

Understanding the Links between Charismatic Leadership, Intrinsic Motivation and Tacit Knowledge Sharing among MSME Employees

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**Understanding the Links between Charismatic Leadership,
Intrinsic Motivation and Tacit Knowledge Sharing
among MSME Employees**

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Abstract- *This study aims to examine the effect of charismatic leadership on intrinsic motivation and tacit knowledge sharing. This study also investigates the central role of intrinsic motivation as a mediating variable between charismatic leadership and tacit knowledge sharing. This study adopted a simple random sampling method with 61 samples of employees from five MSME companies in Banten. With the help of SmartPLS 3.0 software, the results of this study indicate that charismatic leadership has a significant direct effect on intrinsic motivation but does not directly affect tacit knowledge sharing. However, this study found the fact that charismatic leadership has a significant indirect effect on tacit knowledge sharing through the mediation of intrinsic motivation. So, intrinsic motivation acts as a full mediator in this research model.*

Keywords: *Charismatic leadership, intrinsic motivation, tacit knowledge sharing.*

I. INTRODUCTION

Management systems in micro, small and medium enterprises (MSMEs) may not be as complex as those in large, complex companies. However, MSMEs have their own complexities related to the reserves of knowledge and efforts to manage knowledge that is still in the form of *tacit knowledge* unstructured and even then more of the company owner or management. That is, managing the knowledge possessed by individuals to be developed into the property of the organization becomes a "complexity" in itself for MSME companies. Existing literature shows that behavior *knowledge sharing* at the individual level is a significant antecedent of the success of an SME. A significant advantage is when an environment that is conducive to creation, coordination, transfer, and integration of knowledge is distributed among MSME employees. Based on knowledge management research, the value of knowledge increases when shared (Agistiawati et al., 2020; Asbari, Wijayanti, et al., 2019; Asbari, Wijayanti, Hyun, et al., 2020; Basuki, Asbari, et al., 2020; Singgih et al., 2020), and this will happen only if employees are willing to share knowledge with their colleagues, and organizations can manage knowledge resources effectively (Asbari, 2020a; Asbari, Novitasari, & Goestjahjanti, 2020; Asbari, Novitasari, Gazali, et al., 2020; Asbari, Novitasari, Pebrina, et al., 2020; Asbari & Novitasari, 2020b, 2020c, 2021a, 2021b). Therefore, it is very important to find and determine which factors encourage or hinder the tendency of employees to be involved in the knowledge sharing process (Asbari & Novitasari, 2020a). Leadership has been identified as one of the most important drivers of success (Asbari, 2011; Asbari, Novitasari, Gazali, et al., 2020; Asbari et al., 2021; Jumiran et al., 2020; Novitasari, Asbari, Sutardi, et al., 2020; Novitasari & Asbari, 2020b). Empirical studies find evidence that charismatic leadership has a positive impact on overall organizational performance. Although the role of leadership has been significantly emphasized in much of the existing literature, by conducting a thorough analysis of the literature, the authors found that most of the previous studies looked at the impact of senior leadership on performance success at the overall organizational

level. However, only a few studies have investigated the impact of leadership practices, especially charismatic leadership in teams on knowledge-sharing behavior at the individual team member level, especially in the context of employees of micro, small and medium enterprises (MSMEs), where knowledge sharing among individuals is very important to them. to develop a deep understanding of the main tasks and functions (tupoksi) of each team member in the entire MSME organizational system. The knowledge management literature states that mid-level team leaders play an important role in influencing individuals' knowledge sharing behavior and their motivation and attitudes (Asbari & Novitasari, 2021a), whereas the mediating mechanisms of intrinsic motivation between the two constructs have not been explored further and in in-depth.

This study is a step towards addressing the research gap. By leveraging charismatic leadership and intrinsic motivation theory. Researchers developed a theoretical model to examine the impact of charismatic leaders on individual-level knowledge-sharing behavior by mediating intrinsic motivation variables. In particular, this study focuses on the knowledge-sharing mechanism of tacit knowledge among employees of MSME actors. *Tacit knowledge* is a type of knowledge in the form of thoughts, cognitive and intuitive perceptions of each individual. This type of knowledge is more difficult to share (Asbari, Wijayanti, et al., 2019). However, this type of knowledge is very important, because it is the source of innovation and the creation of each employee. This study is divided into the following steps: First, the researcher reviewed the literature on charismatic leadership, intrinsic motivation, and *tacit knowledge sharing*. Second, the researcher proposes a theoretical model and articulates the appropriate research hypothesis. Third, describe the operationalization of constructs, data collection procedures, and data analysis techniques, and present the results of data analysis. The theoretical and practical implications of the empirical findings are discussed at the end of this research report.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Charismatic Leadership

The term charisma comes from an ancient Greek word meaning 'gift'. Later, Max Weber applied the word 'charisma' in the context of leadership and defined it as the heroism or exemplary character of an individual. Charismatic leadership is identified as one of the individual behaviors that most influence critical leadership styles. Conger et al. (1997) defined charismatic leadership as attribution based on followers' perceptions of their leader behavior. Waldman & Yammarino (1999) further define charismatic leadership as the relationship between the leader and followers, resulting in 'an internalized commitment to the leader's vision, a very strong admiration and respect for the leader, and the identification of followers with the leader, vision, and collectives formed by the leader. Conceptualization suggests that charisma only exists if followers say it or followers behave in a certain way (Banks et al., 2017; Grabo et al., 2017).

Charismatic leaders are good at inspiring followers by speaking optimistically about what needs to be achieved in the future and instilling in their followers the positive ideals associated with the desired outcome. Employees engage emotionally with charismatic leaders because they believe in the leader's ability to achieve the mission and goals of the organization (Banks et al., 2017). In the last few decades, the concept of charismatic leadership has been widely applied in research to examine the impact of leadership on successful knowledge sharing and its implications for performance in general. In this study, the authors apply charismatic leadership in the context of the MSME organization to examine its impact on the tacit knowledge sharing behavior of MSME employees.

B. Tacit Knowledge Sharing

Based on the knowledge-based literature, knowledge is the foundation of organizational competitive advantage and the main driver of company performance (López-Cabarcos et al., 2019; Rumanti et al., 2018). The existing literature classifies knowledge into two types, namely: explicit and tacit knowledge. Explicit knowledge refers to knowledge that has been described, recorded, or documented, which is visible, objective, and formally articulated. This type of knowledge is usually contained in reports and stored in knowledge repositories (Masri & et al., 2018). Meanwhile, tacit knowledge refers to the skills and assumptions developed by individuals, whose context is specific and subjective, and this type of knowledge is basically in the minds of individuals and

is expressed in the form of human actions such as attitudes, commitments and motivation (Anand et al., 2010; Jasimuddin et al., 2005; Nikolić & Natek, 2018).

In the context of organizational learning, tacit knowledge Sharing is defined as sharing and exchanging individual personal experiences, expertise and individual skills concerning know-how, know where and know who at the request of other members through the entire organization or team (Shao, Feng, Wang, et al., 2016). The organization must ensure that tacit knowledge is shared freely and openly among its members. Organizations need to condition an organizational environment that allows each member to access new knowledge and a variety of ideas that they may not have encountered on their own, and allows them to utilize knowledge and experience to improve performance (Asbari, Novitasari, Silitonga, et al., 2020; Asbari & Novitasari, 2021b; Gazali et al., 2020; Novitasari, Asbari, Sutardi, et al., 2020; Novitasari & Asbari, 2020a, 2020b). Because of tacit knowledge Sharing is based on personal experiences and skills, usually difficult to share without the active participation and cooperation of the individual. Empirical studies find that sharing behavior is tacit knowledge not only influenced by psychological motivation but also influenced by contextual factors such as organizational climate (Shao, Feng, Wang, et al., 2016), and the desired climate can create a beneficial environment to encourage knowledge sharing.

C. Intrinsic Motivation

The concept of motivation is developed from psychological theory and plays a central role in organizational behavior research (Ryan & Deci, 2020). Based on psychological theory, motivation refers to an individual's psychological strength that determines his behavior, level of effort, and persistence in facing obstacles. Ryan & Deci (2020) suggest that two types of motivation stimulate people to engage in certain activities, namely: intrinsic motivation and extrinsic motivation. Human behavior can be explained by two types of motivation that differ in the extent to which motivation comes from itself or is imposed externally (Anggraeni et al., 2020; Asbari, Purwanto, et al., 2019; Nugroho et al., 2020; Purwanto; et al., 2019). From the perspective of intrinsic motivation, behavior is generated by the need for employees to feel competent and self-determination in dealing with their environment. Meanwhile, extrinsic motivation focuses on purpose-driven reasons, where people complete tasks to get benefits or rewards. Previous studies have shown that intrinsic motivation is more effective and sustainable in generating individual commitment to activities and often leads to better performance and results (Ryan & Deci, 2020).

Although the existing literature shows that leadership has a positive impact on organizational climate (Asbari, Purwanto, & Budi, 2020), organizational climate and motivation are positively related to knowledge sharing. Several studies have integrated the constructs into one theoretical model, but the existing literature cannot clearly describe the mechanisms for the impact of leadership behavior tacit knowledge sharing in the context of MSME organizations. In the context of the MSME organization, a climate that emphasizes interpersonal trust and mutual respect are essential for tacit knowledge sharing effective activities among individuals, and leadership plays an important role in fostering the right team climate. Given the importance of sharing knowledge in the context of MSME organizations and the important role of leadership in fostering individual behavior, it is necessary to integrate separate constructs into one model, to better understand the impact mechanism of team leadership behavior tacit knowledge sharing related to MSME organizations, and to fill research gaps by dismantling mechanisms. Mediation between the two constructs. Referring to existing theoretical paradigms, the authors develop a research model that integrates charismatic leadership, intrinsic motivation, and tacit knowledge sharing. The research model has based on the proposition that charismatic leadership affects the tacit knowledge sharing individual of MSME employees through the mediating effect of intrinsic motivation. We describe the theoretical relationships between constructs and then propose a research model and four hypotheses in the following sections.

D. Charismatic Leadership and Intrinsic Motivation

The existing literature has emphasized the positive impact of charismatic leadership on individual behavior from the perspective of psychological motivation theory (Conger et al., 1997; Waldman & Yammarino, 1999). Shao, Feng, & Wang (2016) found that charismatic leadership plays an important role in causing profound effects on internal motivation. The study stated that charismatic leaders are more likely to excite active members by increasing their intrinsic motivation. In another study, it has been suggested that charismatic leadership is more

likely to produce positive performance by displaying behaviors that stimulate followers' inner needs (Grabo et al., 2017). In contrast to behavior knowledge sharing leader-member that stimulates individual extrinsic motivation with goals driven by external goals, such as material rewards and position promotion, a charismatic leader demonstrates idealized influence on followers by articulating a clear vision and instilling a sense of belonging to organizational goals. This type of leadership is essential for enhancing the inner pleasure of the individual and increasing it into intrinsic motivation in context.

E. Intrinsic Motivation and Tacit Knowledge Sharing

Based on motivation theory, intrinsic motivation is an important psychological motivational factor that determines the level of individual effort and voluntary knowledge-sharing behavior (Jensen & Bro, 2018). Intrinsic motivation refers to an individual's assessment of their competence and inner pleasure to organize and carry out the necessary actions to achieve a certain level of performance, which is self-determined and rewarded for personal gain (Fischer et al., 2019). Previous literature has shown that employees with high intrinsic motivation tendencies are more likely to participate in group learning and share knowledge with others because they believe that their personal experiences and skills can help others (Chen, Baptista Nunes, et al., 2018). Empirical studies also show that intrinsic motivation has a positive impact on behavior tacit knowledge sharing (Chen, Nunes, et al., 2018).

F. Charismatic Leadership and Tacit Knowledge Sharing

Charismatic leadership practices will undoubtedly provide an experience positive for every manager in the history of the relationship between himself and his subordinates, because this practice is the main paradigm of leadership, where leaders strive to work in serving their followers (Asbari, 2020b; Asbari, Santoso, & Prasetya, 2020; Asbari & Novitasari, 2020d, 2021b; Basuki, Novitasari, et al., 2020; Goestjahjanti et al., 2020; Novitasari, Asbari, Wijayanti, et al., 2020; Novitasari, Goestjahjanti, et al., 2020; Novitasari, Kumoro, et al., 2020; Silitonga et al., 2020; Sudiyo, Fikri, et al., 2020; Suprpti et al., 2020; Zaman et al., 2020). Furthermore, charismatic leadership acts as a means of developing the nature of the trust that exists between the leader and followers. This is done by the underlying philosophy that is the leader's duty to serve those who follow him (Asbari, Novitasari, & Goestjahjanti, 2020; Asbari, Novitasari, Gazali, et al., 2020; Asbari et al., 2021; Asbari & Novitasari, 2020b; Asbari & Prasetya, 2021; Sudiyo, Goestjahjanti, et al., 2020), and by showing concern for the people who enable them to be their leaders, they are changing the social system to be more trusting and where people will communicate at a more personal level. If the goal is to create trust and that there is activity tacit knowledge sharing between employees and managers, charismatic leadership appears to be an effective leadership strategy to use as an influencer.

A quality leader-member exchange relationship is something that has the potential to support activities tacit knowledge sharing, namely by sharing knowledge, experiences, and personal values (Banks et al., 2017). Bock & Kim (2002) show that the quality of tacit knowledge sharing leader-member will support employees' ability to gain quality experience. Previous research has determined that there is a relationship between tacit knowledge sharing leader-member and charismatic leadership (Shao, Feng, & Wang, 2016; Shao, Feng, Wang, et al., 2016). Research on the correlation and influence between charismatic leadership styles and knowledge sharing, especially tacit knowledge sharing, is still relatively rare. Therefore, this research is important to explore the phenomenon of the influence of this type of leadership in supporting knowledge-sharing activities. Based on the above analysis, the following research hypothesis was developed.

H1: Charismatic leadership has a significant effect on intrinsic motivation.

H2: Intrinsic motivation has a significant effect on tacit knowledge sharing.

H3: Charismatic leadership has a significant effect on tacit knowledge sharing.

H4: Charismatic leadership has a significant effect on tacit knowledge sharing through the mediation of intrinsic motivation.

According to Sekaran & Bougie (2016), the theoretical framework is the foundation that underlies all research projects. From the theoretical framework, a hypothesis can be formulated that can be tested to determine whether the theory is valid or not. Then the next step will be measured by appropriate statistical analysis. Referring to previous theories and research, the authors build a research model as follows:

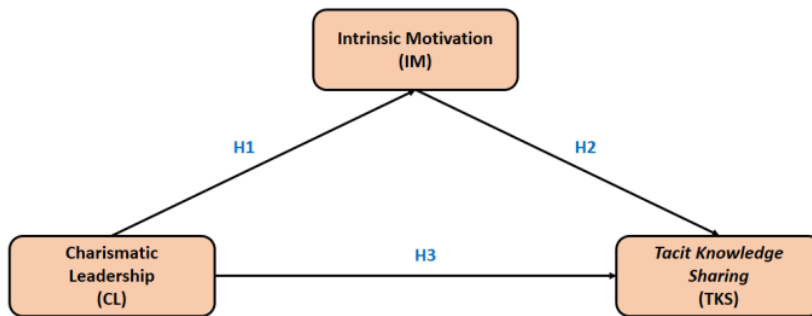


Figure 1. Research Conceptual Model

III. METHOD

A. ¹ Data collection

According to Creswell & Creswell (2017), if the purpose of this study is to determine the relationship of influence between the variables studied, then a quantitative approach is the best. Quantitative research methods are suitable in testing theories and hypotheses through the use of a set of statistical tools (Creswell & Creswell, 2017). Therefore, this study uses a quantitative survey method to test the formulated hypotheses. Therefore, a questionnaire was adopted as an instrument to collect the required data. The study population consisted of 74 employees from five MSMEs in Banten. Using simple random sampling, 74 questionnaires were sent online to the population. A total of 61 questionnaires were returned and valid, making up a response rate of 82.4%. According to Roscoe (1975), the rule of thumb states that the sample size is more than 30 and less than 500 is suitable for most studies, therefore, the sample size obtained for this study is considered appropriate.

B. ¹ Measurement and Scale

Due to the nature of this study which involves a dependent effect between the latent construct and the manifest variable, a reflective measurement model is suitable for this study (Hair Jr et al., 2017). Charismatic leadership was measured using three items (CL1-CL3) from Shao, Feng, & Wang (2016) and Wang et al. (2005). Intrinsic motivation was measured using three items (IM1-IM3) from Shao, Feng, & Wang (2016). Tacit knowledge sharing is measured using three items (TKS1-TKS4) from Shao, Feng, & Wang (2016). All variables are measured on a five-point Likert-type scale. Each closed question/statement item is given five answer options, namely: strongly agree score 5, agree score 4, neutral/doubtful score 3, disagree score 2 and strongly disagree, agree score 1. The method for processing data is by using PLS and using the software SmartPLS version 3.0 as its tools. A more complete list of items used in this study can be seen in Table 1.

C. Data analysis

The most popular statistical techniques under Structural Equation Model SEM are the covariance-based approach (CB-SEM) and variant-based partial least squares technique (PLS-SEM) (Sarstedt et al., 2014). However, PLS-SEM has recently received wide attention in many disciplines such as marketing, strategic management, management information systems, and other branches of science (Hair et al., 2012). The ability of PLS-SEM to handle problematic modeling problems that are common in social science environments such as unusual data characteristics (e.g. non-normal data) and highly complex models are important reasons behind the increasing use of this approach. Given the advantages of this approach, this study uses PLS-SEM to test the overall hypothesis proposed. SmartPLS 3 software is used to evaluate each outer model and inner model. Testing of the outer model is carried out to ensure the reliability and validity of the measurement, while the introduced hypothesis is examined through the inner model.

Table 1. Research Items List

Notation	Item
Charismatic Leadership (CL)	
CL1	The owner of the MSME is our role model.
CL2	I have faith in my leader's ability to solve the problems that occur inside the organization.
CL3	I put much respect towards the leader and feel proud to work with him.
Intrinsic Motivation (IM)	
IM1	I enjoy helping my fellow workers to solve problems.
IM2	I believe in my capability to solve complicated problems.
IM3	I am happy and proud when I helped my fellow workers.
Tacit Knowledge Sharing (TKS)	
TKS1	I am happy to communicate with my fellow workers related to my experience in the company.
TKS2	I want to share what I can do the others for the company
TKS3	I am pleased to share my knowledge about how, where, and whom if my fellow workers asked me

IV. RESULTS AND DISCUSSION

A. Results

A total of 61 employees participated. Most were men (66%), then women (34%). They have different age groups, under 30 years (23%), ranging from 30-40 years (47%), and more than 40 years (29%). Their tenure as employees are also quite diverse, some of them are under 1 year (35%), ranging from 1-3 years (33%), and more than 3 years (32%). The majority of education level is SMP (69%) then SMA / SMK (21%) and bachelor's degree (10%).

Table 2. Sample Description

Criteria	Total	%	
Gender	Male	40	66%
	Female	21	34%
Age (per March 2021)	< 30 years old	14	23%
	30 - 40 years old	29	47%
	> 40 years old	18	29%
Working period as the employee	< 1 year old	21	35%
	1-3 years old	20	33%
	> 3 years old	20	32%
Education	Bachelor Degree	6	10%
	Senior/Vocational	13	21%
	High School		
	Junior High School	42	69%

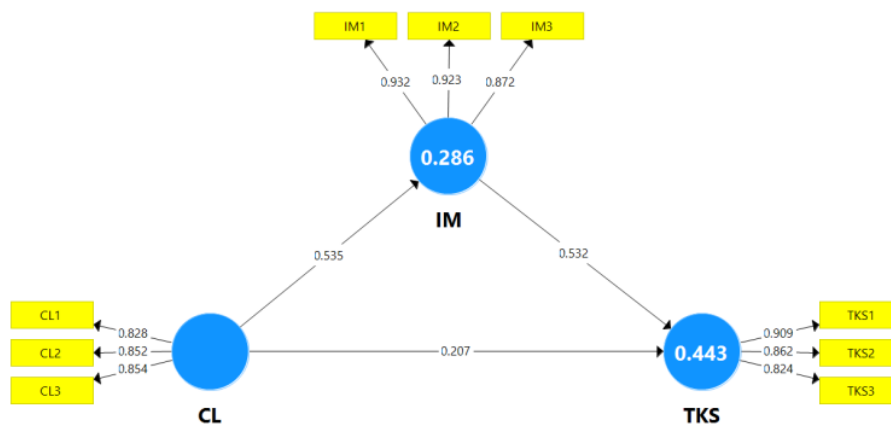
The measurement model testing phase includes testing for convergent, validity discriminant validity. Meanwhile, to test the construct reliability, Cronbach's *alpha values were* and *composite reliability*. The results of the PLS analysis can be used to test the research hypothesis if all indicators in the PLS model have been implemented to meet the requirements of convergent validity, discriminant validity, and reliability test.

A convergent validity test is done by looking at the value *loading factor* of each indicator against the construct. In most references, a factor weight of 0.5 or more is considered to have sufficiently strong validation to explain latent constructs (Chin, 1998; Ghozali, 2014; JF Hair et al., 2010). In this study, the minimum limit for *loading factor accepted* is 0.5, provided that the AVE value of each construct is > 0.5 (Ghozali, 2014). After going through SmartPLS 3.0 processing, all indicators have a value *loading factor* above 0.5 or provided that the AVE value is above 0.5. The fit or valid model of this study can be seen in Figure 2. Thus, the convergent validity of this research model has met the requirements. The value of loadings, Cronbach's alpha, composite reliability and AVE for each complete construct can be seen in Figure 2 and Table 3.

Discriminant validity is carried out to ensure that each concept of each latent variable is different from other latent variables. The model has good *discriminant validity* if the AVE square value of each exogenous construct (the value on the diagonal) exceeds the correlation between this construct and other constructs (values below the diagonal) (Ghozali, 2014). The results of testing *discriminant validity* are by using the AVE square value, namely by looking at the Fornell-Larcker Criterion Value obtained as shown in Table 4. The results of the discriminant validity test in table 3 above indicate that all constructs have an AVE square root value above the correlation value with other latent constructs (via Fornell-Larcker criterion). Likewise, the cross-loading value of all items from an indicator is greater than the other indicator items as mentioned in Table 4, so it can be concluded that the model has met discriminant validity (Fornell & Larcker, 1981). Furthermore, a collinearity evaluation is carried out to determine whether there is collinearity in the model. To find collinearity, it is necessary to calculate the VIF of each construct. If the VIF score is higher than 5, then the model has collinearity (JF Hair et al., 2014). As shown in Table 5, all VIF scores are less than 5, meaning that this model does not have a problem with collinearity.

The construct reliability can be assessed from the *Cronbach's alpha value* and the *composite reliability* of each construct. The recommended values *composite reliability* and *Cronbach's alpha* are more than 0.7 (Ghozali, 2014). The reliability test results in table 2 above show that all constructs have values of *composite reliability* and *Cronbach's alpha* greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.

Hypothesis testing in PLS is also known as the inner model test. This test includes a significance test for direct and indirect effects as well as measuring the magnitude of the influence of exogenous variables on endogenous variables. To determine the effect of charismatic leadership on psychological capital and *tacit knowledge sharing*, a direct effect test is needed. The effect test was performed using the t-statistic test in the analysis model *partial least squares* (PLS) using the *software* SmartPLS 3.0. With the technique *bootstrapping*, the values for *R Square* and significance test values as shown in Table 6 and Table 7.



Picture 2. Valid Research Model

Table 3. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Charismatic Leadership (CL)	CL1	0.828	0.799	0.882	0.713
	CL2	0.852			
	CL3	0.854			
Intrinsic Motivation (IM)	IM1	0.932	0.895	0.935	0.827
	IM2	0.923			
	IM3	0.872			
Tacit Knowledge Sharing (TKS)	TKS1	0.909	0.832	0.900	0.749
	TKS2	0.862			
	TKS3	0.824			

Source: Data processed by SmartPLS 3.0 output (2021)

Table 4. Discriminant Validity

Variables	CL	IM	TKS
Charismatic Leadership (CL)	0.844		
Intrinsic Motivation (IM)	0.535	0.909	
Tacit Knowledge Sharing (TKS)	0.491	0.643	0.866

Source: Data processed by SmartPLS 3.0 output (2021)

Table 5. Collinearity Statistics (VIF)

Variables	CL	IM	TKS
Charismatic Leadership (CL)		1.000	1.401
Intrinsic Motivation (IM)			1.401
Tacit Knowledge Sharing (TKS)			

Source: Data processed by SmartPLS 3.0 output (2021)

Table 6. R Square Value

	R Square	R Square Adjusted
Intrinsic Motivation (IM)	0.286	0.274
Tacit Knowledge Sharing (TKS)	0.443	0.424

Source: Data processed by SmartPLS 3.0 output (2021)

Table 7. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	CL -> IM	0.535	0.108	4.963	0.000	Supported
H2	IM -> TKS	0.532	0.096	5.521	0.000	Supported
H3	CL -> TKS	0.207	0.110	1.874	0.061	Not Supported
H4	CL -> IM -> TKS	0.212	0.050	4.279	0.000	Supported

Source: Data processed by SmartPLS 3.0 output (2021)

Based on Table 6 above, the value of *R Square* intrinsic motivation (MI) is 0.286, which means that the intrinsic motivation (IM) variable can be explained by the charismatic leadership variable. (CL) is 28.6%, while the remaining 71.4% is explained by other variables not discussed in this study. Value of *R Square tacit knowledge*

sharing (TKS) of 0.443 which means that the variable (TKS) can be explained by the variable charismatic leadership (CL) and intrinsic motivation (IM) of 44.3%, while the remaining 55.7% is explained by other variables not discussed in this study. Meanwhile, Table 7 shows the *t-statistics* and *p-values* which show the influence between the research variables that have been mentioned. The three hypothesized pathways in this study are validated and supported at a significance level of 0.05. Intrinsic motivation is influenced positively and significantly by charismatic leadership (H1 supported). *Tacit knowledge sharing* (TKS) is positively and significantly influenced by charismatic leadership (H2 is supported), but *tacit knowledge sharing* (TKS) is not significantly influenced by charismatic leadership (H3 is not supported). However, *tacit knowledge sharing* (TKS) is positively and significantly influenced by charismatic leadership through the mediation of intrinsic motivation (H4 is supported).

B. Discussion and Implications

In terms of theoretical implications, this study at least contributes to the existing literature by uncovering the impact of charismatic leadership practices on *tacit knowledge sharing*. Although a large number of studies have acknowledged the importance of leadership in the success of MSMEs, most of the previous studies were conducted at the level of large business organizations, but similar studies with the MSME unit of analysis are still rare, both in Indonesia and abroad. Therefore, the results of this study enrich the repertoire and body of knowledge related to charismatic leadership practices and their effects on intrinsic motivation and knowledge sharing. The findings of this study can also expand the leadership literature, especially charismatic leadership styles from the theoretical perspective of social psychology.

This study can guide top management and/or owners of MSMEs in the selection and appointment of organizational leaders. This research shows that a charismatic leader can facilitate *tacit knowledge sharing*, either directly or through intrinsic motivation. Thus the management of MSMEs needs to consider charismatic leadership traits as an important evaluation dimension when selecting a team leader who is responsible for organizational learning. This study can also offer guidance to team leaders to focus on subordinates' intrinsic motivation. Previous literature has discussed the role of extrinsic motivation, such as rewards and employee promotion, in influencing individual attitudes and intentions towards knowledge-sharing activities. Thus the team leader himself must pay attention to his leadership style, and influence followers by displaying idealized influence and personal charisma rather than using authoritative power, to gain trust and respect among team members.

V. CONCLUSION

Based on the theory of charismatic leadership and intrinsic motivation, we developed a research model to examine the mechanism of the impact of a leader's charisma on individual behavior in knowledge-sharing activities, *tacit knowledge sharing* in the context of MSME organizations. A field survey was conducted with a total of 61 respondents. Valid questionnaires were collected from employees of five MSME companies in Banten. SEM technique is used to test the research model of three hypotheses. The results of the SmartPLS analysis show that charismatic leadership has a positive and significant effect directly on intrinsic motivation but does not directly affect *tacit knowledge sharing*. It's just that charismatic leadership indirectly affects tacit knowledge sharing through the mediation of intrinsic motivation. So, in this study, intrinsic motivation acts as a full mediator variable.

Several limitations exist in this study. First, data collection was carried out in Banten province, and the generalizability of research findings may be limited to location. Future studies need to test the research model with large-scale data samples collected from various locations, to further test the external validity of the study. Future research should also include cultural variables and factors in the research model to test whether there are cultural interactions with the constructs recorded in the research model. Second, this study focuses on the impact of the leadership practices of a charismatic leader on *tacit knowledge sharing*. Leadership theory suggests that leadership is a multidimensional construct consisting of several leadership traits, and future studies could explore the mechanisms for the impact of other leadership traits, such as inspirational stimulation, intellectual motivation, and personal judgment, on *tacit knowledge sharing* individuals.

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