

The Role of Knowledge Sharing in Mediating Human Resource Performance through Servant Leadership and Work Experience

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Abstract. *This study aims to analyze the role of knowledge sharing in mediating the influence of servant leadership and work experience on the performance of human resources of village officials in Susukan District, Semarang Regency. The research method used is explanatory research with a quantitative approach. Data were collected through questionnaires distributed to 154 village officials from a total population of 191 village officials. Data analysis was carried out using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) method through the SmartPLS 3.0 program. The results of the study indicate that: (1) Knowledge sharing has a positive and significant effect on human resource performance, (2) Servant leadership does not have a direct effect on performance, but has a positive and significant effect on knowledge sharing, (3) Work experience has a positive and significant effect on human resource performance and knowledge sharing, (4) Knowledge sharing acts as an effective mediator between servant leadership and work experience on human resource performance.*

Keywords: *Human Resource Performance; Knowledge Sharing; Servant Leadership; Work Experience.*

1. Introduction

Lots factors that influence human resource performance, one of which is *knowledge sharing*. Titi's study (2010) explains that knowledge sharing is to achieve desired performance through the generation, storage, distribution and application of useful knowledge, facilitating work in the organization, leading to creativity and innovation, introducing new things and increasing cultural awareness among employees through training, learning and dialogue. Wening in Saputro and Mayoman (2018), stated that knowledge sharing activities affect increased

employee performance. With knowledge sharing, it is hoped that employees can achieve work results according to predetermined standards. Abdul Hafiz et al. (2015) showed that there is an urgent need for knowledge sharing in organizations to support their creative and competitive abilities. Knowledge sharing is also important at the individual or personal level in terms of supporting human bonds and relationships between coworkers. The importance of individual knowledge sharing is in helping individuals to carry out their functions more effectively, helping them to stay in their jobs, encouraging career advancement and personal development, and a sense of satisfaction for employees because of their contributions to their personal.

VariablesAnother factor that influences human resource performance is *servant leadership*. In today's democratic era, authoritarian leadership is considered no longer appropriate, so servant leadership becomes an alternative leadership or a contemporary leadership style. Greenleaf (1977) said that great leadership is a servant leader, who can encourage or motivate others to continue working. Meanwhile, according to Setyaningrum et al. (2017), efforts to improve employee performance can be done through a leadership style approach and servant leadership style is considered capable of influencing employee performance because this style positions a leader with an orientation towards his employees by providing service and attention to his employees so that his employees can form a personality that serves and cares for service applicants. However, in reality, this leadership style has not received much special attention because servant leadership is not very common in companies, especially for companies engaged in profit-oriented fields. Servant leadership is still used as an alternative style for a leader to create performance motivation in his employees (Handoyo, 2010). In addition, Agatha's study (2021) explains that the influence of servant leadership does not have a significant direct influence on employee performance.

VariablesAnother factor that affects human resource performance is work experience. According to Suwanto et al. (2021), work experience is the ability of an employee to carry out all his obligations and duties based on his experience in a field of work for the employee, where employees who have a longer work period will have a better career path. If employees have little work experience, it will affect the employee's ability to understand the job. According to McEnrue. MP (1988) performance is determined by work experience as measured by the length of service in the organization and the length of service on certain tasks. The criteria for this experience include: 1). Managers who have a variety of work experiences in the organization will produce higher performance. 2). Managers who have too much work experience will produce lower performance. This happens because of boredom. Jonias Resi and Hanifa Djakaria (2020) concluded that work experience does not have a significant effect on employee performance. However, work experience, competence and environment have a significant effect on employee performance with motivation as a

moderating variable.

Law of the Republic of Indonesia Number 6 of 2014 concerning Villages, mandates that the Government is required to allocate part of the APBN budget for villages through Village Funds. Where this is a state commitment to protecting and empowering villages to become advanced, strong, democratic and independent. Village Government as the organizer of government affairs and the interests of the local community in the government system of the Unitary State of the Republic of Indonesia, must be able to manage village funds in accordance with village development targets, namely improving community welfare and the quality of human life and poverty alleviation. The assessment of village development can be measured by the Village Development Index (IDM). The Village Development Index (IDM) divides villages into five classifications, namely Very Underdeveloped Villages, Underdeveloped Villages, Developing Villages, Advanced Villages and Independent Villages. The following is the progress of the Village Development Index data for villages in Susukan District from 2022 to 2024:

Table 1.1

Progress of Village Development Index 2022 to 2024 at Susukan District Level

| VILLAGE CODE | VILLAGE NAME | IDM VALUE 2024 | IDM STATUS 2024 | IDM VALUE 2023 | IDM STATUS 2023 | IDM VALUE 2022 | IDM STATUS 2022 |
|--------------|----------------|----------------|-----------------|----------------|-----------------|----------------|-----------------|
| 3322032001 | BADRAN | 0.6738 | DEVELOP | 0.6681 | DEVELOP | 0.6497 | DEVELOP |
| 3322032002 | TIMPIK | 0.709 | PROCEED | 0.7033 | DEVELOP | 0.7068 | DEVELOP |
| 3322032003 | TAWANG | 0.6976 | DEVELOP | 0.6456 | DEVELOP | 0.6513 | DEVELOP |
| 3322032004 | BAKALREJO | 0.7037 | DEVELOP | 0.6998 | DEVELOP | 0.6868 | DEVELOP |
| 3322032005 | CATAPANG | 0.8975 | INDEPENDENT | 0.8863 | INDEPENDENT | 0.8048 | PROCEED |
| 3322032006 | SUSTAINABILITY | 0.8465 | INDEPENDENT | 0.8465 | INDEPENDENT | 0.7037 | DEVELOP |
| 3322032007 | SIDOHARJO | 0.6927 | DEVELOP | 0.626 | DEVELOP | 0.6059 | DEVELOP |
| 3322032008 | GENTAN | 0.7908 | PROCEED | 0.7038 | DEVELOP | 0.6965 | DEVELOP |
| 3322032009 | MUNCAR | 0.8559 | INDEPENDENT | 0.7095 | PROCEED | 0.6833 | DEVELOP |
| 3322032010 | SALTY | 0.774 | PROCEED | 0.7073 | PROCEED | 0.6957 | DEVELOP |
| 3322032011 | COPYRIGHT | 0.7224 | PROCEED | 0.7224 | PROCEED | 0.7057 | DEVELOP |
| 3322032012 | KENTENG | 0.719 | PROCEED | 0.719 | PROCEED | 0.7171 | PROCEED |
| 3322032013 | KIDS | 0.8225 | INDEPENDENT | 0.6686 | DEVELOP | 0.6613 | DEVELOP |

Source: <https://sid.kemendes.go.id/idm>

From the data, until 2024, only 4 villages out of 13 villages in Susukan District have been declared as Independent Villages or still below 50%. Therefore, good human resources are needed to support the improvement of the village status. In addition to managing village funds in accordance with village development targets, village fund management must also be in accordance with applicable provisions and regulations, especially those related to village financial management.

2. Research Methods

This research is an explanatory research. Sugiyono (2017) said that the research method is intended to explain the position of the variables studied and the influence between one variable and another. These variables include: *servant leadership*, work experience, *knowledge sharing* and human resource performance. The main reason for using this method is to test the proposed hypothesis, so it is expected to explain the relationship and influence between the independent and dependent variables in the hypothesis.

3. Results and Discussion

3.1. Human Resources Performance

Performance in an organization is the answer to the success or failure of the organization's goals that have been set. So the key to the success of achieving the organization's goals that have been set is improving employee performance. Thus, the organization must always make efforts to improve employee performance. According to Yusniar Lubis, Bambang Hermanto & Emron Edison (2019:26) performance is the result of a process that refers to and is measured over a certain period of time based on previously established provisions, standards or agreements.

Maluyu SP Hasibuan's opinion (2001:34) states that performance is a work result achieved by someone in carrying out the tasks assigned to him based on skills, experience and sincerity and time. Skills (ability) according to Nana Syaodiah Sukaminadita (2003:91) are a person's skills which are a real potential ability in recognizing and understanding, analyzing, assessing and solving problems by using ratios quickly and seeing things that are right and wrong. While experience is something that has been experienced (lived, felt, endured) (<https://kbbi.web.id/pengalaman>). Sincerity is something/action that is done correctly, not playing around, with all your heart, and diligently (<https://kbbi.web.id/benar>). While time or period according to the Big Indonesian Dictionary (1997) is the entire series of moments when a process, action, or condition is or takes place.

According to Edison (2016:176) Performance is the result obtained by an organization, whether the organization is profit-oriented or non-profit-oriented, which is produced during a period of time. Based on these definitions, it can be concluded that human resource performance is a result that can be measured during a certain period based on standards set by an organization to achieve organizational goals.

Human resource performance is measured by indicators developed in studies that are included in general performance measures. Human resource performance indicators according to Edison (2016:203) and Mathis-Jackson (2006) include 1) quantity, 2) quality, 3) timeliness of completion and 4) ability to work together.

a. Quantity

Quantity is an indicator of the fulfillment of the number of goods, work or amount of money generated.

b. Quality

Quality is related to the results achieved and this is an important element, because quality is a strength in maintaining customer satisfaction.

c. Punctuality

Timely completion or delivery of work is certain. This is the capital to create customer trust. The understanding of customers here also applies to services in other parts.

d. Ability to Work Together

Not only must it meet quantity, quality and timeliness but it must also be done in a collaborative manner, with communication so that it is transparent and accountable.

Performance is also called work achievement. According to Siagian (2015) a good work performance appraisal system is useful for various purposes, such as: (1) Encouraging increased work performance, (2) As a basis for decision making in providing rewards, (3) For the benefit of employee transfers. (4) In order to prepare education and training programs to overcome various deficiencies and weaknesses as well as develop employee potential and (5) Help employees determine their career plans and with the help of the personnel department prepare the most appropriate career development program.

According to Taryaman (2016) the factors that influence employee performance are divided into several groups of variables, namely: (1) Individual variables: Mental and physical abilities and skills. Background: family, social level, experience. Demographics: age, ethnicity, gender. (2) Organizational variables: resources, leadership, rewards, structure. (3) Psychological variables: perception, attitude, personality, learning, motivation.

Table 3.1 Human Resources Performance

| No | Indicator | Average Respondents' Answers | Criteria |
|-----------------|--------------------------|---------------------------------|----------|
| 1. | Quantity | 3.968 | Tall |
| 2. | Quality | 3.974 | Tall |
| 3. | Time | 3.935 | Tall |
| 4. | Ability to Work Together | 4.188 | Tall |
| Overall average | | 4.016 | |

Source: Processed primary data, 2025

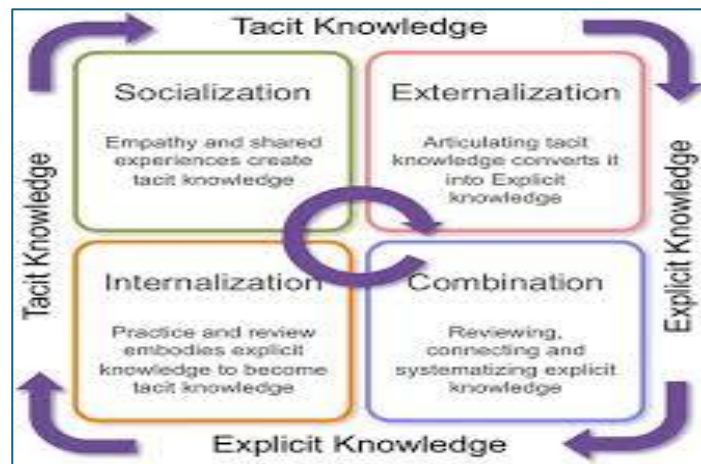
From Table 3.1, the average Human Resource Performance variable has an average score of 4.016 with a high category, meaning that village officials in Susukan District have had good performance. This is shown in the indicator of the ability to work together which is an indicator with the highest response from respondents, which illustrates that village officials in completing their tasks have the ability to work together with each other so that completing tasks will be easier. While the time indicator has the lowest value of the other indicators which overall have a high category, which can illustrate that the completion of tasks is still not in accordance with the specified time. So it takes effort again for village officials to be able to complete their tasks according to the specified time.

3.2. Knowledge Sharing

Knowledge is the whole understanding and skills used by a person in solving problems that include theory, practice, rules and instructions. Knowledge is based on data and information, but knowledge is not like data or information.

Knowledge can be converted through knowledge sharing. The SECI Model of Knowledge Creation developed by Nonaka and Takeuchi (1995) is a depiction of the conversion of knowledge.

Figure 3.2 SECI Model of Knowledge Creation



Source: Nonaka and Takeuchi (1995)

Knowledge Sharing defined as an exchange of knowledge between two individuals; one person who communicates knowledge, while the other assimilates the knowledge (Jacobson, 2006). According to Suparto Darudiatto and Kevin Setiawan (2013) Knowledge Sharing and Distribution is a stage to share and disseminate knowledge that is already owned by an organization or company with the aim of changing information and experience that is only owned by each individual in the organizational or company environment into knowledge that can be owned by all individuals in it which later this knowledge can be used for the progress and development of the organization or company.

Knowledge sharing can be interpreted as the dissemination of information and knowledge within an organization. Effective knowledge sharing can encourage organizations and individuals to accelerate and improve the quality of product innovation. Knowledge sharing also provides opportunities for individuals, teams and organizations to improve their performance and create new ideas and innovations (James Gao, 2017). And according to Kassel, Kratzer and Schilt (2012), Knowledge sharing is a process of interactive communication between individuals with each other in a group that creates interdependent relationships to achieve common goals. Based on the description above, it can be concluded that Knowledge sharing is the process of disseminating information that is owned, in order to improve the competence of each individual to improve their performance and create new ideas and innovations in order to achieve the vision and mission of the organization.

Carmeli, Gelbard and Reiter-Palmon (2013) stated that knowledge sharing indicators include:

- 1). The ability of a leader to motivate his subordinates to share information and knowledge,

- 2). Ability to solve problems with creative solutions,
- 3) the ability to absorb information and knowledge, and
- 4) the ability to convey knowledge obtained from within and outside the organization.

According to Widodo's study (2013), it shows that if knowledge sharing is higher, then organizational performance is higher. Knowledge sharing is a behavior that a person has to disseminate knowledge with other members of an organization so that it can create added value for the company. Knowledge Sharing Processes are related to how human resources in an organization share work experience, expertise, know-how, and information with other colleagues. In addition, it is also supported by Restadoni's study (2024) that knowledge sharing has a positive and significant effect on employee performance, so it can be interpreted that if the knowledge sharing process is better, employee performance will be higher. This statement is also supported by the study of Rika KS & Titik R (2022) that learning in an organization creates a sense of family so that it gives employees the freedom to exchange ideas, opinions and experiences. With the existence of these knowledge sharing activities, the organization will be collectively motivated to achieve common goals.

H1: There is a positive influence between knowledge sharing and Human Resource Performance.

Table 3.2 Knowledge Sharing

| No | Indicator | Average Respondents' Answers | Criteria |
|----|--|---------------------------------|----------|
| 1. | The ability of a leader to motivate his subordinates to share information and knowledge | 4.299 | Tall |
| 2. | Ability to solve problems with creative solutions | 4.045 | Tall |
| 3. | Ability to absorb information and knowledge | 4.032 | Tall |

| | | | |
|-----------------|--|--------------|------|
| 4. | Ability to convey knowledge gained from internal and external organizations. | 3.955 | Tall |
| Overall average | | 4.083 | |

Source: Processed primary data, 2025

From Table 3.2, the average Knowledge Sharing variable has an average score of 4.083 with a high category, meaning that the village apparatus has a leader who is service-oriented. This can be shown by the indicator of a leader's ability to motivate his subordinates to share information and knowledge with the highest respondent response, meaning that leaders often motivate their subordinates to share information and knowledge to support performance. Meanwhile, the indicator of the ability to convey knowledge obtained from internal and external organizations has the lowest response from respondents, which can illustrate that the leader's ability to convey the knowledge obtained to his subordinates is not yet optimal. This indicator has a low influence compared to other indicators in knowledge sharing, where overall the indicators are included in the high category.

3.2.1. Knowledge Sharing

The results of the study showed that knowledge sharing has a positive and significant effect on the performance of human resources of village officials in Susukan District (H1 Accepted). This result is in accordance with the theory of Nonaka and Takeuchi (1995) which states that knowledge sharing can increase creativity, innovation, and collective understanding in an organization. In addition, it is also supported by research by Widodo (2013) and Restadoni (2024) which states that knowledge sharing can improve employee performance through the exchange of ideas, experiences, and creative solutions.

In the context of village apparatus, knowledge sharing allows for the transfer of knowledge about village fund management, administration, and community services. This process can help village apparatus understand their tasks better, so that their performance improves. The highest indicator in knowledge sharing is the leader's ability to motivate subordinates to share information with a score of 4.299, indicating that the role of leaders is crucial in creating a culture of knowledge sharing.

3.2.2. The Role of Knowledge Sharing Mediation

The results of the indirect effects test show that knowledge sharing acts as a significant mediator between:

1. Work Experience and Human Resources Performance

Work experience enriches individual knowledge, and when this knowledge is shared (knowledge sharing), collective performance improves.

2. Servant Leadership and Human Resource Performance.

Although servant leadership does not directly affect performance, its influence is mediated by knowledge sharing. That is, servant leaders can improve performance by first creating a culture of knowledge sharing.

3.3. Servant Leadership

Leadership can be defined as the ability of a person in a group to influence his/her group through the communication process in achieving the goals that have been set. According to Astohar (2012) servant leadership is the involvement of leaders in efforts to improve the quality of work and the growth of employee behavior.

Meanwhile, according to Robert Greenleaf (1973), servant leadership is a leader who prioritizes service or wants to serve his employees. Where this begins with a natural feeling that arises from within a person who really wants to serve and also wants to serve first, then because of his choice to serve, it makes him want to become a leader. According to Yigit & Bozkurt (2017) a leader who has a nurturing and serving nature and has a vision that empowers employees in a positive corporate environment can be called servant leadership.

Based on these definitions, it can be concluded that servant leadership is a leadership model that has 2 (two) functions at once, namely the function of leading and the function of serving employees with the aim of improving the quality of work and the abilities of these employees in order to achieve the goals of the organization.

According to Greenleaf (1970), Keith (2008) and Spears (2010) several indicators of servant leadership are 1) the desire and ability to listen and understand, 2) the ability to serve, 3) building community, 4) conceptualization, and 5) visionary.

According to Setyaningrum et al. (2017), efforts to improve employee performance can be done through a leadership style approach and servant leadership style is considered capable of influencing employee performance. Servant leadership is still used as an alternative style

for a leader to create performance motivation in his employees (Handoyo, 2010). In contrast to the opinions of Setyaningrum et al. (2017) and Handoyo (2010), Agatha's study (2021) explains that the influence of servant leadership does not have a significant direct influence on employee performance.

H2: There is a positive influence between servant leadership and Human Resource Performance.

Meanwhile, according to Pniel Mark, YS & Carolina, MN (2021), servant leadership has a significant influence on work role performance, but does not have a significant influence on knowledge sharing, so that the knowledge sharing variable does not have a mediating role for the influence of servant leadership on work role performance. However, according to Nursaimatussaddiya, Priadana, Sidik & Djulius, Horas. (2023) Servant Leadership has a significant influence on knowledge sharing, this is because leadership creates a culture and climate that encourages the extent to which knowledge sharing is carried out by members of the organization.

H3: There is a positive influence between servant leadership and knowledge sharing.

Table 3.3 Servant Leadership

| No | Indicator | Average Respondents' Answers | Criteria |
|-----------------|---|---------------------------------|----------|
| 1. | Desire and ability to listen and understand | 4.247 | Tall |
| 2. | Ability to serve | 4.325 | Tall |
| 3. | Building a community | 4.182 | Tall |
| 4. | Conceptualization | 4.136 | Tall |
| 5. | Visionary | 4.136 | Tall |
| Overall average | | 4.205 | |

Source: Processed primary data, 2025

From Table 3.3, the average servant leadership variable has an average score of 4.205 with a high category, meaning that village officials in Susukan District have a servant leader figure.

This is indicated by the indicators desire and ability to listen and understand where it can be described that their leaders have the desire and ability to listen and understand criticism and input from village officials, indicators of service ability can be described that their leaders are not hierarchical leaders, indicators of building a community can be described that their leaders prioritize common interests in decision making, conceptual indicators can be described that leaders have mature plans in implementing programs or activities to achieve their goals, visionary indicators can be described that leaders are future-oriented in planning or making strategies for implementing their programs or activities. The high response of respondents to all indicators *servant leadership* providing an understanding that it is important for the village government to determine a leader so that the quality of human resources in the village apparatus can be better.

3.3.1. Servant Leadership

The results of the study indicate that servant leadership does not have a significant effect on human resource performance (H2 Rejected). The results of this study contradict the research of Setyaningrum et al. (2017) which states that servant leadership style can improve employee performance. However, these results are in line with Agatha's research (2021) which found that servant leadership does not have a direct effect on employee performance.

Some possible reasons that could explain these results include:

a. Context of Village Government Organization

Servant leadership may not have been fully implemented effectively in the village government environment, where the hierarchical structure (the highest position has the most authority and the position below it has more limited authority) is still dominant. In addition, the Village Government led by the Village Head who is a political position, is considered by the village apparatus that they will be able to complete their tasks based on their experience even though there is a change in leadership in the Village Government.

b. Mediating Variables

The influence of servant leadership may not be direct, but mediated by other variables such as motivation or employee engagement, which were not measured in this study.

c. Respondent Characteristics

The majority of respondents were over 46 years old (57.8%) and had a high school education (61.7%), who may be more accustomed to traditional leadership styles than servant leadership.

Meanwhile, servant leadership has been proven to have a positive and significant effect on

knowledge sharing (H3 Accepted). This is in accordance with the research of Nursaimatussaddiya et al. (2023) which states that servant leaders create an organizational culture and climate that encourages knowledge sharing. The highest indicator in servant leadership is the ability to serve with a score of 4.325, indicating that leaders who care and listen to their subordinates can facilitate the exchange of knowledge.

In terms of village government, servant leaders tend to encourage collaboration and open communication, making it easier for village officials to share experiences and knowledge. However, this finding also shows that servant leadership is more effective in influencing the knowledge sharing process than direct performance.

3.4. Work Experience

Work experience is a measure of the length of time or work period that a person has taken to understand the tasks of a job and have carried out them well (Foster 2015). Meanwhile, according to Asmawi (2017), work experience is knowledge or skills that have been known and mastered by a person as a result of actions or work that have been done for a certain period of time. The study by Jonias Resi & Hanifa Djakaria (2020) explains that work experience is the level of mastery of a person's knowledge and skills in their work which can be measured from the length of service and from the level of knowledge and skills possessed. Meanwhile, according to Sumardjo & Priansa (2018), work experience is the process of forming knowledge or skills about the methods of a job due to employee involvement in carrying out tasks.

Based on these definitions, it can be concluded that work experience is the level of mastery of knowledge and skills in carrying out work which is measured by the length of work or period of employment.

Work experience indicators according to Foster (2015), there are several indicators to determine work experience, namely:

1. Length of time or period of work

This is about the length of time an employee has worked so that the employee can do a job and know the job well.

2. Level of knowledge and skills possessed

This is the level of knowledge and skills that employees have in carrying out their work, including knowledge of the conditions of their organization.

3. Mastery of work and equipment

It is a level of employee ability in carrying out work. This ability is about mastery in the technical aspects of equipment and work techniques.

Based on research from Erwan K & Subandrio (2023) Work experience affects employee performance, meaning that if work experience increases, employee performance also increases. Research by Muhammad Ilham (2022) states that work experience is needed to increase the effectiveness of human resources in the company, the aim of this is to obtain effective work results and increase work productivity for the employees themselves. Or it can be said that quality employee performance can be formed from employee work experience. In contrast to research by Erwan K & Subandrio (2023) and research by Muhammad Ilham (2022), research by Jonias Resi & Hanida Djakaria (2020) states that partially work experience does not have a significant effect on employee performance.

H4: There is a positive influence between work experience and Human Resource Performance.

Based on EW Filatrovi's research (2018), work experience does not have a negative effect on knowledge sharing. Meanwhile, according to Sutton (2006), work experience has a positive effect on knowledge sharing.

H5: There is a positive influence between work experience on knowledge sharing.

Table 3.4 Work Experience

| No | Indicator | Average Respondents' Answers | Criteria |
|-----------------|--|---------------------------------|----------|
| 1. | Length of time or period of work | 4.201 | Tall |
| 2. | Level of knowledge and skills possessed | 4.065 | Tall |
| 3. | Mastery of work and equipment | 3,961 | Tall |
| Overall average | | 4.076 | |

Source: Processed primary data, 2025

From Table 3.4, the average Work Experience variable has an average score of 4.076 with a high category, meaning that some village officials in Susukan District have good work experience. This is indicated by the indicator length of time or work period with the highest respondent response, which can illustrate that the work period of village officials in Susukan District has had a fairly long work period so that it supports Human Resource Performance, while the Assignment indicator for work and equipment has the lowest respondent response, this can perceive that even though they have had a long work period, not all of them are competent in terms of mastery of work and work equipment.

3.4.1. Work Experience

The results of this study are that work experience has a positive and significant effect on human resource performance (H4 Accepted). This finding is in line with the research of Erwan K & Subandrio (2023) which states that work experience increases employee effectiveness and productivity. The highest indicator in work experience is the length of time working with a score of 4.201, indicating that village officials with long work periods tend to understand their tasks better.

Work experience allows village officials to master administrative procedures, village fund management, and community services better. This reduces errors and increases work efficiency. However, it is necessary to be aware of the saturation effect (McEnrue, 1988), where too long work experience without updating knowledge can reduce performance.

Work experience also has a positive effect on knowledge sharing (H5 Accepted). This finding supports Sutton's (2006) research which states that employees with longer work experience tend to be more active in sharing knowledge.

In the case of village government, experienced staff have a lot of practical knowledge that can be shared with colleagues, especially in terms of managing village funds, solving administrative problems and providing services to the community.

4. Conclusion

Knowledge sharing has a positive and significant effect on human resource performance. This shows that the exchange of knowledge, information, and experience between village officials can increase effectiveness and efficiency in carrying out tasks, thus having an impact on improving performance. Servant leadership does not have a significant direct effect on human resource performance. However, this leadership style has proven effective in encouraging the knowledge sharing process, which ultimately contributes to indirect performance improvement. Servant leadership has a positive and significant effect on knowledge sharing.

Servant leaders create an environment that supports collaboration and open communication, thus facilitating the exchange of knowledge among village officials. Work experience has a positive and significant effect on human resource performance. Village officials with longer work experience tend to understand their tasks better, so they are able to complete their work better. Work experience also has a positive effect on knowledge sharing. Experienced village officials are more active in sharing knowledge and creative solutions with coworkers, which ultimately supports increased collective performance. Knowledge sharing acts as an effective mediator between servant leadership and work experience on human resource performance. This means that both variables have a more significant impact when channeled through the knowledge sharing process.

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