



## Determination of Knowledge Sharing as a Mediator for Workforce Agility on the Individual Innovation Capability of Professional Assistants Village in Kediri Regency

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### ABSTRACT

The aim of this research is to describe the role of knowledge sharing in mediating workforce agility on individual innovation capability. This research uses a quantitative approach, with a sample of 73 respondents was taken in proportion. Data collection was done using a survey method, and data analysis techniques used inferential statistics through SEM-PLS. The results of the research show that workforce agility has a positive and significant effect on knowledge sharing. workforce agility and knowledge sharing has a positive and significant effect on individual innovation capability. However, knowledge sharing is not able to mediate the influence of workforce agility on the individual innovation capability of village professional assistants in Kediri Regency.

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## **INTRODUCTION**

The era of the 4.0 industrial revolution towards 5.0 is marked by technological advancements and freedom in cross-country communication, achieving milestones for human civilization. However, its impacts encompass open competition among nations. The main challenge in this era of openness is to shape a competitive society. Every country is faced with the task of creating a society with high competitiveness. According to the Global Talent Competitiveness Index 2021, Indonesia ranked 122nd in human resource competitiveness. However, in 2022, there was an improvement to the 82nd rank with an overall score of 37.0 out of 133 countries (Evans et al., 2022:16-19). One of the strategies implemented by the current government to enhance human resources is through the intensification of development in rural areas across Indonesia. In 2019, there were 3,536 villages categorized as very underdeveloped, but this number decreased to 2,466 villages in 2020 (a 30% decrease). In 2021, the number of very underdeveloped villages significantly increased to 4,985 villages (a 102% increase from 2020). In 2022, there was a decrease to 4,438 villages (an 11% decrease from 2021). The government recognizes that managing development at the village level requires specialized skills and effective mentoring. Therefore, to enhance the capacity of village governments in planning, managing, and implementing development programs, the Ministry of Village, Disadvantaged Regions, and Transmigration (KemenDesaPDTT) took a strategic step by forming professional mentoring staff. The formation of professional mentoring staff by the Ministry reflects the government's commitment to advancing development at the village level.

Geographically, Kediri Regency consists of 26 districts and 334 villages. The data on the Village Development Index in all districts of Kediri Regency still show uneven achievements, as seen in the disparities in the average scores of the village development index. There are 2 districts whose villages fall into the Independent Village category, 26 districts with villages in the Advanced Village category, and still 4 districts with villages that, on average, fall into the Developing Village category. This situation illustrates the real picture of disparities among villages in Kediri Regency, mainly due to the uneven social resilience aspects in these villages. Research by Jatmiko et al., (2021) reveals that the disparity in the well-being of rural communities can be addressed through various village management strategies, one of which focuses on enhancing the capacity of rural communities through programs from the central government distributed through regional and village governments.

Professional village mentors do not merely accompany the implementation of projects entering the village, nor do they oversee the use of village funds; instead, they provide comprehensive assistance to the village (Meilina, 2021). This is further emphasized by the findings of Sandani et al., (2022) stating that mentoring is fundamentally different from coaching; in coaching relationships, there is a hierarchy between the coach and the coached, leading knowledge and truth to flow in one direction, from top to bottom. Conversely, in mentoring, mentors stand on equal ground with those they are assisting.

In response to these changes, workforce agility focuses on the capabilities of employees that will later innovate their initial skills. Workforce agility is considered to bring significant benefits to companies due to the establishment of good collaboration within and outside the organization (Breu et al., 2002). Research results indicate that the role of workforce agility can shape self-efficacy and individual innovation (Molla & Peszynski, 2012). Other studies suggest that workforce agility is considered a crucial characteristic and capability for employees working in dynamic business environments (Abrishamkar et al., 2021). This argument is reinforced by several research findings that workforce agility is also considered a factor that can help companies or organizations achieve their goals through its contribution to the individual's ability to innovate (Al-Faouri et al., 2014). However, other research argues differently, stating that workforce agility has no impact on an individual's innovation capability (Ahammad et al., 2020; Mendoza-Silva, 2020; Zainurrafiqi & Amar, 2021). Different research findings suggest that workforce agility does not have an influence on knowledge sharing (Arisanto, 2017; Cho et al., 2018; Subramanian & Suresh, 2022).

The improvement of the performance of professional village mentors is also indicated by the individual capacity for innovation in work through knowledge sharing. Knowledge sharing is the process of sharing knowledge, experience, and information among individuals, teams, or organizations (Kasari & Taheri, 2020). Knowledge sharing becomes increasingly crucial as it enables organizations and individuals to leverage collective expertise and knowledge to achieve common goals and enhance performance (Afsar et al., 2019). Knowledge sharing, or the contribution of knowledge, has become an innovative phenomenon, a voluntary process in which individuals or organizations actively share their knowledge with others or communities to advance understanding and collective development (Pratama et al., 2021; Sudibjo & Prameswari, 2021). Research findings indicate that knowledge sharing can positively contribute to the innovative work behavior of employees (Ahmad & Karim, 2019). Knowledge sharing also has a rational effect on the innovation capabilities of employees in companies (Wang et al., 2018). Different research results state that knowledge sharing can directly influence individual innovation capabilities and have a positive impact on innovation performance improvement (Kokanuch & Tuntrabundit, 2017; Rezgui et al., 2011; Scaliza et al., 2022).

Based on the phenomenon of this research and referring to several research gaps that have been outlined, this study has several objectives:

1. Analyzing the influence of workforce agility on the innovation capability of professional mentors in Kediri Regency.
2. Analyzing the influence of workforce agility on the knowledge sharing of professional mentors in Kediri Regency.
3. Analyzing the influence of knowledge sharing on the innovation capability of professional mentors in Kediri Regency
4. Analyzing the role of knowledge sharing in mediating the relationship between workforce agility and the innovation capability of professional mentors in Kediri Regency.

## **THEORETICAL REVIEW**

This research will associate the framework with the Theory of Work Adjustment (TWA). The Theory of Work Adjustment is a conceptual framework that can help understand how individuals adapt to their work environment (Lofquist & Dawis, 1984:237). In the context of this study, Workforce Agility can be considered an adaptation effort to the constantly changing demands of the work environment. The ability of support staff to adapt quickly, be flexible, and remain resilient aligns with the concept of job adjustment in TWA. Knowledge Sharing can be seen as an adjustment strategy where individuals share their knowledge with colleagues, creating a more cooperative and effective work environment. Furthermore, Individual Innovation Capability can be viewed as a result of successful adaptation to the continuously changing demands of the work environment. In the TWA framework, individual innovation can be interpreted as a positive form of adaptation to changes in the work environment

### ***The Influence of Workforce Agility on Knowledge Sharing of Professional Support Staff in Kediri Regency***

This study focuses on organizational dynamics in Kediri Regency, specifically in the context of the influence of workforce agility on the knowledge-sharing practices of professional support staff. This condition reflects the belief that effective adaptation to changes by the workforce will create an environment that supports more productive knowledge exchange among professional support staff. The research suggests that workforce agility, including an organization's ability to respond to changes quickly and efficiently, will be a primary catalyst for high levels of knowledge sharing (Geisler & Wickramasinghe, 2015; Tannady & Wardhana, 2023). Other research findings argue that the more adaptive the workforce is to change, the more opportunities there are for knowledge sharing and transfer within the organization (Muduli, 2013). A high level of workforce agility will positively influence knowledge-sharing practices (Subramanian & Suresh, 2022). However, other research results state that workforce agility does not have a significant effect on knowledge sharing (Arisanto, 2017; Cho et al., 2018; Subramanian & Suresh, 2022). The hypothesis of this research is :

H1 : Workforce agility has a significant effect on Knowledge Sharing

### ***The Influence of Workforce Agility on Individual Innovation Capability of Professional Support Staff in Kediri Regency***

This study focuses on exploring the impact of workforce agility on individual innovation capability. In the context of organizational dynamics, hypotheses are proposed to investigate the extent to which the level of workforce adaptability can influence the individual innovation capability in a work environment. Research findings affirm that the higher the level of workforce agility, the greater the likelihood of an increase in individual innovation capability (Shakhour et al., 2021). Workforce agility encompasses an organization's ability to adapt to changes in the market and business environment, creating conditions that support the development of ideas and the exploration of new concepts by individuals (Ilvonen et al., 2018). A high level of

workforce agility will have a positive influence on individual innovation capability (Molla & Peszynski, 2012). However, different studies mention that workforce agility does not significantly affect innovation capability (Mohamed et al., 2006; Sumukadas & Sawhney, 2004). The hypothesis of this research is :

H2: Workforce agility has a significant effect on individual innovation capability

### ***The Influence of Knowledge Sharing on Individual Innovation Capability of Professional Support Staff in Kediri Regency***

Research conducted by Perdana & Syah (2023) reveals that knowledge sharing plays a role in enhancing individual innovation capability. Knowledge sharing facilitates individuals to reuse and regenerate existing knowledge within an organization, ultimately leading to an increase in individual innovation capability. Other research findings indicate that the ability to share contributes practically to innovation-based performance (V. H. Lee et al., 2013; Mir et al., 2020; Warner & Wäger, 2019). In contrast, some studies suggest that knowledge sharing does not have a positive impact on performance improvement (Kokanuch & Tuntrabundit, 2017; Rezgui et al., 2011; Scaliza et al., 2022). A hypothesis that can be proposed is :

H3: Knowledge sharing has a significant effect on individual innovation capability

### ***The Role of Knowledge Sharing in Mediating the Influence of Workforce Agility on Individual Innovation Capability of Professional Support Staff in Kediri Regency***

The role of knowledge sharing as a mediator in the relationship between workforce agility and individual innovation capability reflects the belief that knowledge sharing can function as a crucial link that strengthens the positive influence of workforce agility on individual innovation capability. The assumption is that the higher the level of workforce agility, the more active the practice of knowledge sharing among organizational members. Research results state that knowledge sharing plays a strong mediating role in connecting organizational adaptability (workforce agility) with the enhancement of individual innovation capability (Haider et al., 2022; Meher & Mishra, 2022; Pekkala & van Zoonen, 2022). These findings are not in line with research that describes knowledge sharing as incapable of mediating job crafting in relation to employees' innovation performance (Allameh et al., 2014; Rezaei et al., 2021; Zahra et al., 2019). The hypothesis of this research is:

H4 : Knowledge Sharing mediates the influence of workforce agility on individual innovation capability

Referring to the existing research concepts, this study will attempt to depict the conceptual framework of the research as follows :

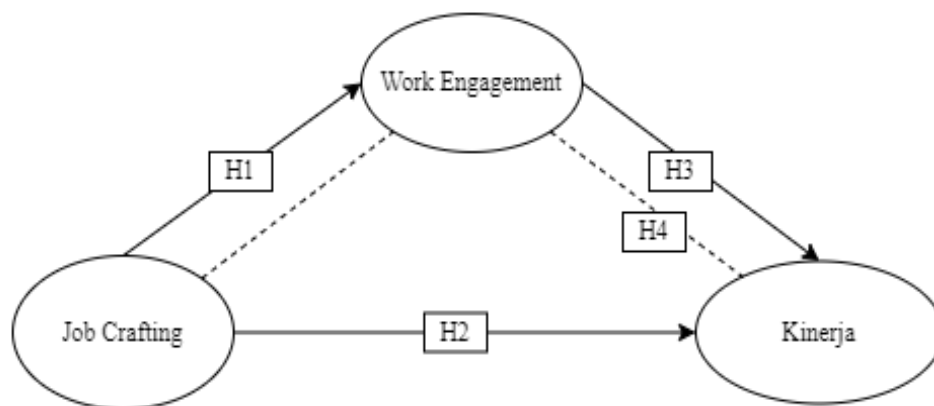


Figure 1. Conceptual Framework

**METHODOLOGY**

This research will be conducted using a quantitative approach through a structured survey. The research respondents are professional support staff in various sectors in Kediri Regency. The sample is taken using a proportional sampling approach, and a sample size of 73 respondents is obtained through a sample size calculator. Data collection is carried out by distributing questionnaires specifically designed to measure the variables of knowledge sharing, workforce agility, and individual innovation capability. Data analysis will use inferential statistical methods to test the hypotheses proposed using SEM-PLS version 3. The model specification steps include path diagram, outer model evaluation through convergent validity analysis, discriminant validity, and composite reliability. Subsequently, an inner model analysis is conducted to examine R square and validate the research hypotheses.

**RESULTS**

In this sub-chapter, the research results will be explained based on the descriptive statistical analysis of the characteristics of the respondents who constitute the study sample, as follows:

Table 1. Description of Respondents' Characteristics

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	47	64%
Female	26	34%
<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
21 years - 30 years	27	36,9%
31 years - 40 years	43	58,9%
41 years - 50 years	3	4,2%
<b>Education</b>	<b>Frequency</b>	<b>Percentage</b>
High School	51	69,8%
Diploma	7	9,5%
Bachelor's degree	12	16,5%
Master's Degree	3	4,2%

<b>Work Experience</b>	<b>Frequency</b>	<b>Persentage</b>
<3 years	9	12,3%
>3 - 6 years	12	16,4%
> 6 -8 years	19	26,0%
> 8 years	33	45,3%

Source : Data Processed, 2023

Characteristics as described above can be explained as follows: male respondents amount to 47 individuals or 64%, while female respondents are 26 individuals or 34%. The analysis of the characteristics of professional village support staff indicates a male dominance in this role. Based on age, respondents aged 21-30 years are 27 individuals or 36.9%. Those aged 31-40 years are 43 individuals or 58.9%, and those aged 41-50 years are 3 individuals or 4.2%. On average, the age group of 31-40 years dominates, often representing the mid-career phase where individuals have carved out their career paths and may have found stability in their jobs. Respondents with a high school diploma are 51 individuals or 69.8%. Those with a diploma (D3) are 7 individuals or 9.5%, while those with a bachelor's degree (S1) are 12 individuals or 16.5%. Respondents with a master's degree (S2) are 3 individuals or 4.2%. The dominance of respondents with a high school background may reflect the recruitment characteristics or lower educational requirements for the role of village support staff. Regarding work experience, respondents with less than 3 years of experience are 29 individuals or 12.3%. Those with more than 3 to 6 years of experience are 12 individuals or 16.4%. Respondents with more than 6 to 8 years of experience are 19 individuals or 26%, and those with more than 8 years of experience are 33 individuals or 45.3%. It can be concluded that the respondents in this study are predominantly employees with less than 5 years of work experience. The dominance of respondents with more than 8 years of experience may reflect the level of experience and stability gained by most professional village support staff

The model testing in this study uses a variance-based or component-based approach with the Partial Least Square (PLS) method, using Smart Partial Least Square Version 3.2.9. The results of the small sample size estimation test can be outlined as follows:

Table 2. Outer Loading Antar Variabel

<b>Indicator</b>	<b>Individual Innovation Capability</b>	<b>Knowledge Sharing</b>	<b>Workforce Agility</b>
IIC1	0,900		
IIC2	0,894		
IIC3	0,879		
KS1		0,993	
KS2		0,993	
WA1			0,793
WA2			0,854
WA3			0,711

Source : Output SEM-PLS3.0

Based on the results above, the analysis of each indicator variable in the study shows outer loading values < 0.7. The outer loading values used in this research are > 0.7, indicating that all the above indicators are considered valid or suitable for further analysis in the research.

Discriminant validity testing can be considered valid if cross-loading values are above 0.7. In addition, the square root of AVE (Average Variance Extracted) must be greater than 0.5, compared to the correlation value of latent variables.

Tabel 3. Output Akar (AVE)

Variable	Average Variance Extracted (AVE)	√ AVE
<i>Workforce Agility</i>	0.794	0.891
<i>Knowledge sharing</i>	0.985	0.817
<i>Individual Innovation Capability</i>	0.621	0.909

Source : Data Processed, 2023

The data from the calculations indicate that the Average Variance Extracted (AVE) values are greater than 0.5. Additionally, discriminant validity can be observed from the cross-loading values. All of this signifies that the variables in this study have an adequate level of validity and can be trusted for further analysis.

Table 4. Output Crossloading

	ICC	KS	WA
<b>IIC1</b>	<b>0,900</b>	0,628	0,778
<b>IIC2</b>	<b>0,894</b>	0,608	0,699
<b>IIC3</b>	<b>0,879</b>	0,819	0,773
<b>KS1</b>	0,769	<b>0,993</b>	0,746
<b>KS2</b>	0,771	<b>0,993</b>	0,768
<b>WA1</b>	0,643	0,506	<b>0,793</b>
<b>WA2</b>	0,817	0,786	<b>0,854</b>
<b>WA3</b>	0,461	0,427	<b>0,711</b>

Source : Data Processed, 2023

The cross-loading values for each indicator variable are all above 0.7. The results of the cross-loading analysis indicate that there is no issue with discriminant validity. Therefore, it can be concluded that each variable along with its indicators in this study has met the criteria and standards set for the analysis.

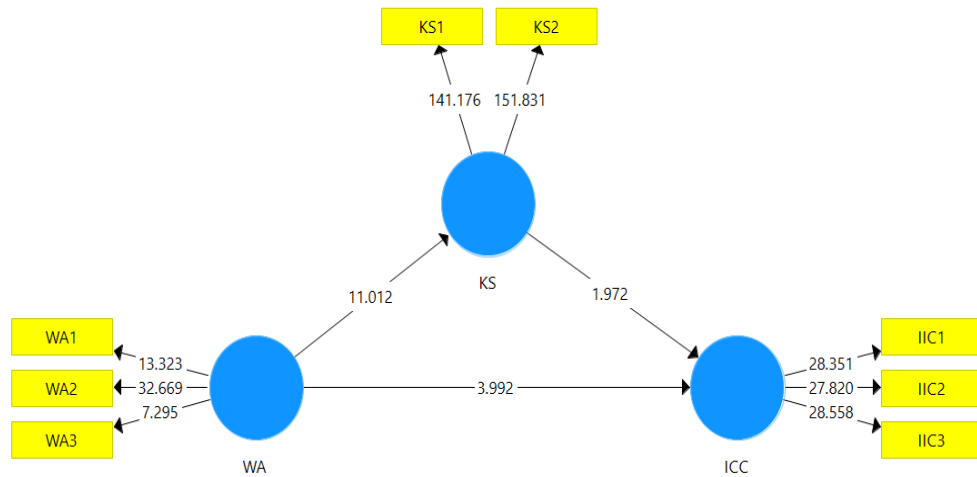
Table 5. Result Of Composite Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability
<i>Individual Innovation Capability</i>	<b>0,871</b>	<b>0,875</b>	<b>0,920</b>
<i>Knowledge Sharing</i>	<b>0,985</b>	<b>0,985</b>	<b>0,993</b>
<i>Workforce Agility</i>	<b>0,706</b>	<b>0,759</b>	<b>0,830</b>

Source : Data Processed, 2023

The results indicate that all variables have Cronbach's Alpha and Composite Reliability values greater than 0.7, meaning all variables meet the composite reliability criterion. It can be stated that the variables used in this study are reliable. Based on the above stages of outer model evaluation, it can be concluded that each variable along with its indicators in this study is suitable for further testing.

The following is the model diagram resulting from the bootstrapping test in the SmartPLS software:



**Figure 2. Bootstrapping Model**

Here is the result of the t-statistic values in the SmartPLS software, which can be seen in the Path Coefficients output as shown in the following table.

Table 6. Path Coefficients

	Original Sampel (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P Values	Keterangan
WA → ICC	0,316	0,314	0,160	1,972	<b>0,049</b>	Accepted
WA → KS	0,604	0,604	0,151	3,992	<b>0,000</b>	Accepted
KS → ICC	0,763	0,762	0,069	11,012	<b>0,000</b>	Accepted
WA → KS → ICC	0,241	0,239	0,126	1,906	<b>0,057</b>	Rejected

Source : Data Processed, 2023

Based on the results of hypothesis testing, several hypotheses proposed in this study can be presented as follows:

- 1) The first hypothesis states that workforce agility has a positive and significant effect on knowledge sharing. The direct effect of workforce agility on knowledge sharing has a path coefficient of 0.604 with a p-value of 0.000 and a T statistic of 3.992 > 1.96. Based on these results, workforce agility is proven to influence knowledge sharing among village professional assistants, so the first hypothesis (H1) of this study is accepted.

- 2) The second hypothesis states that workforce agility has a positive and significant effect on individual innovation capability. The direct effect of workforce agility on individual innovation capability has a path coefficient of 0.316 with a p-value of 0.049 and a T statistic of  $1.972 > 1.96$ . Based on these results, workforce agility is proven to influence the individual innovation capability of village professional assistants, so the second hypothesis (H2) of this study is accepted.
- 3) The third hypothesis states that knowledge sharing has a positive and significant effect on individual innovation capability. The direct effect of knowledge sharing on individual innovation capability has a path coefficient of 0.763 with a p-value of 0.000 and a T statistic of  $11.012 > 1.96$ . Based on these results, knowledge sharing is proven to influence the individual innovation capability of village professional assistants, so the third hypothesis (H3) of this study is accepted.
- 4) The sixth hypothesis states that knowledge sharing mediates the influence of workforce agility on individual innovation capability. The magnitude of the indirect effect of workforce agility on individual innovation capability through the variable knowledge sharing has a path coefficient of 0.241 with a p-value of  $0.057 > 0.05$  and a T statistic of  $1.906 < 1.96$ . Meanwhile, the direct effect of workforce agility on individual innovation capability has a path coefficient of 0.604 with a p-value of 0.000 and a T statistic of  $3.992 > 1.96$ . Therefore, it can be concluded that knowledge sharing is not able to mediate the influence of workforce agility on individual innovation capability. This indicates that knowledge sharing is not proven to be a mediator, so the sixth hypothesis (H4) of this study is rejected.

## DISCUSSION

### *The Impact of Workforce Agility on Knowledge Sharing Among Professional Assistants in Kediri Regency*

Based on the research findings, it is observed that workforce agility has a positive and significant impact on knowledge sharing among professional assistants in rural areas of Kediri Regency. This discovery illustrates that the success of knowledge-sharing practices among professional assistants is directly related to their readiness to adapt to changes. Workforce agility serves as a primary asset in overcoming emerging challenges, enabling them to effectively explore, store, and share knowledge with their peers. It is crucial to highlight that the increasing workforce agility not only benefits individuals but also creates a more collaborative and open working environment. The ability to adapt quickly fosters a culture where knowledge exchange is considered a strategic asset enriching collective competencies. Therefore, organizational policies and local governments need to recognize the importance of supporting the sustainability and development of workforce agility as an integral part of knowledge management strategies. These findings indicate that enhancing workforce agility is not only an urgent need for professional assistants in Kediri Regency but also a potential investment that can positively impact knowledge-sharing practices and contribute to the goals of rural development. This research aligns with previous studies by Balog, (2020); Dühring & Zerfass, (2021); Heilmann et al., (2020); Inkinen, (2016); J.

Lee et al., (2014); Leibold & Voelpel, (2007) stating that workforce agility significantly contributes to knowledge sharing. However, contrasting results suggest no significant influence of workforce agility on knowledge sharing (Arisanto, 2017; Cho et al., 2018; Subramanian & Suresh, 2022)

***The Impact of Workforce Agility on Individual Innovation Capability Among Professional Assistants in Kediri Regency***

The research findings indicate that workforce agility has a positive and significant impact on the individual innovation capability of professional assistants in rural areas of Kediri Regency. Workforce agility, reflecting the agility and adaptability of the workforce to changes, directly contributes to enhancing individual innovation capabilities in the context of rural development. Workforce agility can be considered a key factor in creating a work environment that supports the development of innovative ideas among professional assistants in rural areas. The ability to adapt quickly to environmental changes and task demands provides a foundation for exploring new ideas and applying creative solutions to the challenges they face. This research suggests that professional assistants with high levels of workforce agility tend to be more capable of generating innovative ideas. Their flexibility and adaptability enable them to overcome innovation barriers and quickly respond to new opportunities at the village level. These findings are supported by studies indicating that workforce agility has a positive and significant impact on employees' innovation capabilities (Abell & Oxbrow, 2006; Fadhil & Shaheed, 2023; Samiei & Habibi, 2020). The results are also reinforced by findings that workforce agility is a factor that can improve employee performance (Muduli, 2013; Solaja & Ogunola, 2016).

***The Impact of Knowledge Sharing on Individual Innovation Capability Among Professional Assistants in Kediri Regency***

Based on the research findings, it is concluded that knowledge sharing has a positive and significant impact on the individual innovation capability of professional assistants in rural areas of Kediri Regency. This discovery underscores the importance of knowledge-sharing practices in enhancing individual innovation capabilities, especially in the context of rural development. The existence of knowledge-sharing mechanisms among professional assistants directly contributes to improving their innovative capabilities. The knowledge exchange process allows individuals to gain new insights, experiences, and information that can stimulate creative thinking and inspire innovative ideas. Furthermore, these findings highlight the importance of creating a work culture and environment that supports knowledge-sharing activities among professional assistants. Factors such as collaboration, open communication, and the formation of strong networks can positively influence individual innovation processes. Therefore, there is a need to strengthen efforts to encourage and facilitate knowledge-sharing practices among professional assistants in rural areas by involving policy development, training, or communication platforms that support effective knowledge exchange. The research results are reinforced by arguments stating that knowledge sharing positively influences employees' innovation

capabilities (Akbari & Ghaffari, 2017; Machado et al., 2022; Merten et al., 2022; Sya & Mangundjaya, 2020; Triaa et al., 2016). This research also aligns with the fact that knowledge sharing has a positive effect on the performance of human resources in companies (Afandy et al., 2022; Inkinen, 2016; Stary, 2014; Zhu et al., 2014). However, other studies suggest that knowledge sharing does not have a positive impact on performance improvement (Kokanuch & Tuntrabundit, 2017; Rezgui et al., 2011; Scaliza et al., 2022).

### ***The Role of Knowledge Sharing in Mediating the Impact of Workforce Agility on Individual Innovation Capability Among Professional Assistants in Kediri Regency***

Based on the outlined research results, it is evident that knowledge sharing is unable to mediate the influence of workforce agility on the individual innovation capability of professional assistants in Kediri Regency. Although workforce agility positively affects individual innovation capabilities, there is an inability of knowledge sharing to act as a mediator in this relationship. This research suggests the existence of internal or external obstacles in knowledge-sharing practices among professional assistants. Factors such as a lack of incentives, insufficient infrastructure to support communication and collaboration, or an organizational culture that does not promote knowledge exchange can hinder the knowledge-sharing process. Therefore, these constraints need to be further analyzed to formulate strategies that can motivate and facilitate knowledge sharing at the village level. These findings emphasize the importance of involving contextual aspects that may not be covered in this research, such as organizational culture and psychological factors. The success of knowledge sharing as a mediator can be greatly influenced by management support, an open working atmosphere, and trust among professional assistants. The research results are supported by studies explaining that knowledge sharing is unable to mediate the relationship between job crafting and employee performance (Allameh et al., 2014; Rezaei et al., 2021; Zahra et al., 2019). In contrast, other research suggests that knowledge sharing can mediate the relationship between workforce agility and individual capabilities to enhance work innovation (Haider et al., 2022; Meher & Mishra, 2022; Pekkala & van Zoonen, 2022).

### **CONCLUSIONS AND RECOMMENDATIONS**

This research, which relates to the determination of knowledge sharing as a mediator between workforce agility and individual innovation capability among Village Professional Assistants in Kediri Regency, can be conclusion is workforce agility has a positive and significant impact on knowledge sharing among Village Professional Assistants in Kediri Regency. Workforce agility and Knowledge sharing has a positive and significant impact on the individual innovation capability of Village Professional Assistants in Kediri Regency. Knowledge sharing is not able to mediate the influence of workforce agility on the individual innovation capability of Village Professional Assistants in Kediri Regency. The research findings can serve as a foundation for further studies in different regions or contexts, aiming to enhance individual innovation capabilities by fostering a work environment that supports creative ideas. This may involve providing

support for experimentation, facilitating collaboration, and recognizing and rewarding individual innovations.

### **FURTHER STUDY**

Further study could delve deeper into the specific mechanisms that contribute to the positive impact of workforce agility on knowledge sharing among Village Professional Assistants in Kediri Regency. Additionally, investigating the contextual factors that influence the effectiveness of knowledge-sharing initiatives, such as organizational culture and leadership support, could offer insights for developing targeted interventions. Furthermore, a longitudinal study could assess the sustainability of individual innovation capabilities over time and explore the potential long-term effects of workforce agility and knowledge sharing on the overall development goals of rural areas. By refining our understanding of these relationships, future research can contribute actionable insights to inform strategies and policies that foster innovation and knowledge exchange among Village Professional Assistants, not only in Kediri Regency but also in similar contexts nationwide.

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