
	X2.8	0,751	0,124	Valid
	X2.9	0,726	0,124	Valid
	X2.10	0,760	0,124	Valid
	X2.11	0,731	0,124	Valid
	X2.12	0,687	0,124	Valid
	X2.13	0,738	0,124	Valid
	X2.14	0,716	0,124	Valid
	X2.15	0,727	0,124	Valid
Knowledge Sharing	Y.1	0,678	0,124	Valid
	Y.2	0,626	0,124	Valid
	Y.3	0,683	0,124	Valid
	Y.4	0,712	0,124	Valid
	Y.5	0,702	0,124	Valid
	Y.6	0,749	0,124	Valid
	Y.7	0,739	0,124	Valid
	Y.8	0,662	0,124	Valid

Source: Processed by researchers in 2025

In light of the values contained within the table, all statements are deemed valid since the correlation coefficient (r calculated) for each item is overtakes the statistical boundary r-value of 0.124.

Table 2. Reliability Test

Variables	*Cronbach's Alpha*	*Rolr Of Thum*	Description
Organizational Culture (X1)	0,815	0,06	Reliable
Transformational Leadership (X2)	0,814	0,06	Reliable
Knowledge Sharing (Y)	0,846	0,06	Reliable

Source: Processed by researchers in 2025

The table above indicates that the Cronbach's Alpha values for each independent variable exhibit an acceptable average, exceeding 0.6. ThereforeTherefore, one may reasonably conclude that the observed variables possess both verifiable accuracy and internal coherence reliable, making them suitable for acceptance and further statistical analysis.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		250
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.10163385
Most Extreme Differences	Absolute	.100
	Positive	.075
	Negative	-.100
Test Statistic		1.582
Asymp. Sig. (2-tailed)		.013

Source: Processed by researchers in 2025

A Sig. value greater than 0.05 denotes that the data adhere to the assumption of normality. Referring to the table presented, it is evident that this criterion has been satisfied.

Table 4. Linearity Test Results

Anova Table							
			Sum of squares	df	Mean Square	F	Sig.
Knowledge Sharing	Between Groups	(Combinned)	2443.423	22	111.065	11.261	.000
		Linearity	2023.263	1	2023.263	205.150	.000
		Deviation form linearity	420.161	21	20.008	2.029	.006
Organizational Culture	Within Groups		2238.753	227	9.862		
	Total		4682.176	249			

Source: Processed by researchers in 2025

Referring to Table 4, the results of the linearity test between knowledge sharing and organizational culture indicate that the measure of significance pertaining to departures from linearity is less than the alpha level of 0.05 (0.006 < 0.05). It can therefore be interpreted that a linear pattern of relationship does not manifest between these two parameters.

Table 5. Multicollinearity Test Results

Variables	Tolerance	VIF	Description
Organizational Culture (X1)	0.402	2.485	Non multikolinieritas
Transformational Leadership (X2)	0.402	2.485	Non multikolinieritas

Source: Processed by researchers in 2025

The evidentiary data contained in the table previously shown conveys that the VIF values for all independent variables (X) are below 10, and the predictive variable independence index values exceed 0.1. Hence, leading to the interpretation that this study the predictive configuration does not account for exhibit any signs of multicollinearity.

Table 6. Autocorrelation Test Results

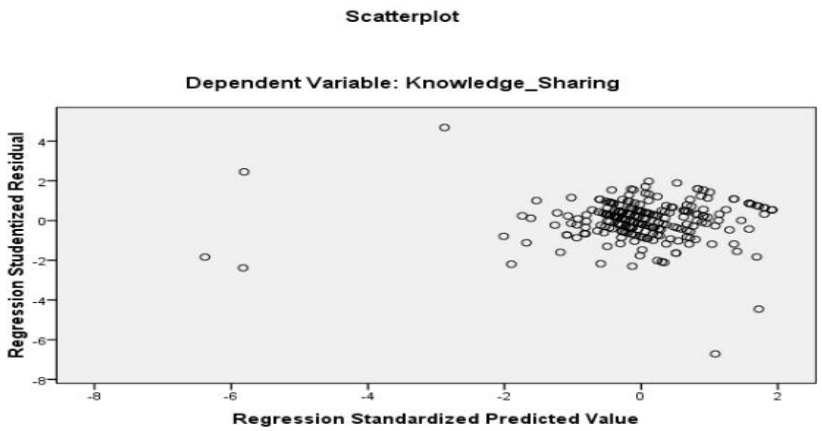
Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.699	.488	.484	3.114	1.996

a. Predictors: (Constant), Transformational Leadership (X2), Organizational Culture (X1)
b. Dependent Variable: Knowledge Sharing (Y)

Source: Processed by researchers in 2025

The Durbin Watson table produces a du value with k = 2, N = 250, and a significance level of 5%. Because the Durbin Watson value obtained is 1.996 and is close to 2, it can be said that the data does not show any symptoms of autocorrelation.

Figure 3. Heteroscedasticity Test Results



Source: Processed by researchers in 2025

Referring to Figure 3 above, the plotted point matrix The heteroscedasticity evaluation utilizes a visual plot in which the data points appear erratically scattered across both sides of the Y-axis baseline. This randomness indicates that the variance of residuals remains constant, suggesting homoscedasticity.

Table 7. Multiple Linear Regression Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.904	1.736		3.977	.000
	Organizational Culture	.338	.066	.368	5.133	.000
	Transformational Leadership	.194	.037	.374	5.213	.000

a. Dependent Variable: Knowledge Sharing

Source: Processed by researchers in 2025

Based on the regression output obtained, the predictive equation is structured as follows:
Y = 6.904 + 0.338 X1 + 0.194 X2 + e

1. The intercept coefficient is 6.904 and is positive in value, indicating that in the absence of contributions from Organizational Culture (X1) and Transformational Leadership (X2), the dependent variable is expected to have a baseline value of 6.904
2. The coefficient for the Organizational Culture variable (X1) is 0.338 and is positive. This indicates that an upward shift of one unit in organizational culture, the dependent variable is expected to rise by 0.338 units, assuming other variables remain unchanged. The positive relationship suggests that enhancements in organizational culture have the potential to increase transformational leadership.
3. The estimated effect linked to the Transformational Leadership variable (X2) is 0.194 with a positive value. This reveals that each occurrence of unit increase in the transformational leadership variable will trigger an increase in the magnitude of value of the dependent variable by 0.194 units, assuming other variables remain constant.

Table 8. F Test Results (Simultaneous)

Anova[b]						
Model		Sum of squares	df	Mean Square	F	Sig.
1	Regression	2286.763	2	1143.381	117.898	.000
	Residual	2395.413	247	9.698		
	Total	4682.176	249			

a.Predictors: (Constant), Transformational Leadership, Organizational Culture

b. Dependent Variable: Knowledge Sharing

Source: Processed by researchers in 2025

Referring to Table 5, it can be observed that the Fcount value of 117.898 is significantlywill induce a growth trend F 3.03. Alongside this, the level of significance produced is 0.000, which means it is smaller than the significance threshold of 0.05. Thus, it can be inferred that collectively or together, the variables of Organizational Culture (X1) and Transformational Leadership (X2) have a significant influence on the variable of Knowledge Sharing (Y). This shows that changes or variations that occur in the two independent variables can simultaneously examine the impact on the dependents variable, and these results are statistically significant, so they do not occur by chance.

Table 9. T Test Results (Partial)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.904	1.736		3.977	.000
	Organizational Culture	.338	.066	.368	5.133	.000
	Transformational Leadership	.194	.037	.374	5.213	.000

a. Dependent Variable: Knowledge Sharing

Source: Processed by researchers in 2025

Referring to the results shown in Table 7, the predictor labeled as Organizational Culture (X1) has a Tcount value of 5.133, which exceeds the Ttable value of 1.96961. The significance level is 0.000, which is below the 0.05 threshold. Therefore, the alternative hypothesis (Ha) is accepted, indicating that Organizational Culture significantly influences the dependent variable.

Similarly, the Transformational Leadership variable (X2) has a Tcount value of 5.213, also higher than the Ttable value of 1.96961, with the same significance value of 0.000 (< 0.05). As a result, the alternative hypothesis (Ha) for this variable is also accepted, suggesting that Transformational Leadership has a significant impact on the dependent variable in this study.

Table 10. Test results of correlation coefficient and determination

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699[a]	.488	.484	3.114

a. Predictors: (Constant), Transformational Leadership (X2), Organizational Culture (X1)

b. Dependent Variable: Knowledge Sharing (Y)

Source: Processed by researchers in 2025

According to the table, the impact associated with the organizational culture parameter (X1) and transformational leadership (X2) on knowledge sharing (Y) is represented by the correlation coefficient. Having a correlation coefficient (R) of 0.699, the tie between organizational culture and transformational leadership's effect on knowledge sharing is assessed as moderately strong, reflecting a 69% strength. Additionally, the coefficient indicating the explained variability (R^2) in 0.488 indicates that 48.8% of the variation in knowledge sharing is accounted for by organizational culture and transformational leadership.

DISCUSSION

H1: The effect of organizational culture on knowledge sharing

Based on the research empirical evidence, this exploration analyzes that organizational culture has a strong relationship to knowledge sharing and can be utilized effectively to improve knowledge sharing activities. The analytical results exhibit coherence with Audia & Silvianita (2022), which shows a statistically substantial and positively directed relationship between organizational value systems and knowledge distribution. This shows that organizational culture can increase knowledge sharing in PMII organisations (Saino & Rajak, 2021). In SECI theory, the right organizational culture is the driving force to help the organisation by implementing relevant knowledge sharing. In addition, the application of organizational culture supported by knowledge

creation can help organisations to contribute to innovation and knowledge development amid the organizational landscape especially within PMII an organizational culture characterized that prioritizes togetherness and openness encourages members to share knowledge with each other, both in discussion forums and internal activities, thus creating an environment that supports the process of mutual learning and individual capacity building in dealing with various social problems (Azeem et al., 2021).

H2: The effect of transformational leadership on knowledge sharing

Taking into consideration the outcomes stemming from the empirical review, the transformational leadership variable has a significant effect on knowledge sharing. This is equally corroborated by the existence of previous an analytical assessment authored by Kurniawati (2021), where the results underscore the effectual relationship between variables of transformational leadership on knowledge sharing. This finding is in line with Siswadhi (2020) showing that the influence of transformational leadership on knowledge sharing dissemination is both affirming and statistically robust. The success of transformational leadership supported by knowledge sharing can ultimately create synergies that encourage growth in PMII organizations. SECI theory reveals that the ability to maintain strong transformational leadership will maintain organizational processes. In the context of PMII, transformational leadership in PMII inspires members to not only focus on individual achievement, but also motivates them to apply knowledge sharing and experience for mutual progress, creating a trusting and collaborative climate that encourages members to actively participate in discussions and activities that enrich social and religious insights (Yao et al., 2012) .

H3: The effect of organizational culture and transformational leadership on knowledge sharing

As inferred from the empirical outcomes of the present research, it can be stated thatthe execution of shared organizational culture beliefs and transformational leadership can have a joint influence and means that the higher the role of organizational culture and transformational leadership that is applied, it can increase knowledge sharing in members of each PMII Commissariat (Indonesian Islamic Student Movement) Sidoarjo. Theoretically, organizational culture in the context of PMII is a PMII organizational culture that reflects the struggle and enthusiasm of Indonesian Islamic students in voicing justice, diversity, and social welfare, by adhering to the principles of Islam. Transformational leadership in PMII involves leaders who not only provide direction, but also strive to change the way members think and act, encouraging them to grow and develop personally and collectively for the attainment of the long-term vision and goals of the organization (Alsaba & ABS, 2020). Discoveries made throughout the course of this study also show that organizational culture and transformational leadership have a significant effect on knowledge sharing, in line with the results of this study Mustomi, (2017), which reveals that organisational culture and transformational leadership on knowledge sharing can provide information quickly and efficiently to the organisation. In SECI theory, it is revealed that organizational culture combined with transformational leadership towards knowledge sharing can strengthen processes in the organisation by facilitating to meeting organizational needs. In the context of PMII, organizational culture that prioritises openness, collaboration, and shared spirit encourages members to actively share knowledge in every discussion and activity. Transformational leadership possessed by PMII leaders inspires and motivates members to share ideas, experiences, and solutions, which ultimately strengthens collective synergy and increases organisational capacity (Kaur Bagga et al., 2023).

CONCLUSION

The study concludes that both organizational culture and transformational leadership have a statistically significant and positive influence on knowledge-sharing practices within the PMII organization. Organizational culture fosters an environment conducive to sharing, while transformational leadership directly motivates and empowers members to engage in knowledge

exchange. When combined, these two factors play a critical role in facilitating and sustaining effective knowledge sharing. Practically, these insights highlight the importance of cultivating a collaborative and inclusive organizational atmosphere, reinforcing cultural values that support openness and innovation, and adopting leadership approaches that listen, inspire, and provide accessible systems for continuous knowledge exchange. In SECI theory, organizational culture and transformational leadership support knowledge sharing, helping organizations meet their goals. At PMII, a culture of openness and collaboration, along with inspiring leadership, encourages members to exchange knowledge, boosting teamwork and organizational strength in PMII.

Based on the research findings in relation to the value of organizational culture and transformational leadership in shaping knowledge sharing in PMII, it is recommended that organizations further strengthen the values of collaboration, openness, and innovation in organizational culture, and create dialectical spaces that support continuous learning for their members. In addition, leaders in PMII need to continue to inspire and empower members through a more inclusive leadership approach and listen to input from various parties to encourag

e more contributions to knowledge sharing. Organizations can also introduce a more structured and easily accessible knowledge sharing system.

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