

The Analysis of Servant Leadership and Individual Characteristics on Employee Performance through Knowledge Sharing at Badan Kesatuan Bangsa Dan Politik (Bakesbangpol) Kabupaten Sidoarjo

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ABSTRACT

This aim of this study is to evaluate the impact of servant leadership and individual characteristics on employee performance at the Badan Kesatuan Bangsa dan Politik Kabupaten Sidoarjo, with knowledge sharing as a mediating variable. Data were collected through questionnaires from 31 employees using saturated sampling technique. The analysis was conducted using the Partial Least Square (PLS) method. The results show that servant leadership and individual characteristics contribute directly to employee performance. However, when mediated by knowledge sharing, the two variables did not show a significant contribution to performance. The findings provide insight into the relationship between the four variables in the context of these government agencies.

INTRODUCTION

In the context of the modern world, the role of employees is crucial in facing various industrial challenges. Work is not only a means to obtain financial rewards or services, but also a place to develop individual competencies. In this era, human resources are required to have multidisciplinary expertise, including mastery of technology, in accordance with applicable quality standards. The ability to think critically, creativity, and innovation are demands in contemporary society (Ermawati, 2020). Organizations need to realize that the quality of human resources plays a vital role in improving the quantity and quality of their services. Although companies can improve their performance through the use of advanced technology, strong capital, and quality raw materials, the human factor remains the most fundamental element in determining organizational success.

The concept of Servant Leadership remains relevant and effective in the world of leadership, even in long-established organizations. At the heart of this approach is a focus on meeting employee needs (Faraz et al., 2021). Servant Leadership emphasizes service to others, employee development, and organizational growth. Key elements in Servant Leadership include the formation of a solid community, empathy, trust between coworkers, and the ability to understand. This strategy is very beneficial for organizations that prioritize understanding and service (Riyadi, 2021). In this leadership model, the distance between leaders and staff is minimized, with leaders positioning themselves as colleagues for employees. As a result, employees led with the Servant Leadership approach tend to be better able to recognize the potential of their leaders and have a strong sense of brotherhood.

Employee performance is also influenced by individual characteristics. Organizations aim to optimize the potential of each of their members, and to do so requires individual assessment using relevant standards. Although leadership style and knowledge transfer are very important, if individual characteristics are weak, this can result in a decrease in overall organizational performance. Robins, as cited by (Mutiarawati, et al, 2019:74), defines individual characteristics as variables inherent in each person. This includes the learning process, biographical background, and personality capacity. The diversity of these characteristics provides an opportunity for each individual in the organization to develop according to their respective potential.

Therefore, understanding and managing individual characteristics becomes a crucial aspect in an effort to improve overall organizational performance.

Many organizations today have not managed knowledge optimally, considering it less strategic than financial or material assets. In fact, knowledge is very important to improve individual and organizational performance. Knowledge development can be improved through knowledge sharing, which is a method of disseminating knowledge to parties in need (Chung et al., 2020). This practice can increase the competitiveness of companies by strengthening relationships between individuals and encouraging innovation. Thus,

knowledge management and sharing are crucial aspects of modern organizational development strategies.

This research focuses on the Badan Kesatuan Bangsa dan Politik Kabupaten Sidoarjo. The heads of fields in this agency realize that achieving organizational goals effectively and efficiently depends on the performance of all employees under their leadership. However, the reality in the field shows that there are problems. There are indications that employee performance is not optimal in all fields. Based on the agency's work plan data, it can be identified that employee performance is still below the expected standard. The table mentioned (but not shown in the text) is used as evidence to illustrate the condition of employee performance that has not met expectations in the institution.

No.	Kinerja Program (Outcomes)	2023	
		T	R
1	Program Peningkatan Wawasan Kebangsaan	4	3
2	Pembinaan dan Fasilitasi pencegahan Konflik	3	0
3	Program Peningkatan Pendidikan Politik Masyarakat dan Hubungan Antar Lembaga	3	1
4	Deteksi Dini terhadap Bahaya Radikalisme	5	0
5	Pembinaan Pembauran dan Hak Asasi Manusia	4	0
6	Sosialisasi ketahanan sosial, ekonomi, seni budaya, agama dan aliran kepercayaan	4	3
7	Kegiatan Pembinaan Budaya Politik	2	2
8	Pembinaan Hubungan Antar Lembaga	3	0
9	Seleksi Paskibraka tingkat kabupaten	1	1

Sumber : Data sekunder BAKESBANGPOL Kab. Sidoarjo 2023
 Keterangan : T : Target, R : Realisasi

Figure 1. Work Plan Report 2023

Based on 2023 data, four work plans were identified that failed to be realized. This phenomenon can be attributed to indications of declining employee performance. Performance that is not optimal and inconsistent is a sign of decreased performance, which is caused by various factors that still need further investigation. According to (Colquitt et al. ,2023), employee credibility and trust are built through consistency in three aspects: behavior, communication, and decision-making. These qualities play a crucial role in efforts to improve overall team performance and productivity. Thus, understanding and addressing the factors that affect employee performance consistency is key to addressing these issues and improving organizational effectiveness.

Low employee performance in Sidoarjo Regency BAKESBANGPOL is caused by several factors, including ineffective leadership styles and individual employee characteristics. Proper implementation of servant leadership can create an overall service culture, improve customer satisfaction, employee loyalty and organizational productivity. However, the lack of implementation of this concept contributes to a decline in performance. Other factors such as limited technological capabilities, especially among senior employees, as well as suboptimal regeneration, add to the organization's burden. Understanding

individual behaviors and characteristics is key in overcoming these challenges, enabling appropriate adjustments to thinking, attitudes and actions. This supports effective communication and better interaction, both within the context of the organization and the wider community, so as to meet the needs of each individual more meaningfully.

LITERATURE REVIEW

Employee Performance

(Mangkunegara ,2016), as cited by (Setiani & Khotimah ,2022), defines performance as an achievement or result achieved by an employee in carrying out the tasks entrusted to him. Employee performance is a manifestation of the thought and effort invested by an employee in his work. In various aspects, this performance can have a concrete form, can be observed, and can be measured quantitatively. (Pratama & Sukarno ,2021) also emphasized that employee performance is the fruit of the intellectual and physical dedication given by an employee to their job responsibilities. They added that in some contexts, the performance can be manifested in a concrete way, can be observed directly, and can be counted or measured.

Servant Leadership

Servant leadership as a leadership style that emphasizes the service aspect of a leader. In this approach, leaders do not rely on coercion or pressure, but rather have the ability to direct, organize, and lead a group of individuals towards achieving common goals (Ibelala ,2023). Meanwhile, Neuschel (2009), as cited by Pratama (2024), emphasizes that individuals who apply servant leadership principles have high humanitarian sensitivity. This suggests that leaders with this style are not only focused on achieving organizational goals, but also have a deep concern for the human aspects of their leadership. The focus of servant leadership is on the services a leader provides to a group of people. This type of leadership does not involve violence or coercion, but rather relies on the leader's ability to organize, guide, and lead the group toward success. methods for supporting, encouraging, and recognizing problems with communication and interaction between leaders and those they oversee (Hartana & Sukarno, 2023).

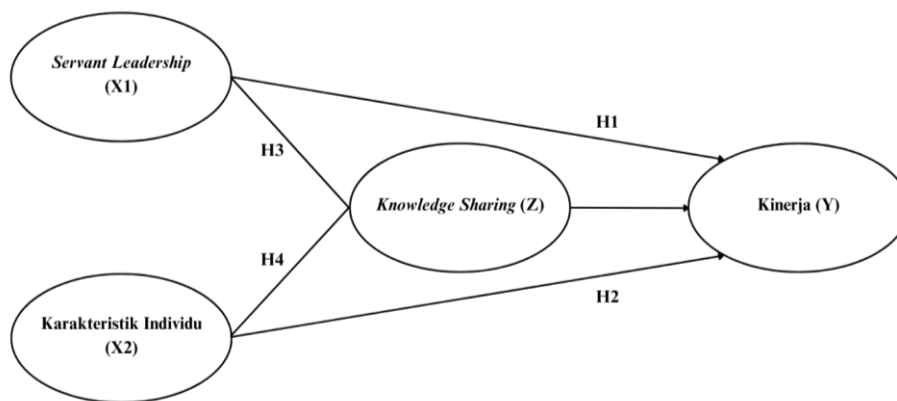
Individual Characteristics

Individual characteristics are the distinct qualities, attitudes, behaviors, interests, and capacities that motivate and impact an individual's actions and decision-making in their workplace, according to (Rahman et al. ,2020). Individual characteristics also refer to the entirety of a person's abilities and behaviors that come from both environmental and innate factors. Individual traits show the individuality and qualities that each person possesses, and these traits are evident in the way each person acts and behaves in daily life (Sukarno et al., 2023). Individual characteristics are those unique qualities, morals, personality traits, or character traits that set a person apart from others. Each employee has a variety of unique qualities that can lead to varying performance contributions to the business. Good employees typically find it easier to finish

their work, which leads to optimal performance and positive effects for the organization. On the other hand, because they exhibit negative attitudes, employees with unfavorable characteristics can impede the operations and development of the company.

Knowledge Sharing

The process of exchanging information and abilities that can be applied to finish projects, work with others, solve issues, follow rules or guidelines, and generate new ideas is known as knowledge sharing (Wilianto & Indriyani, 2021). (Ayu Ariyani, 2024) defines knowledge sharing as an activity that involves the transfer of knowledge, experience, and skills through a variety of group interaction techniques, with the goal of maximizing the utilization of the shared knowledge. Knowledge sharing, according to Pramana and Iryanti (2023), is the process by which people or groups willingly and actively share



knowledge, experiences, or information they have with others in an organization or community.

Figure 2. Conceptual framework

Effect of Servant Leadership on Employee Performance

Studies have shown a positive and significant effect of Servant Leadership on employee performance. Robbin (2017) emphasizes that authentic leaders focus on developing their followers, an approach that is considered valuable in leadership. This is reinforced by the findings of Hartana & Sukarno (2023) which show that servant leadership significantly improves employee performance at PT POS Indonesia Kebonrojo Surabaya, where the higher the quality of servant leaders, the higher employee performance. In line with that, Hasanah (2020) proves that Servant Leadership has a positive and significant effect on employee performance, indicating that an increase in the level of Servant Leadership encourages an increase in employee performance. Furthermore, Nadir's (2016) research in the West Sulawesi Provincial Government established that Servant Leadership, along with individual characteristics and organizational culture, has a positive and significant effect on organizational commitment and performance of the State Civil Apparatus (ASN). Overall, these studies are consistent in supporting that Servant Leadership has a significant positive impact on employee performance in

various organizational contexts, confirming the importance of this leadership style in improving organizational effectiveness and productivity.

H1 : Servant leadership has a positive and significant effect on employee performance

Effect of Individual Characteristics on Employee Performance

Research indicates that individual traits have a major impact on worker performance. Individual characteristics are those special qualities that each person possesses and that have the potential to enhance one's quality of life, according to Agustya (2018). With a statistical test value that surpasses the significance threshold, Martinus B (2020) discovered a positive and significant effect of individual characteristics on employee performance at PT Matahari Department Store Nagoya Hill Batam. Additionally, Simatupang et al. (2021) verified that individual characteristics have an impact on performance. Accordingly, Achmad & Pongtuluran (2019) stressed the value of individual character diversity in organizations, which can be applied to the selection of employees based on organizational standards. With a t-count value of 5.681, their study demonstrated a significant impact of individual character on employee performance.

H2 : Individual characteristics have a positive and significant effect on employee performance

Effect of Servant Leadership on Employee Performance through Knowledge Sharing

Studies have revealed important relationships between Servant Leadership, Knowledge Sharing, and Employee Performance. Curado & Viera (2019) define Knowledge Sharing as knowledge sharing activities between employees within the company, while Cheah et al. (2016) emphasizes the tendency of employees to share knowledge when they realize its positive impact. Hartana & Sukarno's research (2023) at PT POS Indonesia Kebonrojo Surabaya shows that Servant Leadership can affect employee performance both directly and indirectly through Knowledge Sharing as a mediating variable. The results of hypothesis testing with a positive Ordinal sample value of 0.371 and a P-Value of 0.001 (<0.05) confirm the significant effect of Servant Leadership on Employee Performance through Knowledge Sharing. This finding confirms the important role of Servant Leadership in improving employee performance, with Knowledge Sharing serving as an effective mediator, suggesting that a combination of servant leadership and knowledge sharing culture can significantly improve organizational performance.

H3 : Servant leadership has a positive and significant effect on employee performance through knowledge sharing.

Effect of Individual Characteristics on Employee Performance through Knowledge Sharing

Recent research from Alsuraihi et al. (2021) and Luca et al. (2023) revealed a complex relationship between individual characteristics, knowledge sharing practices, and employee performance in organizations. These studies show that

positive characteristics such as learning orientation, interpersonal trust, openness, responsibility, friendliness, intrinsic motivation, technological proficiency, and strong self-confidence encourage employees to actively share knowledge. In contrast, negative characteristics such as closedness and distrust tend to inhibit this practice. Furthermore, this study proves that effective knowledge sharing can significantly improve employee performance, both individually and in teams, in terms of productivity, work quality, creativity, and efficiency. These findings emphasize the importance for organizations to understand, develop, and encourage positive characteristics in employees that support knowledge sharing, as well as create a work environment that facilitates the practice. Thus, making this kind of investment in the development of a knowledge sharing culture and the individual characteristics that support it can be a key strategy for organizations to improve their effectiveness, innovation, and competitiveness in an increasingly competitive market.

H4 : Individual characteristics have a positive and significant effect on employee performance through knowledge sharing.

METHODOLOGY

Research of this kind is categorized as quantitative. This study examined and analyzed the following variables: mediator variables (knowledge sharing; M), dependent variables (employee performance; Y), independent variables (servant leadership; X1) and individual characteristics (X2). For this study, direct distribution of questionnaires yielded data using a quantitative methodology. Utilizing the saturated sampling technique, the sample was determined utilizing all 31 employees in the population. In this study, 31 respondents who work for the Badan Kesatuan Bangsa dan Politik kabupaten Sidoarjo were subjected to data analysis procedures using Partial Least Square (PLS).

RESEARCH RESULT

Validity Test

Table 1. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Servant Leadership (X1)	0.609
Individual Characteristics (X2)	0.595
Employee Performance (Y)	0.626
Knowledge Sharing (Z)	0.696

The results of testing the Average Variance Extracted (AVE) value are as follows: the variables for knowledge sharing (0.696), employee performance (0.626), individual characteristics (0.595), and servant leadership (0.609). The AVE value for each of these variables is more than 0.5. As a result, it can be concluded that every variable in this study has good validity.

Reliability Test

Table 2. Composite Reliability

	Composite Reliability
<i>Servant Leadership (X1)</i>	0.862
<i>Individual Characteristics (X2)</i>	0.854
<i>Employee Performance (Y)</i>	0.893
<i>Knowledge Sharing (Z)</i>	0.873

The variables for servant leadership (0.862), individual characteristics (0.854), employee performance (0.893), and knowledge sharing (0.873) are the results of Composite Reliability testing. It is possible to conclude that every variable in this study is reliable because every one of these variables has a Composite Reliability value greater than 0.70.

Table 3. Latent Variable Correlations

	<i>Servant Leadership (X1)</i>	<i>Individual Characteristics (X2)</i>	<i>Employee Performance (Y)</i>	<i>Knowledge Sharing (Z)</i>
<i>Servant Leadership (X1)</i>	1.000	0.934	0.932	0.893
<i>Individual Characteristics (X2)</i>	0.934	1.000	0.923	0.885
<i>Employee Performance (Y)</i>	0.932	0.923	1.000	0.902
<i>Knowledge Sharing (Z)</i>	0.893	0.885	0.902	1.000

The correlation value varies between variables, as indicated by the latent variable correlations table. The variables that have the highest correlation, each with a value of 1,000, are Servant Leadership (X1), Individual Characteristics (X2), Knowledge Sharing (Z), and Employee Performance (Y). This suggests that there is a strong correlation between the study's variables, indicating a close relationship between these variables in relation to other variables.

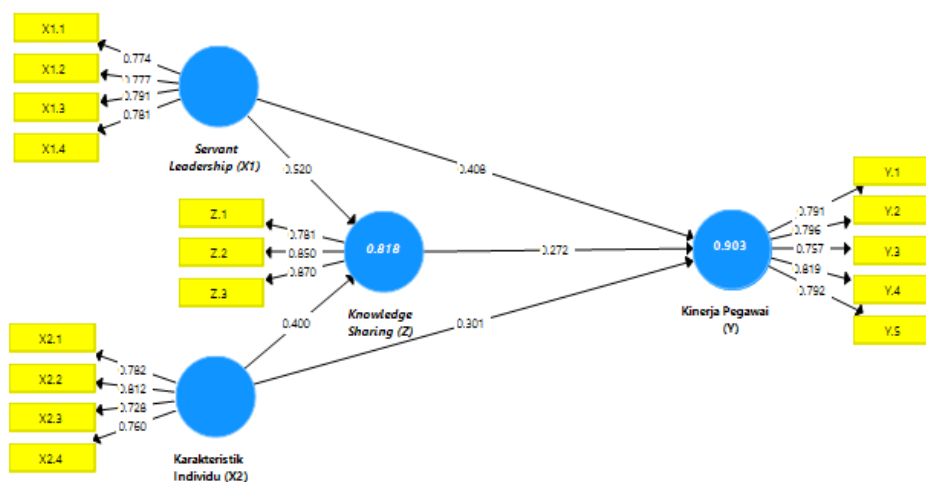


Figure 2. Outer Model with Factor Loading, Path Coefficient and R-Square

The loading factor value of each indicator, denoted by the number above the arrow connecting the variable and the indicator, is visible in the PLS output image. Furthermore, an arrow line that links exogenous and endogenous variables is present to show how exogenous variables affect endogenous variables.

Inner Model (Structural Model Testing)

The ability of exogenous variables (free or independent) to explain or partially explain variance in endogenous variables (bound) in the model is measured when testing the inner model using the R-Square (R²) value. Stated differently, the R² value indicates the percentage of the dependent variable's variance that can be accounted for by the independent variables included in the model.

Table 4. R-Square

	R Square	R Square Adjusted
Employee Performance (Y)	0.903	0.892
Knowledge Sharing (Z)	0.818	0.804

The study's model can account for 90.3% of the variance in the Employee Performance variable (Y), which is influenced by the independent variables Servant Leadership (X1), Individual Characteristics (X2), and Knowledge Sharing mediation variable (Z). This interpretation is supported by the R-Square value of 0.903. On the other hand, extant variables not included in this study accounted for 9.7% of the variance in employee performance. The Knowledge Sharing variable's R-Square value is 0.818, meaning that 81.8% of the variance in the Knowledge Sharing variable can be explained by the study's model. In other words, the independent variables in the model servant leadership (X1) and individual characteristics (X2) can account for 81.8% of the phenomena or issues pertaining to knowledge sharing. In the meantime, error and additional variables not included in this model account for the remaining 18.2% of the variation in the Motivation variable.

Hypothesis Testing

Table 5. Path Coefficients (Mean, STDEV, T-Value, P-Value)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Servant Leadership (X1) ->Kinerja Pegawai (Y)</i>	0.408	0.429	0.177	2.300	0.011
Individual Characteristics (X2) -> Employee Performance (Y)	0.301	0.298	0.151	2.000	0.023

Servant Leadership (X1) -> Knowledge Sharing (Z) -> Employee Performance (Y)	0.141	0.129	0.096	1.471	0.071
Individual Characteristics (X2) -> Knowledge Sharing (Z) -> Employee Performance (Y)	0.109	0.104	0.085	1.281	0.100

The following conclusion can be drawn from the above table regarding the hypothesis:

- The results indicate that servant leadership significantly improves employee performance. This effect is supported by path coefficients of 0.408 and a T-Statistic value of 2.300, which is greater than the Z value of $\alpha = 0.05$ (5%) = 1.96, indicating a positive relationship.
- The contributions of individual characteristics to employee performance are statistically significant (positive), as demonstrated by the acceptance of Path Coefficients of 0.301 and the T-Statistic value of 2.000 over the Z value $\alpha = 0.05$ (5%) = 1.96.
- The impact of servant leadership on employee performance through knowledge sharing is both positive and insignificant; it is not accepted with a Path Coefficients value of 0.141 and a T-Statistic value of 1.471, which is less than the Z value $\alpha = 0.05$ (5%) = 1.96.
- The impact of individual characteristics on employee performance through knowledge sharing is positive but not statistically significant; it is not accepted with a Path Coefficients value of 0.109 and a T-Statistic value of 1.281 that is less than the Z value $\alpha = 0.05$ (5%) = 1.96, indicating that the effect is not significant (positive).

DISCUSSION

Effect of Servant Leadership (X1) on Employee Performance (Y)

The results of this study indicate that Servant Leadership has a positive and significant effect on the performance of Sidoarjo Regency BAKESBANGPOL employees, confirming the hypothesis that has been formulated. This finding is in line with the research of Hartana & Sukarno (2023) and Al-Amin & Utami (2021), which also emphasize the important role of Servant Leadership in improving employee performance. Factor loading analysis reveals that the 'vision' indicator has the greatest influence in the Servant Leadership variable, indicating that a clear vision helps build organizational awareness and commitment to common goals, and influences employee behavior and decisions. This in turn drives performance improvement. This study confirms that the better the implementation of Servant Leadership, the higher the employee performance, showing the importance of this leadership style in the context of government organizations such as Sidoarjo District BAKESBANGPOL. The findings provide important implications for leadership development in public organizations to improve employee effectiveness and performance.

Effect of Individual Characteristics (X2) on Employee Performance (Y)

The results of this study indicate that individual characteristics have a positive and significant influence on the performance of Sidoarjo Regency BAKESBANGPOL employees, in line with the hypothesis that has been formulated. This finding is consistent with the research of Via et al. (2022) and Ahmad (2019), which also emphasize the important role of individual characteristics in improving employee performance.

Factor loading analysis reveals that the 'interest' indicator has the greatest influence in the individual characteristics variable. This suggests that employees' interests are closely related to their tendency to focus and actively participate in a particular job. The match between interest and work can increase employees' enthusiasm and contribution in carrying out their tasks, which in turn leads to improved performance.

This research confirms that the better the individual characteristics of employees, the higher their performance. The findings have important implications for human resource management in Sidoarjo Regency BAKESBANGPOL, especially in terms of employee recruitment, placement and development. In particular, employees' enthusiasm for training based on individual interests has been shown to improve their performance.

In conclusion, this study highlights the importance of understanding and developing employees' individual characteristics, particularly their interests, as a strategy to improve overall organizational performance.

Effect of Servant Leadership (X1) on Employee Performance (Y) through Knowledge Sharing (Z)

This study reveals interesting findings regarding the relationship between servant leadership, knowledge sharing, and employee performance at BAKESBANGPOL Sidoarjo Regency. The analysis shows that knowledge sharing does not play a significant role as a mediator between servant leadership and employee performance, with a specific indirect test of $0.071 > 0.05$. As a result, hypothesis H3 which states that there is a positive and significant effect of servant leadership on employee performance through knowledge sharing is rejected. This finding is in line with previous studies by Maulana & Abadiyah (2021) and Mark et al. (2021). Several factors that may cause this result include the limited implementation of servant leadership in the organization, the less than optimal quality of knowledge sharing, less effective communication, and the lack of proactive personality of employees. To increase the effectiveness of servant leadership and knowledge sharing in the context of improving employee performance, organizations need to build a supportive culture, ensure good implementation, improve communication effectiveness, and encourage the development of employees' proactive personalities. Although servant leadership and knowledge sharing separately may have a positive impact, the mediating effect of knowledge sharing in the relationship between servant leadership and employee performance did not prove significant in this context. These findings emphasize the need for a more

comprehensive and integrated approach to improving employee performance in government organizations.

Effect of Individual Characteristics (X2) on Employee Performance (Y) through Knowledge Sharing (Z)

This study reveals important findings regarding the relationship between individual characteristics, knowledge sharing, and employee performance at BAKESBANGPOL Sidoarjo Regency. The analysis shows that knowledge sharing does not play a significant role as a mediator between individual characteristics and employee performance, with a specific indirect test of $0.100 > 0.05$. Consequently, hypothesis H4 which states that there is a positive and significant effect of individual characteristics on employee performance through knowledge sharing is rejected. This finding is in line with previous studies by Ilyazah & Sulhan (2023) and Resty Anggraini (2023). Some factors that may cause this result include organizational factors, technology, motivation, competence, and an ineffective knowledge sharing culture. To increase the effectiveness of knowledge sharing in the context of improving employee performance, organizations need to pay more attention to these factors. Although individual characteristics and knowledge sharing separately may have a positive impact, the mediating effect of knowledge sharing in the relationship between individual characteristics and employee performance did not prove significant in this context. These findings emphasize the need for a more comprehensive and integrated approach in efforts to improve employee performance, taking into account the various factors that can affect the effectiveness of knowledge sharing in government organizations.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions can be made from these data after testing the effects of individual characteristics and Servant Leadership variables on employee performance at the Sidoarjo Regency National and Political Unity Agency (BAKESBANGPOL) using partial least squares (PLS) analysis. Knowledge sharing was found to be a mediating variable in this study. In BAKESBANGPOL Sidoarjo Regency, the application of servant leadership enhances worker performance and fosters a more stimulating and productive workplace. Employee individuality has also been shown to be a significant factor in enhancing organizational performance, with each person's distinct qualities adding to the institution's productivity. Employee performance increased when servant leadership was implemented, but this improvement did not come from knowledge sharing acting as a middleman. The knowledge sharing process does not act as a mediating factor between the individual characteristics of employees and their performance. Individual traits and employee performance are directly correlated; knowledge sharing does not act as a mediator in this relationship.

This study has several limitations. First, the sample of 31 respondents may not be representative enough to comprehensively describe the actual conditions. Second, the research focus is only on Servant Leadership and Individual Characteristics. For future studies, it is hoped that future researchers

can place knowledge sharing as an independent variable or use mediating variables that strengthen commitment. This can be done because in this study, with the average age of employees who will enter their retirement period, they need an encouragement that makes their morale increase.

ADVANCED RESEARCH

This study can serve as a reference for future research on employee performance as well as for future research that uses various variables to identify the variables that may have an impact on employee performance.

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