

The Influence of Organizational Climate on Knowledge Sharing Intention in PT PLN Main Development Unit of North Sumatera

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Abstract — Knowledge resources are closely related to human resources which are the most important assets and intellectual capital of an organization. It also need to be managed in order to respond the increasingly dynamic of management, organization and information technology conditions. Various factors can influence employees' knowledge sharing intention, such as organizational climate. Organizational climate have an important role to understanding organizational member's attitudes and behaviors. A pleasant organizational climate will have a positive impact to the organization, such as pro-social behavior, namely knowledge sharing. This study aims to determined the influence of organizational climate on employees' knowledge sharing intention. This study involved 180 employees in PT PLN Main Development Unit of North Sumatera. Measuring instruments used in this study are knowledge sharing intention questionnaire, and the organizational climate questionnaire. The result of multiple regression analysis with SPSS 19.0 shows that organizational climate has a positive and significant effect toward knowledge sharing intention. The implication of this research can help companies maintaing the workteam in each department to work together in conducting regular knowledge sharing program activities, and should be able to become a facilitator so that increase good communication and quality relationships among employees or between supervisor and subordinates, and also increase employees' knowledge sharing intention with able to provide rewards or positive treatment to employees.

Keywords — Knowledge Sharing Intention, Organizational Climate.

I. INTRODUCTION

In the globalization and liberalization era of organization, there are currently various changes in almost all aspects. Organizational survival is very dependent on ability to respond these changes effectively. Knowledge and innovation will be very important think to business continuity in the 21st century (Sangkala, 2007). Knowledge resources are closely related to human resources which are the most important assets and intellectual capital of an organization. It also need to be managed in order to respond the increasingly dynamic of management, organization and information technology conditions. So that organizations tend to increase their competencies with knowledge to maintain their competitive advantage (Brcic & Mihelic, 2015).

Perusahaan Listrik Negara (PLN) is a large company which has been implemented knowledge management for a long time in facing increasingly intense service demands, especially those related to community service issues. PT PLN Main Development Unit of North Sumatera which is engaged in the construction of substations and high voltage air line transmission networks and extra high voltage airway in North Sumatera and Aceh regions that are committed to fulfill what they want and requirements of customers and stakeholders. PLN's mission from the corporate principle point of view is to performing the electricity infrastructure construction management business which is oriented towards cost, quality and time. In this case, PLN annually assesses and

evaluates the performance units, as well as provides incentives / rewards for units that excel. In the context of evaluation and incentives, internal competition between units develops, resulting in best practices in order to improve company performance.

Knowledge is data and all information combined with abilities, intuition, experiences, ideas, motivation from competent or trustworthy sources (Nonaka, 2009). The importance knowledge in the organizations today has been manifested in several strategic steps based on development and flow of information within the organization.

The organization encourages employees to grow and develop, to share their knowledge, learn from the other colleagues, and to learn from mistakes than have been made. According to Van den Hoof & De Ridder (2004) knowledge sharing is a reciprocal process in which individual exchange knowledge both tacit and explicitly in the form of donating and collecting knowledge to others, and together can create new knowledge or found a problem solution. Tacit knowledge is knowledge that is in a human's mind, such as experiences, skills, and values (Nonaka, 2009). Meanwhile, explicit knowledge is knowledge and experience that is described in a straight forward and systematic manner and is easily written and documented (Nonaka, 2009).

Knowledge sharing is employee's behavior where they are contribute to the organization by using knowledge organizational to improve their performance, create some ideas or innovations produce a competitive organization and acquire new knowledge (Jackson et al, 2006; Wang, Noe, & Wang, 2014; Pramono & Susanty, 2016). Every process in knowledge sharing behavior is always related to how to give and collect information or data with others.

Knowledge sharing activities can be carried out in a systematic process through various media, both informal and formal forms or directly or indirectly, such as holding meetings, briefings, forums discussion, mentoring / tutoring, training, seminars, workshops, formation community, even through letters, social media groups, e-mail, telephone, sms, communication between colleagues or supervisor with subordinates, chatting outside or work hours or when taking breaks. This knowledge sharing activities can improve organizational performance (Pasaribu, 2009).

The flow of individual and members's knowledge organization is highly dependent on individual behavior (Tohidinia & Mosakhani, 2010). Because in the real world, creating and maintaining knowledge sharing can be difficult, because of challenge faced is making these individuals willing to share their knowledge with others (Lam & Ford, 2010). Person's behavior to share knowledge in their work environment can be seen from the individual's behavioral intentions. Intention is a desire, willingness, or something that underlies person to do something behavior (Ajzen, 2005).

One of the factors that influence knowledge sharing intention is organizational climate (Brock, Zmud, & Kim, 2005; Lin, 2007; Schulte et al, 2009; Pasaribu, 2009; Kaya. Koc. & Topcu, 2010; Chen, Chuang, & Chen, 2012). The implementation of knowledge sharing activities in an organization is supported by a good organizational climate. According to Robbins & Judge (2015) defines organizational climate as a shared perception that organizational members have about the organization and its environment, such as understanding of written rules, habits in doing work and the bureaucracy in carrying out their duties and responsibilities. Organizational climate is defined as employee's perception have about the organization in relation to work practices, applicable procedures, work routines, rewards, and behaviors that are expected to be rewarded and supported in a certain background (Bowen & Ostroff, 2004).

Examples of a good organizational climate include the establishment of a harmonious relationship based on mutual trust between supervisor and subordinates and among employees, opportunities provided by the organization to employees to present and apply new ideas, willing to do work outside of their duties and responsibilities, helping each other, the existence of adequate job challenges, and good communication relationships between all members in a organization. Even though the organization has reliable employees, if it is not supported by a conducive organizational climate, it will obstacles employee's performance which in turn a negative impact on the successful of achieving the organization's goals.

The results of some previous studies show that organizational climate has a positive effect on person's knowledge sharing intention with others (Chen et al, 2012). Someone will tend to share their knowledge under a climate of high mutual trust (Hinds & Pfeffer, 2003). According to Kim & Lee (2006), if workers can build mutual trust and receive justice from their supervisor, then they will tend to share knowledge in a organization. In addition, Hinds & Pfeffer (2003) also show that an open and free expressive climate will maintain the flow of information within the organization. Thus, when an organization forms a fair, innovative, and affiliative climate that encourages knowledge sharing behavior, the organization members will follow these values (Brock et al, 2005).

II. STATEMENT OF THE PROBLEM

How does organizational climate affect employees' knowledge sharing intention in PT PLN (Persero) Main Development Unit of North Sumatera?

III. LITERATURE REVIEW

A. Knowledge Sharing Intention

Ajzen (2005) defines intention as a component in an individual which refers to the desires to perform certain behavior. Based on theory of planned behavior by Ajzen (2005) states that intention is a function of the initial determinant to determine whether a certain behavior that a person has will be carried out or not. The assumption is that a person's behavior can be predicted from his or her intention, the stronger person's intention to do a certain behavior, the greater opportunity to perform a behavior (Ajzen, 2005). Intention is a function of belief or important information about tendency showing a certain behavior will lead to a specific result. Therefore, intentions are also not fixed and can change at any time (Ajzen, 2005). In simple terms, this theory states that a person will do an action if he thinks the action positively and believes that other people want him to do the behavior.

Based on some of the definitions of intention above, it can be concluded that intention is a component in an individual that refers to the desire to carry out certain behaviors in everyday life and is influenced by beliefs or information about the behavior showed so that the behavior can change over time.

Ajzen (2005) states that there are 4 aspects of intention namely as follows:

- 1) *Actions*, specific behaviors that will be carried out later.
- 2) *Target*, the object that becomes the target of behavior. Objects that are the target of a specific behavior can be classified into three, namely a particular person / particular object, a group of people / a group of objects (a class of object), and a person or object in general (any object).
- 3) *Situation*, which is a situation or condition that supports the behavior to carry out a behavior (how and where the behavior will be carried out). Situation can also be interpreted as the location of the behavior.
- 4) *Time*, when the behavior occurs covering a certain time in period or not limited to one period. For example a specific time (certain days, hours, periods / months), unlimited time (future time).

Knowledge is data and information combined with abilities, intuition, experience, ideas, motivation from competent sources (Nonaka & Teece, 2012). Knowledge is information that has been analyzed so that it can be understood and used to solve problems and to make decisions (Munir, 2008). Meanwhile, the simplest definition of knowledge itself is the capacity to take action effectively.

Any size an organization, must have knowledge assets. If we look further, there are two types of knowledge according to Nonaka (2009), namely as follows:

- Tacit knowledge is a knowledge that inside in the human mind. Personal knowledge possessed by this individual is in the form of experience, insight expertise and values of belief. Tacit knowledge is something we know and experience, but it is difficult to express clearly and completely. Tacit knowledge is very difficult transfer to others because this knowledge is an innate factor and is stored in each individual's (cognitive) mind in the organization according to their competence.
- Explicit knowledge is a knowledge and experience about "how to do / make something", which is described in a straightforward and systematic manner, or it can also be called practical knowledge. This explicit knowledge is easily transformed into formal forms and systematic language so that it is easier to transfer to others. For example, a manual for operating a machine or an explanation given by an instructor in a training program or a standard operating procedure book.

Thus, organizations need to be skilled in transferring tacit knowledge to explicit knowledge and back to tacit which can drive innovation and new product development. From the opinions above, it can be concluded that knowledge is information that has been analyzed that can be used as a basis for action, problem solving, decision making, and for pursuing certain directions or strategies.

According to Van den Hoof and De Ridder (2004) knowledge sharing is a reciprocal process where individuals exchange knowledge both tacit and explicit in the form of contributing knowledge and gathering knowledge to others and collectively creating new knowledge or solutions. Knowledge sharing is a behavior where employees exchange the knowledge they have, both tacit knowledge and explicit knowledge (Hoff & Wenen, 2004). Pasaribu (2009) argues that knowledge sharing can be defined as a culture of social interaction including the exchange of knowledge, experience and expertise between employees through an entire department or organization, this creates a common basis for cooperation needed. Connelly & Kelloway (2003) define knowledge sharing as behavior that involves exchanging information or helping other colleagues.

One of the purposes of the definition described above consists of providing and gathering knowledge, which provides knowledge by communicating what knowledge is owned by someone else's personal intellectual capital and gathering knowledge refers to consulting colleagues by sharing information or intellectual capital they have. Knowledge sharing can occur among individuals, within and between teams, organizational units, and organizations (Glassop, 2002).

This research is more of a future forecast, namely by measuring the intention of employees to show knowledge sharing behavior. Based on the description above, it can be concluded that the intention of knowledge sharing is the desire or tendency of individuals to be willing to provide both tacit and explicit knowledge to others and the desire to obtain tacit and explicit knowledge from others by means of consultation or discussion.

B. Organizational Climate

Stringer (2002) defines organizational climate as a collection and environmental pattern that determines motivation. Organizational climate is the quality of the organization's internal environment experienced by members of the organization and influences the behavior of members of the organization. This organizational climate is employees' perceptions of organizational policies, practices, procedures, interactions and behaviors that support creativity, innovation, safety, or services in the organization. Thus, organizational climate is the concept of attitudes and feelings felt by employees towards the organization which can be understood as a manifestation or form of organizational culture.

Stringer (2002) argues that the characteristics or dimensions of organizational climate affect the motivation of organizational members to behave in a certain way. Therefore, organizational climate can be described and measured in terms of these dimensions. He said that to measure organizational climate, there are six dimensions needed, namely as follows:

1) Structure

The organizational structure reflects the feelings in the organization well and has clear roles and responsibilities for organizational members, and includes the position of employees in a company that has been well organized. Structure is the perceptions of its members about the rules, procedures, and policies imposed in the organization which are the limitations imposed by the superior or the organization's members.

2) Standard

Measuring of pressure felt by members of the organization to improve and enhance their performance, as well as the degree of doing a good job. Performance standards measure the perception of the importance of performance and clarity of expectations with regard to performance in the organization. Meanwhile, the work standards determined by the employees themselves are a reflection of motivation to excel among the employees concerned. In other words, high performance standards are not determined by superiors' policies but as a reflection of their own drive for achievement.

3) Responsibility

The employee's perception about work demands and opportunities for advancement that encourage higher achievement with greater responsibility, independence of organizational members in completing work or making decisions independently and doesn't require supervision from other organizational members. The amount of responsibility entrusted to members of the organization arises because of availability of work challenges, job demands, and feelings of enjoying job achievement.

4) Reward

A feeling that organizational members feel valued if they can complete a task well. Rewards show acceptance of behavior, whereas punishment shows rejection of behavior. A work environment that is oriented towards giving rewards rather than

punishment will tend to increase individual interest to cooperate and achieve. A good work climate such as rewards received by employees is characterized by a balance between rewards and criticism of work completion. Rewards received if work completion isn't rewarded consistently can cause a decrease in employee's motivation and morale as well as employee discipline levels at work.

5) Warm & support

Support includes relationships between organizational members that reflect trust and mutual support that takes place among members within organization. A good support climate is believed to have a low level of interpersonal conflict. Support and friendship among all organizational members are very important values for forming good relationships in the work environment. Warmth in attitude and support can relieve various kinds of anxiety and worries about work. This dimension will reveal the atmosphere of interaction between members within organization. In an organization, good and harmonious interaction must be created from all members of the organization.

6) Commitment

Organizational members reflects their feeling pride to organization and the degree of loyalty or commitment to achievement of organizational goals. Job loyalty is related to determination and improvement in employee performance. Employees who feel proud as members of organization have commitment and loyalty to their organization, while commitment will be low if employees who feel apathetic towards the organization and the goals of the organization are due to a lack of commitment and loyalty to the organization. Commitment also includes understanding organizational members about what company's goals wants to achieve.

C. Organizational Climate to Knowledge Sharing Intention

One of the factors that can influence knowledge sharing intention is organizational climate (Brock et al, 2005; Lin, 2007; Schulte et al, 2009; Pasaribu, 2009; Kaya et al, 2010; Chen et al, 2012). Organizational climate affects organizational attitudes and behavior and the employees performance which then determines organizational performance (Wirawan, 2007). Organizational climate is not only created by the organization, but also comes from the thoughts, feelings, and behavior of its workers so that the organizational climate will be easier to create, change, and eliminated compared to organizational culture/ organizational climate is determined by how the work culture or organizational culture develops within organization.

The result of previous studies show that organizational climate has a positive effect on a person's knowledge sharing intention with others (Chen et al, 2012). Someone will tend to share knowledge under a climate of high mutual trust (Hinds & Pfeffer, 2003). According to Kim & Lee (2006), if workers can build mutual trust and received justice from their supervisor, then they will tend to share knowledge in the organization. In addition, Hinds & Pfeffer (2003) also show that an open and free expressive climate will maintain the flow of information within organization. An organizational climate that is motivated by prosocial (affiliative) behavior norms and tolerates failure for acceptable reasons will encourage discussion activities to share knowledge. Individuals who work in innovative work environments will tend to be willing to share their knowledge and innovative ideas (Jung, 2003). All of these work environments, if held together will make the organizational climate directly affect members' knowledge sharing intention (Brock et al, 2005).

Organizational climate plays an important role in understanding the attitudes of organizational members (Schulte et al, 2009). Organizational members who share their opinions and experiences with the organization will influence their judgment and form a tendency to respond the situation (Chen et al, 2012). Empirical studies states that an individual's assessment of an organizational climate is positively related to their attitude, meaning that the more positive perceived of an existing organizational climate, the stronger collective attitudes shown (Schulte et al, 2009). This result is in line with research conducted by Chen et al (2012) which states that a positive attitude want to share knowledge will occur if there is an organizational climate that supports values for knowledge sharing activities. This means that the more positive one's perceived of the existing work climate, the stronger one's willingness or desire to show knowledge sharing behavior with colleagues.

Based on the description above, it can be concluded that organizational climate has a positive effect on the knowledge sharing intention, meaning that the more positive one's perceived of the existing work climate is, the stronger one's intention or tendency to show knowledge sharing behavior.

D. Research Hypothesis

Based on the theoretical description stated above, the researcher proposes the research hypothesis as follows:

- There is a positive influence on organizational commitment to organization citizenship behavior

IV. MATERIAL AND METHOD

Operating definitions of research variables.

A. Knowledge Sharing Intention

Knowledge sharing intention is an individual's tendency want to give knowledge with others and collecting knowledge from others by consulting, discussion, both knowledge that is in individual's mind and personal experience or information or knowledge in the form of written data, shown through 4 aspects intention from Ajzen's (2005) theory, namely action, target, situation, and time.

B. Organizational Climate

Organizational climate is employees' perceived of conditions in the organizational environmental such as organizational policies, practices, procedures, communication and behaviors, both of which can affect the desires, attitudes and behavior of an employee in carrying out their work, which is shown through 6 dimensions of organizational climate from Stringer (2002) theory, namely structure, standards, responsibilities, rewards, warm and support, and commitment.

The main objective of this study was to examine the effect of organizational climate on employee's knowledge sharing intention in PT PLN Main Development Unit of North Sumatera. This study involved employees in PT PLN UIP North of Sumatera with 180 employees as subjects this study. Data were collected using organizational climate and scale knowledge sharing intention questionnaire.

The organizational climate questionnaire is compiled based on the theory put forward by Stringer (2002) and the knowledge sharing intention questionnaire is compiled based on Ajzen's (2005) planned behavior theory and Van den Hoof & De Ridder's (2004) knowledge sharing behavior so that have a clear understanding of measurement. Both questionnaire use a Likert model with multiple answers which consist of five answer choices, namely Very Agree (SS), Agree (S), Netral (N), Disagree (TS), Very Strongly Disagree (STS). Data obtained from the scale of organizational climate and scale of knowledge sharing intention were analyzed by simple regression analysis with SPSS 19.

V. RESULT

From a total of 212 questionnaires were distributed, only 180 questionnaire were collected and returned to the researcher. The Table 1 below provides information that the percentage of male more than female, 77,78%. The most age are establishment, 69,44%. The most experience in the organization is in the middle career stage, 58,89%. And the most employees are in UIP Sumbagut Unit, 52,22%. Furthermore, the descriptive demographic sample data will be presented based on personal data included in the measurement tools of this study as follows:

TABLE I. GENERAL DESCRIPTIVE OF SUBJECTS DATA

Demographic Data		Total	%
Sex	Male	140	77,78 %
	Female	40	22,22 %
	Total	180	100%
Age	Exploration (15 – 24 yr)	33	18,34 %
	Establishment (25 – 44 yr)	125	69,44 %
	Maintenance (45 – 64 yr)	22	12,22 %

Demographic Data		Total	%
	Total	180	100%
Experience in the organization	Early career stage (0 – 2 yr)	33	18,33 %
	Middle career stage (3 – 10 yr)	106	58,89 %
	Late career stage (> 10 yr)	41	22,78 %
	Total	180	100%
Unit	UIP SUMBAGUT	94	52,22 %
	Unit Pelaksana Aceh	34	18,89 %
	Unit Pelaksana Medan	32	17,78 %
	Unit Pelaksana Padang Sidempuan	20	11,11 %
	Total	180	100%

TABLE II. NORMALITY TEST

One Sample Kolmogorov Smirnov Test		
	<i>Organizational Climate</i>	<i>Knowledge Sharing Intention</i>
Kol. Smirnov Z	1,721	1,166
Sig.	0,785	0,132

Based on Table II, it can be seen that knowledge sharing intention variable has a significance value of 0,132 ($p \geq 0,05$), the organizational climate variable is 0,785 ($p \geq 0,05$). This indicates that the data distribution is normal.

TABLE III. LINEARITY TEST

Variable	F	P	Description
Organizational Climate * Knowledge Sharing Intention	118,923	0,000	Linier

Based on the Table III above, it can be conclude that the correlation between organizational climate variable and knowledge sharing intention is obtained by the F value = 118,923 with a linearity significance value of 0,000 ($p < 0,05$). This shows that linearity assumption between independent and dependent variable is fulfilled.

TABLE IV. SIMPLE REGRESSION ANALYSIS RESULT (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7063,748	1	7063,748	80,105	0,000 ^a
Residual	15696,313	178	88,182		
Total	22760,061	179			

a. Predictors: (Constant), Organizational Climate

b. Dependent Variable: Knowledge Sharing Intention

Based on Table IV, it can be seen that Fstatistic value = 80,105 with a significance value of $p = 0,000$ ($p < 0,05$). While the value of Fstatistic for N 180 at 2,42. Thus the Fstatistic value $> F_{table}$ ($80,105 > 2,42$). The result of the analysis is meet the requirements of the hypothesis test where Fstatistic $> F_{table}$ and significance $p < 0,05$, then the hypothesis is accepted. So it can be concluded that organizational climate and knowledge sharing intention have a positive and significant effect on employees in PT PLN Main Development Unit of North Sumatera.

TABLE V. DETERMINATION R TEST

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	0,557 ^a	0,310	0,306	9,391

a. Predictors: (Constant), Organizational Climate

b. Dependent Variable: Knowledge Sharing Intention

Based on Table V above, it can be seen that the coefficient of simple regression analysis is 0,310 (R Square). These result indicate that 31% of the variance of knowledge sharing intention on employees at PL PLN Main Development Unit of North Sumatera is in influenced by organizational climate while rest the 69% is influenced by other factors.

TABLE VI. COEFFICIENTSA

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (constant)	42,068	5,172		8,134	0,000
Org. Climate	0,419	0,047	0,557	8,950	0,000

a. Dependent Variable: Knowledge Sharing Intention

Based on the Table VI above, it can be seen that the significant value is 0,000 (less than 0,05) which means that organizational climate has a positive and significant effect on knowledge sharing intention. It can be concluded that H_0 is rejected and H_a is accepted or in other words, the hypothesis is accepted. In addition, in the Table VI above the resulting regression line equation is $Y = 42,068 + 0,419 X$. The variable organizational climate is represented by (X) and knowledge sharing intention is represented by (Y). Based on the regression line equation it can be explained that the constant value is 42,068 meaning that if organizational climate (X) is zero then knowledge sharing intention (Y) is positive at 42,068. The regression coefficient of organizational climate variable (X) is 0,419, meaning that if organizational climate variable score increase by one poin then knowledge sharing intention will increase by 0,419.

TABLE VII. ADDITIONAL ANALYSIS RESULTS

Variable	Hypothetical Data				Empirical Data			
	Mean	Max	Min	SD	Mean	Max	Min	SD
Knowledge Sharing Intention	63	105	21	14	87,93	105	55	11,27
Organizational Climate	87	145	29	19,3	109,57	141	62	15

Based on the Table VII above, it can be seen that knowledge sharing intention has an empirical mean of 87,93 with a standard deviation of 11,27, while a hypothetical mean of 63 with a standard deviation of 14. Next, an empirical mean of organizational climate 109,57 is obtained with a standard deviation of 15, whereas a hypothetical mean is 87 with a standard deviation of 19,3.

TABLE VIII. KNOWLEDGE SHARINGN INTENTION CATEGORIZATION

Value Range	Categorization	Amount	%
$X < 49$	Low	0	0%
$49 \leq X \leq 77$	Medium	22	12,2%
$X > 77$	High	158	87,8%
Total		180	100%

Based on the Table VIII above, it can be seen that knowledge sharing intention in employees of PT PLN Main Development Unit of North Sumatera are high with 87,8% or as many as 158 employees, followed by moderate intention with 12,2% or as many as 22 employees, and no one have low intention to share knowledge.

TABLE IX. ORGANIZATIONAL CLIMATE CATEGORIZATION

Value Range	Categorization	Amount	%
$X < 67,7$	Low	2	1,1%
$67,7 \leq X \leq 106,3$	Medium	48	26,7%
$X > 106,3$	High	130	72,2%

Total	180	100%
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Based on the Table IX above, it can be seen that organizational climate in employees of PT PLN Main Development Unit of North Sumatera are high with 72,2% or as many as 130 employees, followed by moderate percentage with 26,7% or as many as 48 employees, and low with a percentage of 1,1% or as many as 2 employees.

VI. DISCUSSION

The hypothesis in this study states that organizational climate has a positive and significance influence on knowledge sharing intention. These positive and significance influences provide an understanding that the higher organizational climate an employees has, the more knowledge sharing intention will be. The results of the hypothesis in this study have supported previous research which shows that there is a positive influence of organizational climate on a person's intention to share knowledge with others (Chen et al, 2012). Someone will tend to share knowledge under a climate of high mutual trust (Hinds & Pfeffer, 2003). According to Kim & Lee (2006), if workers can build mutual trust and receive justice from their supervisors, then they will tend to share knowledge in the organization. In addition, Hinds & Pfeffer (2003) also show that an open and free expressive climate will maintain the flow of information within the organization. An organizational climate that is motivated by prosocial (affiliative) behavior norms and tolerates failure with acceptable reasons will encourage discussion activities to share knowledge. Individuals who work in innovative work environments will tend to be willing to share their knowledge and innovative ideas (Jung, 2003). All of these work environments, if held together, will make the organizational climate directly affect the intention of organizational members to share knowledge (Bock et al, 2005).

Organizational climate plays an important role in understanding the attitudes of organizational members (Schulte et al, 2009). Organizational members who share their opinions and experiences with the organization will influence their judgement and perform tendency to respond the situation (Chen et al, 2012). The existence of an organizational climate that supports values for sharing knowledge, it will lead to a positive attitude to share knowledge with colleagues. In addition, Schulte et al (2009) stated that an individual's assessment of an organizational climate is positively related to their attitude towards a behavior, meaning that the more positive perception of the existing organizational climate, the stronger collective attitude shown.

The employees who feel that they get attention of the organization will contribute in return by engaging in organizational citizenship behavior (Organ et al, 2006). Organizational climate has an important role in shaping employee behavior and has an influence on the perceptions of organizational members on knowledge management (Sveiby & Simons, 2002). The results study by Hoegl, Weinkauff, & Gemuenden (2004) show that knowledge sharing activities are supported by an organizational climate that facilitates knowledge management. Thus, individual perceptions of intellectual capital influence their perceptions of organizational climate related to knowledge sharing behavior. Same as Subramaniam & Youndt's (2005) research on high level human resources consisting of skills, intelligent, and creative organizational members within organization, it shows that organizational members are assets who have a various knowledge, skills, and abilities to acquire new knowledge. Through knowledge and skills exchange that the organizational can utilize to increase superior competitiveness. Thus, highly skilled, intelligent and creative organizational members could contribute a positively to creating and disseminating this work climate in supports of knowledge and information sharing activities. In this case, the existence of strong intellectual capital as a result of the right recruitment policies and human resources training could be felt by each employee as a signal of organizational commitment and support for knowledge sharing activities.

The existence of knowledge could support knowledge sharing activities because explicit knowledge is easier to share and disseminate than tacit knowledge. Use of organizational resources to create tools and instruments to facilitate and support knowledge sharing activities within the organization (Connelly & Kelloway, 2003). In addition, Cheng & Li's (2001) research stated that the existence of trust among colleagues is a major requirement in knowledge sharing activities. In a study conducted by Hoff and Weenen (2004) it was found that the higher level of trust between management and co-workers in an organization, there will be a very large tendency for them to share knowledge.

Sharing knowledge will work optimally if trust among colleagues is well built because knowledge owners prefer to share their knowledge with people who can be trusted. In fact, sharing this knowledge is not just a simple exchange of information, but also includes the process of sharing ideas, attitudes, values and assumptions. Johannessen, Olaisen, & Olsen (2001) suggest that trust among organizational members is the key to sharing knowledge within and between organizations. Knowledge sharing behavior is

impossible if there is no mutual trust built between individuals in the organization (Szulanski, Cappetta, & Jensen, 2004). Therefore, an organizational climate that supports strong knowledge sharing activities will encourage knowledge exchange among organizational members (Brock et al, 2005).

In PT PLN Main Development Unit of North Sumatera, mutual trust and continuous learning are important part of corporate culture which is very necessary in expecting good performance from all its employees. Because without both, PT PLN cannot handle work problems in the field. Without mutual trust and continuous learning of the organization, knowledge sharing is impossible, and there is no openness in the dissemination of knowledge. According to Collins & Smith (2006), a social climate of mutual trust increases mutually beneficial interactions in the work environment so that information and knowledge exchange between employees will be created. As with mutual trust, cooperation will create better results, faster, and can reduce costs. In PLN, cooperation activities between units are common. A relatively good climate of cooperation has been instilled in PLN and become a strength because there have been bonds of intimacy, kinship and brotherhood among the members of the organization.

Based on the categorization, the organizational climate is classified as positive and knowledge sharing intention in the high category. Based on the result this study indicate that 31% of the variance of knowledge sharing intention on employees at PT PLN Main Development Unit of North Sumatera is influenced by organizational climate while rest is influenced by other factors. This means that employees who have a positive perceptions of existing work environment in their organization will tend to share their knowledge with others. This is in accordance with what was stated by Schulte et al (2009) stated that employees who a positive perceived of the existing organizational climate could have an effect on increasing their intention to share knowledge with others.

VII. CONCLUSION

1. There is a positive influence between organizational climate to knowledge sharing intention among employees in PT PLN Main Development Unit of North Sumatera. This shows that the positive perceived of organizational climate, the higher level of knowledge sharing intention in employees. Conversely, the negative perceived of organizational climate, the lower level of knowledge sharing intention in employees.
2. Based on the results of the regression analysis, it was found that 31% of knowledge sharing intention was influenced by organizational climate, while the remaining 69% of knowledge sharing intention was influenced by other factors which is not examined in this study.
3. Based on data analysis of knowledge sharing intention shows that the employees categories is in high level of knowledge sharing intention.
4. Based on data analysis of organizational climate shows that the employees have a positive perceived of organizational climate.

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