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The Consequences of Information Technology Adoption on Individual Knowledge-Sharing Intention

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Abstract *-The purpose of this study is to investigate the effect of information technology adoption on Individual Knowledge-Sharing Intention by involving the leadership style variable as a mediator. The sample of this research was taken from 102 lecturers of a private university in Indonesia using a simple random sampling technique and using SEM (Structural Equation Model) with SmartPLS version 3.0 software as a statistical tool. The results of this study indicate that information technology adoption has a positive and significant effect on Individual Knowledge-Sharing Intention, either directly or through leadership style mediation. Therefore, leadership style can be a variable mediator that strengthens the influence of information technology adoption on Individual Knowledge-Sharing Intention.*

Keywords: *Information technology adoption, knowledge sharing intention, leadership style.*

I. INTRODUCTION

Information technology (IT) not only provides more channels for information sharing, but also reduces the barriers to information flow, and therefore improves the information-sharing process (Hendriks, 1999). The most valuable aspect of IT in knowledge management (KM) is enabling the expansion and universalization of the scope of knowledge and increasing the speed of knowledge transfer (Hutagalung et al., 2021; Johan et al., 2021; Novitasari, Asbari, et al., 2021). IT thus plays an important role in promoting knowledge sharing, although support from top management is required for organizations to accept, adopt, and implement IT projects (Neufeld et al., 2007). Previous studies on IT adoption have been based on individual and organizational perspectives to investigate the willingness to utilize IT (M Asbari et al., 2020; Novitasari, Supriatna, et al., 2021; Pebrina et al., 2022). From an individual perspective, most studies are based on the Technology Acceptance Model (TAM) and investigate how individual decision-makers' knowledge and attitudes influence IT adoption. From an organizational perspective, many studies have examined organizational background, culture, technological factors, and external environment to investigate the main issues behind organizational IT adoption (Mohammadi, 2015). However, few studies consider both individual and organizational factors when examining the relationship between IT adoption intentions and Individual Knowledge-Sharing Intentions. In addition, leadership style influences the way employees think, act, and respond to process improvement missions (Fathema et al., 2015). In addition, there is an influence of leadership style and employee behavior on knowledge sharing (Asbari et al., 2021; Fikri et al., 2021; Hutagalung, Admiral, et al., 2021; Novitasari, Haque, et al., 2021; Purwanto, Bernarto, Asbari, Mayesti Wijayanti, et al., 2020; Singgih et al., 2020; Suroso et al., 2021).

Given the important role of leadership style in IT adoption and Individual Knowledge-Sharing Intentions, this study aims to answer the question: How are IT adoption and Individual Knowledge-Sharing Intentions related to various

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leadership roles? By addressing this gap in existing research (Pebrina et al., 2021). This study seeks to make three key contributions. First, this study attempts to enrich research on the complex effects of IT adoption intentions, and Individual Knowledge-Sharing Intentions. Therefore, this study is based on the concept of IT engagement and investigates whether this affects the intention of IT adoption and further affects the intention to share knowledge (Masduki Asbari et al., 2020; Novitasari, Hutagalung, et al., 2021; Suroso et al., 2021).

Secondly, this study focuses on a core variable, namely leadership style, as a moderator between IT adoption and knowledge sharing intentions. In other words, this study argues that the intention to adopt IT can increase the intention to share knowledge through the mechanism of leadership style. Third, this study proposes concrete suggestions that can be used as a reference by companies that want to increase the willingness of staff to share knowledge.

This paper is structured as follows. The theoretical background and hypotheses sections introduce the key constructs of research and develop hypotheses. The methodology section describes the procedures used for data collection and validation of construction properties measurements, and the results section presents the results of this empirical study. The implications for practice and research are presented in the discussion and implications. Finally, the study concludes with a discussion of the findings and suggestions for further research in the conclusion section.

II. LITERATURE REVIEW

Whisler & Leavitt (1958) defined IT as the simulation of higher-order thinking through computer programs, and related techniques to process large amounts of information rapidly. IT thus includes technologies such as mathematical programming and methodologies such as operations research, as well as the application of statistical and mathematical methods to decision-making problems. Expanding on this definition, Kroenke (2013) notes that IT includes: all products, methods, inventions, and standards that can be used to generate information, while Laudon & Traver (2013) state that IT consists of all the hardware and software that need to be used by the company to achieve its goals. IT can help enterprises reduce costs and improve efficiency, thereby achieving and maintaining greater competitiveness (Masduki Asbari et al., 2019, 2021a; Basuki et al., 2020).

Laudon & Traver (2013) describe IT as a tool to control, store, and disseminate structured knowledge, thereby helping people to disseminate documents or knowledge to every corner of the organization. Other researchers claim that when an enterprise implements KM, it needs support from IT to systematize and simplify abstract knowledge and enable it to be collected, stored, transmitted, and reused, IT can support communication, collaboration, and knowledge retrieval (Asbari et al., 2019, 2020. 2021; Basuki et al., 2020; Fikri et al., 2021; Suroso et al., 2021). Khandelwal dan Gottschalk (2003). They investigate how IT enables corporate law to transfer knowledge internally. Their results show that IT has been used successfully to support KM in the organizations they researched and can increase the effectiveness of teamwork. Some previous studies have found that techniques such as data mining can help organizations extract valuable information from databases, especially for marketing, customer relationship management (CRM), e-commerce, and other purposes (Agistiawati et al., 2020; Novitasari, Haque, et al., 2021; Novitasari, Supriatna, et al., 2021; Singgih et al., 2020).

Pebrina et al. (2021) studied the factors that influence knowledge-sharing behavior on blogs and found that IT provides the basis and mechanism for communication and interaction in such online communities. With IT support, a community can process and present information in a flexible way to help gather knowledge. Based on these and other studies, IT is widely seen as useful for its ability to support better communication and collaboration, facilitate the organization and search for knowledge, and even stimulate innovation (Pebrina et al., 2021; Wiyono et al., 2021).

Behavioral intentions describe the likelihood that consumers will behave in certain ways, and can be used to predict certain behaviors (Pebrina et al., 2021). After consumers experience a service, they will subjectively decide whether they will buy again shortly, and a comfortable experience will lead to greater purchase intention. Purwanto et al.

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(2021) stated that behavioral intentions refer to certain actions or behavioral intentions that are generated after a person uses a product or service, and these can be classified into six categories, as follows: purchase intentions, repurchase intentions, shopping intentions, shopping intentions, search intentions, and consumption intentions. Purwanto, Asbari, Santoso, Wijayanti, et al. (2020) stated that repurchase intention and willingness to recommend are key factors for assessing behavioral discovery. Zeithaml (2000) suggested that favorable behavioral intentions are associated with the ability of service providers to get consumers to say positive things about them, recommend services to others, express cognitive loyalty, spend more with the company, and pay a premium price for services offered. Zeithaml (2000) used information on word of mouth, purchase intention, price sensitivity, and complaining behavior to assess behavioral intentions. Based on the literature review, this study sees intention as an important factor in any realized behavior. Moreover, if behavioral intentions can be measured correctly, then the company can predict most of the actual consumer behavior.

Al-Qirim (2007) explored the adoption of e-commerce technologies (e.g., internal email, external email, Intranet, Extranet/VPN, Internet-EDI, and websites) in small businesses, and found that CEOs must be involved when companies want their staff to adopt intranet. Another study found that staff involvement is also important, and will determine the success of IT adoption and implementation. Al-Qirim (2007) investigated the advantages of electronic word-of-mouth and its effect on consumer behavioral intentions depending on consumer involvement. It is stated that the level of passenger involvement concerning public transport has a positive effect on his behavioral intentions. The same results were also found in a study examining behavioral intentions to upload online video content. The results show that ego involvement plays an important role in accounting for both attitudes towards uploading behavior and intention to upload (Park et al., 2011), and similar results have been found about IT adoption intentions of staff.

Von Krogh et al. (2011) claim that the knowledge-sharing process is based on the interaction between tacit and explicit knowledge. This kind of sharing is not only limited to individuals but is about sharing activities among individuals. The following study notes that knowledge sharing is the process of transferring knowledge through media, and the recipient then interprets the new knowledge or interacts with others to carry out a further transfer of knowledge (Agistiawati et al., 2020; Asbari et al., 2019, 2020. 2021; Basuki et al., 2020; Fikri et al., 2021; Hutagalung, Admiral, et al., 2021; Novitasari, Haque, et al., 2021; Novitasari, Supriatna, et al., 2021; Singgih et al., 2020; Suroso et al., 2021). The study suggests that knowledge sharing is a kind of communication process. At the same time, knowledge is not like a product that can be easily transmitted to a passive recipient, and when one learns knowledge from another, it is the first. It is also required to have the knowledge and the ability to rebuild, learn and share knowledge.

The higher the level of knowledge sharing, the easier it is for staff to acquire related knowledge, and the higher the value this knowledge will create (Bradley, 2000). Hutagalung et al. (2021) stated that in an organization knowledge sharing that occurs between staff can also be done informally, not systematically, and outside of routine habits. Boer et al. (2011) proposed a relational model theory to study knowledge sharing in organizations. This theory classifies the relational model into four types, namely: communal sharing, authority ranking, equality matching, and market pricing. The results show that Individual Knowledge-Sharing Intentions are embedded in various relational models and that knowledge will be shared when members share appropriate relational models (Masduki Asbari et al., 2021b; Novitasari, Haque, et al., 2021; Singgih et al., 2020; Widodo et al., 2022).

In addition, knowledge sharing will be more effective if there are incentives and the implementation of the right KM system based on the relational model. This study shows that many areas of management research have examined the issue of knowledge sharing. This is because such sharing is not only a key process in creating new products and services, in leveraging organizational knowledge assets, and in achieving collective outcomes (Boer et al., 2011), but also one of the biggest challenges when implementing KM. Previous studies have shown that IT adoption can help organizations to manage and share their internal knowledge. Boer et al. (2011) state that social software (e.g., Wikis, blogs, and online Communities of Practice (CoP)) has become widely used as a way to acquire softer (or implicit) knowledge. Such software and related applications can encourage information sharing and collaboration. Von Krogh et al. (2011) also show that the intention to use blogs has been an important factor in knowledge-sharing behavior.

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Boer et al. (2011) found that greater use of social media technology within medical institutions could lead to more effective internal knowledge sharing. Based on the literature review, it can be seen that IT adoption intentions have a significant influence on Individual Knowledge-Sharing Intentions.

The results of previous studies indicate that KM effectiveness fully mediates the impact of leadership style on effectiveness. Manafi & Subramaniam (2015) explored the mediating effect of leadership style and knowledge sharing on transformational leadership and Enterprise Resource Planning (ERP) system success and found that development culture had a direct impact on ERP success, while the hierarchical, group, and rational cultures indirectly related to ERP success, mediated by ERP knowledge sharing. Thus they recommend that top executives should work to develop appropriate leadership styles, to encourage ERP knowledge sharing and achieve the benefits of using ERP systems.

Leadership style has a significant influence on IT use (Gençer & Samur, 2016) and knowledge sharing and management (Asbari et al., 2021; Fikri et al., 2021; Hutagalung, Admiral, et al., 2021; Novitasari, Haque, et al., 2021; Purwanto, Bernarto, Asbari, Mayesti Wijayanti, et al., 2020; Singgih et al., 2020; Suroso et al., 2021). Song et al. (2015) identified and ranked 44 leadership style attributes of the KM technology profiling leadership style and instrument, and identified the most important ones that stimulate knowledge sharing and lead to success when implementing KM technologies. NS The results reveal that certain cultural attributes have a significant relationship with the successful application of KM technology and knowledge sharing. Sharma & Bock (2005) found that effective knowledge sharing cannot be forced or mandated. Companies that wish to institutionalize knowledge-sharing behavior should encourage a facilitative work context. These include extrinsic motivators, socio-psychological forces, and organizational climate. They further stated that extrinsic motivators, socio-psychological forces, and organizational climate will affect the intention of sharing knowledge of individuals. Yang (2007) found that there is a significantly positive relationship between the effectiveness of knowledge sharing and collaborative culture. Hutagalung, Novitasari, et al. (2021) stated that leadership style plays an important role in knowledge creation because it affects how members learn, acquire, and share knowledge. On the other hand, leadership style can also be seen as a model of organizational behavior of organizational members who share a complex set of beliefs and expectations.

III. METHOD

According to Creswell & Creswell (2017), if the purpose of this study is to determine the relationship between the variables studied, the quantitative approach is the best. Quantitative research methods are suitable for testing theories and hypotheses through the use of a set of statistical tools (Creswell & Creswell, 2017). Hence, this study uses a survey method to test the formulated hypothesis. Additionally, a questionnaire was adopted as an instrument to collect the required data. The research population consisted of 167 lecturers at private universities in Tangerang. Using simple random sampling, 167 questionnaires were sent online to the population. A total of 102 questionnaires were returned and valid, making up a response rate of 61%. Therefore, according to Roscoe et al. (1975), the number of samples obtained was very adequate.

The nature of this study involves a dependent effect between latent constructs and manifest variables, therefore, the reflective measurement model is suitable for this study (Hair Jr et al., 2017). All adopted items were rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The Information Technology Adoption (ATI) instrument consists of 3 items (ITA1-ITA3) adapted from Tseng (2017). The instrument for measuring knowledge sharing consists of 5 items (KSI1-KSI5) adapted from Tseng (2017). The instrument for measuring leadership style consists of 4 items (LS1-LA4) adapted from Tseng (2017).

The most popular statistical techniques under the Structural Equation Model SEM are the covariance-based approach (CB-SEM) and the variance-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 disciplines (Hair et al., 2012). The ability of PLS-SEM to deal with problematic

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modeling problems that commonly occur in the social science environment such as unusual data characteristics (e.g. non-normal data) and highly complex models is an important reason behind the increased use of this approach. Considering the advantages of this approach, this study uses PLS-SEM to fully test the proposed hypothesis. SmartPLS 3.0 software was performed to evaluate each outer model and inner model. Testing of the outer model is carried out to ensure the reliability and validity of the measurements, while the hypotheses introduced are checked through the inner model. Furthermore, the final results of the questionnaire which were then used in this study are as mentioned in Table 1.

Table 1. Research Items List

Notations	Item	References
Information Technology Adoption (ATI)		Tseng (2017)
ITA1	I intend to use IT facilities that can help me share knowledge shortly.	
ITA2	I predicted that I will use IT facilities that can help me share knowledge shortly.	
ITA3	I plan to use IT facilities that can help me share knowledge shortly.	
Knowledge Sharing Intention (KS)		Tseng (2017)
KSI1	I intend to share my knowledge with my colleagues.	
KSI2	I intend to try my best to share my knowledge with my coworkers.	
KSI3	I intend to endeavor to share my knowledge with my colleagues.	
KSI4	I intend to share my knowledge with my colleagues more often in the future.	
KSI5	I intend to share my knowledge with my colleagues in an effective way.	
Leadership Style (LS):		Tseng (2017)
LS1	My boss has a clear and broad perspective, is also sensitive to the environment and staff needs, and has an adventurous spirit that is not limited by ancient traditions.	
LS2	My supervisor appropriately provides remuneration, awards, promotion opportunities, and other rewards to meet my needs and desires; while I will obey their orders and directions, and accomplish the task they gave me in return.	
LS3	My boss will introduce innovative ideas, propose better suggestions or raise moral standards to motivate me to achieve my assigned goals, as well as to voluntarily achieve organizational/team goals.	
LS4	My leader puts the needs of others first, can recognize others through listening to them, helps his team to develop and perform at their best, increases the trust of others, and earns the trust of subordinates.	

According to Sekaran & Bougie (2003), the theoretical framework is the foundation on which all research projects are based. From the theoretical framework, hypotheses can be developed that can be tested to determine whether the formulated theory is valid or not. Then later it will be measured by appropriate statistical analysis. For this reason, the authors build a research model as shown in Figure 2 below:

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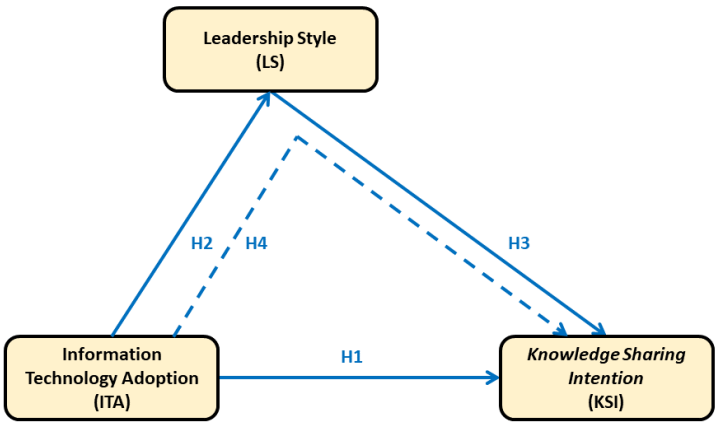

Figure 2. Research Model

Thus, this study establishes the following hypotheses:
H1: Information Technology Adoption has a positive influence on Individual Knowledge-Sharing Intention.
H2: Information Technology Adoption has a positive influence on leadership style.
H3: Leadership style has a positive influence on Individual Knowledge-Sharing Intention.
H4: Information Technology Adoption has an indirect positive influence on Individual Knowledge-Sharing Intention through leadership style mediation.

IV. RESULT AND DISCUSSION

Result

In total 102 lecturers participated. The most men (72.77%), then women (27.23%). Additionally, they have different age groups that include under 30 years (25.41%), ranging from 30-40 years (46.60%), and over 40 years (27.99%). The tenure as a lecturer also varies, some of them are under 5 years (35.66%), ranging from 5-10 years (48.52%), and more than 10 years (15.82%). Meanwhile, the majority of their last education degree ranges from Master's Degree (94.01%) and Doctoral (5.99%).

The measurement model testing phase includes testing of convergent validity, and discriminant validity. Meanwhile, to test construct reliability, Cronbach's alpha and composite reliability values were used. The results of the PLS analysis can be used to test research hypotheses if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity, and reliability testing. A convergent validity test is done by looking at the loading factor value of each indicator to the construct. In most references, a factor weight of 0.7 or more is considered to have strong enough validation to explain the latent construct (Chin, 1998; Ghozali, 2014; J. F. Hair et al., 2010). In this study, the minimum accepted loading factor is 0.7 and provided that the AVE value of each construct is > 0.5 (Ghozali, 2014). After going through SmartPLS 3.0 processing, all indicators have a loading factor value above 0.7 and an AVE value above 0.5. The fit or valid model of this research can be seen in Figure 2. Thus, the convergent validity of this research model has met the requirements (Purwanto et al., 2019; Purwanto, Asbari, Santoso, Paramarta, et al., 2020; Purwanto, Asbari, & Santoso, 2021b, 2021a; Purwanto, Asbari, Santoso, et al., 2021). The value of loadings, Cronbach's alpha, composite reliability, and AVE for each construct can be seen in Table 2.

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 squared value of each exogenous construct (the value on the diagonal) exceeds the correlation between the construct and other constructs (the value below the diagonal) (Ghozali, 2014). The results of the discriminant validity test are using the AVE squared value, namely by looking at

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the Fornell-Larcker Criterion Value obtained as shown in Table 3. The results of the discriminant validity test in table 3 show that all constructs have the AVE square root value above the correlation value with other latent constructs (through the Fornell-Larcker criteria). Likewise, the cross-loading value of all items from one indicator is greater than the other indicator items as mentioned in Table 3, so it can be concluded that the model has met discriminant validity (Fornell & Larcker, 1981).

Furthermore, collinearity evaluation is carried out to determine whether there is a collinearity problem in the model. To find the collinearity, we need the VIF collinearity statistics of each construct. If the VIF is more than 5, then the model has collinearity (Hair et al., 2014). As shown in Table 4, all VIF scores are less than 5, i.e. the results of the collinearity structural model reveal VIF values below 2. This shows that this research model does not have multicollinearity problems.

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

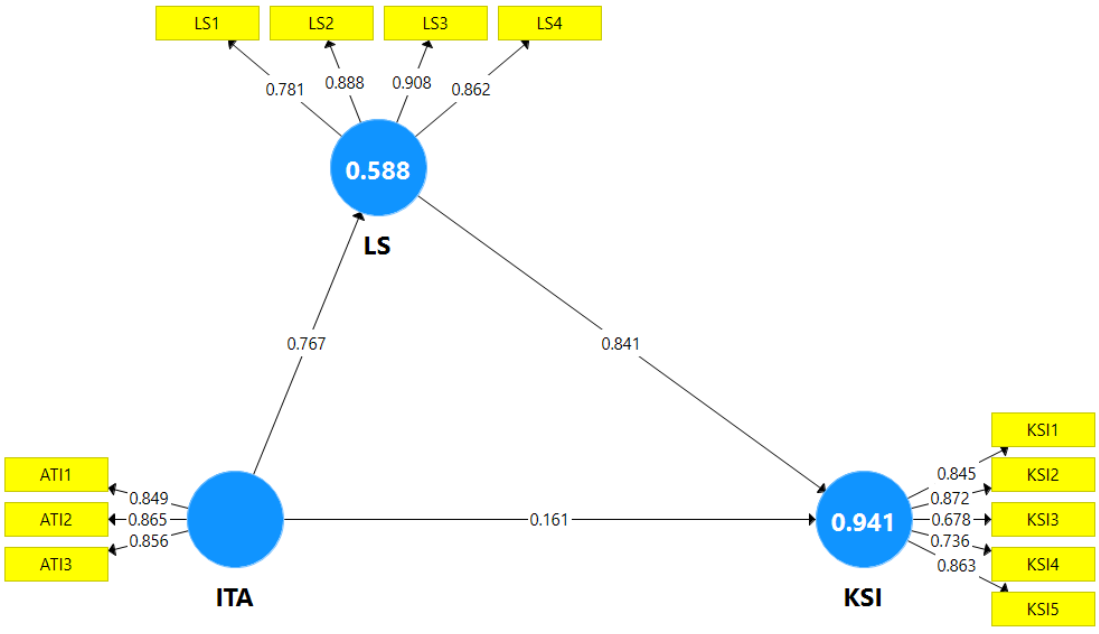

Figure 2. Valid Research Model
Source: SmartPLS 3.0 Processing Results (2021)

Table 2. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Information Technology Adoption (ATI)	ATI1	0.849	0.819	0.821	0.892	0.734
	ATI2	0.865				
	ATI3	0.856				
Knowledge Sharing Intention (KSI)	KSI1	0.845	0.861	0.883	0.900	0.644

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	KSI2	0.872				
	KSI3	0.678				
	KSI4	0.736				
	KSI5	0.863				
Leadership Style (LS)	LS1	0.781	0.883	0.890	0.920	0.742
	LS2	0.888				
	LS3	0.908				
	LS4	0.862				

Source: SmartPLS 3.0 Processing Results (2021)

Table 3. Discriminant Validity

Var	ITA	KSI	LS
ITA	0.857		
KSI	0.806	0.803	
LS	0.767	0.965	0.861

Source: SmartPLS 3.0 Processing Results (2021)

Table 4. Collinearity (VIF)

Var	ITA	KSI	LS
ITA		2.427	1.000
KSI			
LS		2.27	

Source: SmartPLS 3.0 Processing Results (2021)

Tabel 5. *R Square* Value

Variables	R Square	R Square Adjusted
KSI	0.941	0.941
LS	0.588	0.585

Source: SmartPLS 3.0 Processing Results (2021)

Tabel 6. Hypotheses Testing

Hypotheses	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
H1	ITA -> KSI	0.161	0.150	0.042	3.820	0.000	Supported
H2	ITA -> LS	0.767	0.767	0.042	18.100	0.000	Supported
H3	LS -> KSI	0.841	0.851	0.035	23.987	0.000	Supported
H4	ITA -> LS -> KSI	0.645	0.653	0.046	14.146	0.000	Supported

Source: SmartPLS 3.0 Processing Results (2021)

Hypothesis testing in PLS is also known as inner model testing. This test includes a test of the significance of direct and indirect effects as well as measuring the magnitude of the effect of exogenous variables on endogenous variables.

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To determine the effect of Information Technology Adoption on knowledge sharing intention and leadership style, a direct influence test is needed. The effect test was carried out using the t-statistical test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and the significance test value were obtained in Table 5 and Table 6. **The results for all hypotheses (H1, H2, H3, H4) are supported.**

Discussion

The main purpose of this study was to investigate the effect of information technology adoption on knowledge sharing intention by mediating leadership style variables. The results of this study state that all hypotheses are supported and it is found that information technology adoption has a positive and significant effect on knowledge sharing intention and leadership style. Likewise, leadership style has a positive and significant role as a mediator between the two.

As a result, this study shows that leadership style significantly moderates the relationship between IT adoption and knowledge sharing intention. This study proposes indicators of the four most commonly applied leadership styles in organizations, namely: servant, charismatic, transformational, and transactional. Further investigation found that all indicators of the four leadership styles had a positive and significant effect. That is, these findings tell us all that the four leadership styles can be implemented in the sample organizations of this study. Meanwhile, if it is necessary to know which leadership style is the most influential, further in-depth research needs to be done.

However, this research is also not without limitations. This study in the future needs to involve the gender and age factors of the respondents so that they can map out in more detail each influence of the existing brand leadership dimensions. Perhaps, the findings of this study will reveal new, more detailed, and useful facts for the development of e-commerce businesses in the future. It is also possible to extend the theoretical model of this study to include additional dependent variables such as consumer satisfaction and community culture.

V. CONCLUSION

Finally, the findings of this study confirm that all hypotheses are supported and it is found that information technology adoption has a positive and significant effect on knowledge sharing intention and leadership style. Likewise, leadership style has a positive and significant role as a mediator between the two. The findings and implications of this study are largely in line with the existing literature, which was discussed earlier.

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