

INFLUENCE OF KNOWLEDGE SHARING, SRHRM, AND RESPONSIBLE LEADERSHIP ON ABSORPTIVE CAPACITY

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Abstract: Human resources are at the core of the company's attention to achieve human resource champions. The purpose of this study was to analyze the effect of knowledge sharing, socially responsible human resource management (SHRRM), and responsible leadership on absorptive capacity at Site Manager PT Waskita Karya (Persero) Tbk infrastructure 1 Division Jakarta. This type of research is causal research. The sample in this study were employees of Site Manager PT Waskita Karya (Persero) Tbk infrastructure 1 Division Jakarta as many as 78 people using a technique of saturation sampling. Multiple linear regression analysis was employed as the analytical technique. The findings of this study's analysis prove that: (1) Knowledge sharing has a positive and significant effect on absorptive capacity; (2) Socially Responsible Human Resource Management (SRHRM) has a positive and significant effect on absorptive capacity; and (3) Responsible leadership has a positive and significant effect on absorptive capacity.

Keywords: Knowledge Sharing, Socially Responsible Human Resource Management, Responsible Leadership, Absorptive Capacity

1. Introduction

Human resources or employees, in this case, is one of the cores and driving factors of the organization or company, which determines the company's sustainability in the future. Therefore, every person or employee in the company must have an innovative spirit because employees with a high level of innovation will be more competitive, efficient, and effective. Employees can have a significant impact in promoting organizational innovation (Kang & Lee, 2017).

It cannot be denied that human resources play an essential role in achieving organizational or corporate goals. Human resources are at the core of the company's attention aiming to achieve human resources champions. Therefore, the human resource management function no longer struggles alone but cooperates. Knowledge creation comes from individuals. The knowledge in this organization results from the creation of people within the organization. Knowledge creation is created by designing a framework of data, information, and knowledge that you have before. The organization's function in creating knowledge is to provide support to individuals.

In the face of this increasingly fierce competition, human resources must have the ability to absorb good knowledge in order for the company to continue to grow. The ability to absorb knowledge, often called absorptive capacity is the company's ability to accept new values and

valuable information, assimilate, and apply them, essential for innovative capabilities (Noblet et al., 2011).

Factors that affect absorptive capacity include knowledge sharing, socially responsible human resource management (SRHRM), and responsible leadership. Knowledge sharing plays a vital role in spreading scientific development to all employees in an institution. The process of knowledge sharing has a relationship with other activities that are still included in the scope of knowledge management, namely the activity of absorbing knowledge. Knowledge sharing affects the absorptive capacity of employees (Liao et al., 2007).

SRHRM is management to make employees responsible for social conditions. SRHRM will continually encourage and motivate employees to be sensitive and concerned about social conditions during the training process and even since recruitment.. Responsible Leadership is a leadership style that organizes the company as a whole or every company compound to continue to exist, and the company's sustainability is guaranteed.

Based on the background description above, it is seen that knowledge sharing, socially responsible human resource management (SRHRM), and responsible leadership are factors to increase absorptive capacity at Site Manager PT Waskita Karya (Persero) Tbk infrastructure 1 Division Jakarta. Thus, the purpose of this research is to analyze the influence of knowledge sharing, socially responsible human resource management (SRHRM), and responsible leadership on absorptive capacity at Site Manager PT Waskita Karya (Persero) Tbk infrastructure 1 Division Jakarta.

2. Literature Review

Knowledge Sharing

Socially Responsible Human Resource Management

SRHRM is a practical action of HR division adopted by the organization to fulfill the successful implementation of CSR (Shen & Benson, 2016). SRHRM is management to make employees responsible for social conditions. SRHRM will continually encourage and motivate employees to be sensitive and concerned about social conditions during the training process and even since recruitment. SRHRM stands for "employee-cantered HRM," a concept derived from corporate social responsibility (CSR) and HRM literature. Through various HRM modules, such as recruitment and training, SRHRM helps build a supportive and safe workplace for employees. (Shen & Benson, 2016).

SRHRM rewards and encourages employees for engaging in environmentally friendly behavior with extrinsic and intrinsic benefits, which increases their further involvement in VEB (Srivastava & Shree, 2019). HRM legal compliance requires companies to consider local employment laws and meet labor standards set by the relevant organizations when implementing HRM policies and practices.

Responsible Leadership

Responsible leadership is a leadership style that organizes the company as a whole or every company compound so that the company exists and the company's sustainability is guaranteed. Furthermore, lately, many responsible leaders are receiving attention. Over the past two decades, responsible leadership has received much attention and revived leadership philosophy (Doh & Stumpf, 2005; Maak et al., 2016; Waldman & Balven, 2014; Cismas et al., 2016).

Usually, Responsible Leadership thinks far beyond its employees or followers. Responsible leadership goes beyond the traditional form of leader-follower exchange (Sarkar, 2016). Responsible leadership behavior develops the moral framework of the organization. Responsible leadership creates positive relationships and trust among all stakeholders (Waldman & Balven, 2014).

Absorptive Capacity

Absorption capacity generally refers to an organization's absorptency of intangible resources (such as knowledge, knowledge, and time) and turn them into one-of-a-kind dynamic capabilities that are difficult to copy by competitors (Daghfous, 2004; Fichman, 2004). Another sense of Absorptive Capacity, that this absorption capacity, which is the ability of companies to accept new values and helpful information, assimilate, and apply them is essential for innovative capabilities (Noblet et al., 2011). Knowledge absorption capacity (AC) is essential for identifying, assimilating, transforming, and exploiting valuable external knowledge that enhances the product and other innovations (Escribano et al., 2009; Su et al., 2013).

3. Method

This type of research is causal research. A causal study is a study to test whether one or more variables will cause other variables to change (Sekaran & Bougie, 2016). The study used quantitative methods to get the results of the relationship between the two. According to (Creswell & Creswell, 2017), quantitative research requires researchers to explain how variables affect other variables.

The population in this study is a region that researchers want to research. A population is a whole group, person, event, or thing that researchers want to investigate (Sekaran & Bougie, 2016). The population in this study was employees of Site Manager PT Waskita Karya (Persero) Tbk infrastructure 1 Division Jakarta, as many as 78 people.

According to Sekaran & Bougie (2016), the sample is part of the population. It consists of several selected members of the population. In other words, some but not all elements of the population. The sampling technique in this study is the saturated technique that is a sampling technique that takes all members of the population as a sample, so the sample used in this study is 78 employees of Site Manager PT Waskita Karya (Persero) Tbk infrastructure 1 Division Jakarta.

Exogenous (X) variable is often referred to as variable stimulus, predictor, the antecedent. Exogenous variables are variables that affect or cause their changes or the emergence of endogenous variables (bound) (Sugiyono, 2016). The exogenous variables studied were Knowledge Sharing, Socially Responsible Human Resource Management (SRHRM), and Responsible Leadership.

1. *Knowledge Sharing*

Knowledge sharing in this study was measured using several indicators that refer to Liao et al. (2007), namely:

1. Skills
2. Experience
3. Ideas
4. Documents
5. Report

2. *Socially Responsible Human Resource Management (SRHRM)*

Socially Responsible Human Resource Management (SRHRM) in this study was measured using several indicators that spur on Bombiak & Marciniuk-Kluska (2019), namely:

1. HR that complies with the law related to labor law.
2. Employee-oriented HR.
3. HR that facilitates CSR in general.

3. *Responsible Leadership*

Responsible leadership in this study was measured using indicators that refer to Maak & Pless (2006), namely:

1. *Normative* (citizens, servants, visionaries).
2. *Relational* (waiter, weaver/boundary wrench).
3. *Operational* (change of agent, architect, and coach).

An endogenous variable (Y) is a variable that is affected, or that is a result, due to exogenous variables (Sugiyono, 2016:39). In this study, the endogenous variable studied was absorptive capacity. In this study, absorption capacity was assessed using markers from Zahra & George (2002), namely:

1. Earning Dimension
2. Dimension of assimilation
3. Transformation dimension
4. Exploitation dimension

The tests in this study used multiple regression analysis. Multiple regression analysis analyzes how much influence independent variables have on dependent variables. Test multiple regression statistics using the following models:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

- Y : *Absorptive capacity*
 α : Constant
 X1 : *Knowledge sharing*
 X2 : *Socially Responsible Human Resource Management (SRHRM)*
 X3 : *Responsible Leadership*
 β₁ β₂ β₃ : Koefisien Regresi
 ε : *Error*

4. Result and Discussion

Instrument Test

1. Validity Test

Validity test using the corrected item-total correlation statistical test for variable knowledge sharing, Socially Responsible Human Resource Management (SRHRM), responsible leadership, and absorptive capacity. The criteria are said to be valid if the sig value. more petite than 0.05 (Ghozali, 2016).

Table 1. Validity Test

Variable	Statement	R _{count}	Sig.	Conclusion
Knowledge Sharing	X _{1,1}	0,713	0,000	Valid
	X _{1,2}	0,652		
	X _{1,3}	0,704		
	X _{1,4}	0,761		
	X _{1,5}	0,682		
	X _{1,6}	0,733		
	X _{1,7}	0,704		
	X _{1,8}	0,714		
	X _{1,9}	0,748		
SRHRM	X _{2,1}	0,461		
	X _{2,2}	0,597		
	X _{2,3}	0,703		
	X _{2,4}	0,726		
	X _{2,5}	0,646		
	X _{2,6}	0,697		
	X _{2,7}	0,576		

Variable	Statement	R _{count}	Sig.	Conclusion
<i>Responsible Leadership</i>	X _{2,8}	0,604		
	X _{2,9}	0,478		
	X _{3,1}	0,698		
	X _{3,2}	0,736		
	X _{3,3}	0,735		
	X _{3,4}	0,659		
	X _{3,5}	0,707		
	X _{3,6}	0,651		
	X _{3,7}	0,740		
<i>Absorptive Capacity</i>	X _{3,8}	0,666		
	X _{3,9}	0,833		
	Y ₁	0,693		
	Y ₂	0,744		
	Y ₃	0,719		
	Y ₄	0,710		
	Y ₅	0,640		
	Y ₆	0,774		
	Y ₇	0,725		
Y ₈	0,705			
Y ₉	0,685			

Table 1 shows that all statements on the variables of knowledge sharing (X1), Socially Responsible Human Resource Management (SRHRM) (X2), responsible leadership (X3), and absorptive capacity (Y) have sig values. 0.000 is smaller than 0.05, so it can be concluded that all statements used in variable knowledge sharing (X1), Socially Responsible Human Resource Management (SRHRM) (X2), responsible leadership (X3), and absorptive capacity (Y) are declared valid.

a. Reliability Test

The construct reliability test is done by measuring the construct is reliable or not (Ghozali, 2016). It is reliable if the value of Cronbach alpha is more significant than 0.6. Reliability test results are shown in Table 2.

Table 2. Reliability Test

Variabel	Cronbach Alpha	Alpha	Conclusion
<i>Knowledge Sharing</i>	0,877		
SRHRM	0,791	0,6	Reliable
<i>Responsible Leadership</i>	0,880		
<i>Absorptive Capacity</i>	0,877		

Table 2 shows that in all variables, knowledge sharing (X1), Socially Responsible Human Resource Management (SRHRM) (X2), responsible leadership (X3), and absorptive capacity (Y) have Cronbach alpha values greater than 0.6. So it can be concluded that all variables of knowledge sharing (X1), Socially Responsible Human Resource Management (SRHRM) (X2), responsible leadership (X3), and absorptive capacity (Y) show reliable.

Data Analysis

1. Multiple Linear Regression Analysis

Based on the results of data processing calculations with the help of SPSS, the beta value for multiple linear regression equations is shown in Table 3.

Table 3. Multiple Linear Regression Analysis Results

Variable	B	Std. Error
Constant	-0,555	0,365
<i>Knowledge Sharing</i>	0,706	0,079
SRHRM	0,239	0,089
<i>Responsible Leadership</i>	0,207	0,067

Based on the beta values in Table 3, the following multiple linear regression equations are obtained:

$$Y = -0,555 + 0,706 X_1 + 0,239 X_2 + 0,207 X_3$$

Where:

Y : *Absorptive capacity*

X_1 : *Knowledge sharing*

X_2 : *Socially Responsible Human Resource Management (SRHRM)*

X_3 : *Responsible Leadership*

From the equation above, it can be concluded that:

1. The knowledge sharing variable has a value of 0.706 which means that if the knowledge sharing variable rises by one unit, then the absorptive capacity will rise by 0.706 units.
2. The socially Responsible Human Resource Management (SRHRM) variable has a value of 0.239. If the Socially Responsible Human Resources Management variable rises by one unit, absorptive capacity will increase by 0.239 units.
3. The responsible leadership variable has a value of 0.207 which means that if the responsible leadership variable rises by one unit, then absorptive capacity will rise by 0.207 units.

2. Multiple Correlation Coefficient (R) and Multiple Determination (R²)

The coefficient of correlation and double determination values are shown in Table 4.

Table 4. Correlation Coefficient and Coefficient of Determination

R	R ^{square}	Adjusted R ^{square}	Std. Error of Estimate
0,832	0,693	0,680	0,34337

Table 4 of the correlation coefficient value of 0.832 shows that the relationship of knowledge sharing variables (X_1), Socially Responsible Human Resource Management (SRHRM) (X_2), responsible leadership (X_3) with absorptive capacity (Y) variables is decisive because the correlation value of 0.832 is close to the value of one.

The coefficient of determination of 0.693 indicates that the variable knowledge sharing (X_1), Socially Responsible Human Resource Management (SRHRM) (X_2), responsible leadership (X_3) can explain the absorptive capacity (Y) variable of 69.3% and the remaining 30.7% is explained by other variables outside the model.

3. F Test (Simultaneous)

Simultaneous test (test F) shows whether independent variables, namely knowledge sharing (X_1), Socially Responsible Human Resource Management (SRHRM) (X_2), responsible leadership (X_3), affect simultaneously against dependent variables, namely absorptive capacity (Y). Simultaneous test results are shown in Table 5.

Tabel 5. Test Results F

Model	Sum of Square	df	F _{count}	Sig.
Regression	19,686	3	55,656	0,000
Residual	8,725	74		
Total	28,411	77		

Table 5 shows in simultaneous test (F) the significance value obtained by 0.000, more diminutive than 0.05 so that it can be decided to reject H₀, which means that the variable knowledge sharing (X₁), Socially Responsible Human Resource Management (SRHRM) (X₂), responsible leadership (X₃) simultaneously significantly affects absorptive capacity (Y).

4. Hypothesis Testing

Hypothesis testing with the t-test shows the partial each independent variable's effect on the dependent variable. Test results from t are shown in Table 6.

Table 6. t Test

Variabel	B	t	Sig.
<i>Constant</i>	-0,555	-1,523	0,132
<i>Knowledge Sharing</i>	0,706	8,881	0,000
<i>SRHRM</i>	0,236	2,668	0,009
<i>Responsible Leadership</i>	0,207	3,093	0,003

Table 6 shows that:

1. Test t variable knowledge sharing
Based on the findings of the study, we obtained sig value. 0.000 is smaller than 0.05, so it is decided to reject H₀, which means that the knowledge sharing variable (X₁) has a positive and significant effect on the absorptive capacity (Y) variable.
2. SRHRM variable t test
Based on the findings of the study, we obtained sig value. 0.009 is smaller than 0.05, so it was decided to reject H₀, which means that the variable Socially Responsible Human Resource Management (SRHRM) (X₂) has a significant and positive effect on the absorptive capacity (Y) variable.
3. Test t variable responsible leadership
Based on the findings of the study, we obtained sig value. 0.003 is smaller than 0.05, so it is decided to reject H₀, meaning responsible leadership variables have a positive and significant effect on absorptive capacity (Y).

Discussion

The Effect of Knowledge Sharing on Absorptive Capacity

Based on the results of hypothesis testing using the t-test obtained, the variable knowledge sharing affects absorptive capacity. This can be known from the significance value on the t-test of 0.000, which is smaller than the significance level of 0.05. The test results proved that knowledge sharing significantly affects absorptive capacity. The influence of knowledge sharing on absorptive capacity is positive, which means that absorptive capacity will also increase when knowledge sharing increases. This research aligns with what Liao et al. (2007) conducted.

The Effect of Socially Responsible Human Resource Management (SRHRM) on Absorptive Capacity

Based on the results of hypothesis testing using the test t obtained, the variable Socially Responsible Human Resource Management (SRHRM) affects absorptive capacity. This can be

known from the significance value on the t-test of 0.009, which is smaller than the significance level of 0.05. The test results proved that Socially Responsible Human Resource Management (SRHRM) significantly affects absorptive capacity. The influence of Socially Responsible Human Resource Management (SRHRM) on absorptive capacity is positive, which means that when knowledge sharing increases, absorptive capacity will also increase. This research is in line with Sobhani et al. (2021).

The Effect of Responsible Leadership on Absorptive Capacity

According to the findings of hypothesis testing using the t-test, responsible leadership variables affect absorptive capacity. This can be known from the significant value in the t-test of 0.003, which is smaller than the significance level of 0.05. These tests proved that responsible leadership has a significant effect on absorptive capacity. The direction of responsible leadership influence on absorptive capacity is positive, which means that absorptive capacity will also increase when knowledge sharing increases. This research is in line with research conducted by Zhao & Zhou (2019).

5. Conclusions

1. Knowledge sharing has a significant and positive effect on absorptive capacity at Site Manager PT Waskita Karya (Persero) Tbk infrastructure 1 Division Jakarta
2. Socially Responsible Human Resource Management (SRHRM) has a significant and positive effect on absorptive capacity Site Manager at PT Waskita Karya (Persero) Tbk infrastructure 1 Division Jakarta.
3. Responsible leadership has a positive and significant effect on absorptive capacity at PT Waskita Karya (Persero) Tbk infrastructure 1 Division Jakarta.

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