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The Effect of Agile Leadership, Knowledge Sharing, and Self-Development on Employee Performance at Kareb Bojonegoro Cooperative through Work Productivity as an Intervening Variable

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A R T I C L E I N F O

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A B S T R A C T

This research seeks to examine the influence of agile leadership, knowledge sharing, and self-development on employee performance at the Kareb Bojonegoro Cooperative, with work productivity serving as a mediating variable. The study employs a quantitative method with a causal explanatory design. The participants consisted of 58 employees from the Kareb Bojonegoro Cooperative, selected using a total sampling approach from a population of 58 individuals. Data was gathered through the offline distribution of questionnaires. The analysis utilized a Likert scale based on responses from the distributed questionnaires. IBM SPSS 26 was used for data analysis, which included instrument testing, classical assumption testing, path analysis, and hypothesis testing. The findings indicate that agile leadership has no impact on work productivity and also does not affect employee performance. Meanwhile, knowledge sharing was found to have a positive and significant influence on work productivity.

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INTRODUCTION

In the era of globalization and fast-paced technological advancements, the business environment including the cooperative sector must be capable of adjusting to swift and dynamic changes. Cooperatives as business entities based on the principles of economic democracy are also not free from the pressure of these changes. The Redrying Bojonegoro Employee Cooperative (KAREB) is one of the cooperatives engaged in tobacco processing services.

Agile leadership is an important approach to increase organizational flexibility in anticipating dynamic changes in the tobacco market (Ni'matul Khoiriyah, 2024). Agile leadership enables cooperatives to innovate in production processes, accelerate response to customer needs, and increase work efficiency in the processing service work environment (Arizqi, 2023). In addition to agile leadership, the practice of knowledge sharing between employees is a strategic factor in maintaining the competitiveness of cooperatives. In the tobacco processing sector, technical skills such as redrying techniques, humidity management, and tobacco quality standards are crucial knowledge.

With a culture of knowledge sharing, new employees can learn faster, shorten the learning curve, and improve the consistency of the cooperative's service quality (Kresnawan et al., 2023). Knowledge sharing also encourages process innovation and collaborative problem solving, which is an important added value in improving the quality of services provided (Sidharta & Purbojo, 2023). On the other hand, employee self-development is a fundamental element to improve professionalism in the tobacco service industry. Self-development not only improves individual skills, but also builds employee confidence in facing the complexity of tasks (Dinata et al., 2023). Employee performance in cooperatives such as KAREB is a direct reflection of the success of the cooperative's managerial and operational strategies. Employee work productivity is one of the important factors that determine the volume of services, quality of processing results, and operational efficiency of the cooperative (Indahsari & Damayanti, 2020).

Based on initial observations, Kareb Bojonegoro Cooperative faces problems in employee productivity fluctuations. Several employees show inconsistent performance, with varying levels of task completion. This is influenced by the minimal application of agile principles in leadership, the lack of a culture of knowledge sharing between divisions, and weak support for employee self-development programs. As a cooperative that continues to grow, this phenomenon is a concern for management because it has an impact on the competitiveness of the cooperative in the local market. This condition requires further research on internal factors that can encourage sustainable employee performance improvements.

Besides the problem phenomena above, there is a research gap that has been carried out by previous researchers, namely:

Research conducted by (Hariyati et al., 2023) found that agile leadership has a positive and significant effect on employee performance. Meanwhile, research (Sidharta & Purbojo, 2023), found that agile leadership does not have a

significant effect on employee performance. The research conducted by (Salsabila et al., 2024) found that knowledge sharing has a positive and significant effect on employee performance. Meanwhile, research (Lestyowati, 2022.), found that knowledge sharing does not have a significant effect on employee performance. The research conducted by (Novitri et al., 2020) found that self-development has a positive and significant effect on employee performance. Meanwhile, research (Dinata et al., 2023), found that self-development does not have a significant effect on employee performance. Research conducted by (Indahsari & Damayanti, 2020) found that work productivity has a positive and significant effect on employee performance. Meanwhile, research (Novi Endayani, Lusiana Tulhusnah, 2022), found that work productivity does not have a significant effect on employee performance.

This study was conducted to understand the factors that can improve employee performance in cooperatives, which often receive less academic attention than large companies. Agile leadership, knowledge sharing, and self-development are considered key factors to face the challenges of uncertainty in the modern workplace. By considering work productivity as an intervening variable, this study provides a more comprehensive analytical framework. Kareb Bojonegoro Cooperative was chosen as the object of research because of the relevance of the phenomena that occur and its potential to become a leading cooperative at the regional level.

This research presents a novel contribution by simultaneously integrating the concepts of agile leadership, knowledge sharing, and self-development, which have typically been examined in isolation in prior studies. Moreover, incorporating work productivity as a mediating variable introduces a fresh perspective for analyzing how these factors relate to employee performance. The study also addresses a gap in the existing literature by focusing on cooperatives in Indonesia, particularly within the regional cooperative sector like the Kareb Bojonegoro Cooperative. Therefore, the findings are anticipated to offer both theoretical insights and practical implications for advancing human resource management in cooperative organizations.

In this context, work productivity is positioned as an intervening variable that connects agile leadership, knowledge sharing, and self-development to employee performance. High work productivity is expected to strengthen the positive impact of agile leadership implementation, increased knowledge sharing, and self-development programs. Hence, this research seeks to thoroughly examine the impact of agile leadership, knowledge sharing, and self-development on employee performance at KAREB, with work productivity serving as a mediating variable. The study is also intended to contribute academically by enriching the literature on human resource management within the agro-industry-based service sector. Furthermore, the findings are expected to offer practical insights and recommendations for the KAREB Cooperative's management in formulating sustainable strategies to enhance employee performance.

LITERATURE REVIEW

Human Resource Management

Human resource management (HRM) is a science and art that aims to regulate the relationships and roles of the workforce so that they can run effectively and efficiently, while supporting the achievement of company, employee and community goals Hasibuan (2019:10). Meanwhile, according to Sadikin, (2020:161) HR is an integrated strategic approach to managing the most valuable assets in an organization, namely the individuals who work in it.

Agile Leadership

Agile leadership is the ability of a leader to support, direct, and motivate a team in a rapidly changing environment through the principles of collaboration, adaptation, and rapid response to change. Rigby, D.K., Sutherland, J., & Takeuchi, (2016). Agile leaders are individuals who demonstrate high levels of emotional, cognitive, and relational adaptability in the face of complexity and change in the business environment Joiner, B., & Josephs, (2007). Joiner, B., & Josephs, (2007) said the indicators in agility leadership are:

1. Visionary thinking is being able to see the big picture and direct the team in the right direction.
2. Decisiveness is the ability to make quick and accurate decisions in uncertain situations.
3. Continuous learning is a commitment to personal and team learning and development.

Knowledge sharing

Knowledge sharing is a dynamic process in which individuals share explicit and tacit knowledge to create new knowledge in organizations Nonaka, I., & Takeuchi, (2007). Knowledge sharing is an activity through which knowledge stored in one individual is distributed and used by other individuals in an organization Davenport, T.H., & Prusak, (1998). The indicators that can be used to measure knowledge sharing are developed from research Matzler et al., (2008) includes:

1. Embraided knowledge refers to knowledge that involves conceptual understanding and cognitive abilities acquired through formal education or academic learning (learning through studying).
2. Embodied knowledge is the type of knowledge developed through personal experiences and practical involvement over time.
3. Encultured knowledge encompasses shared assumptions and beliefs that help individuals interpret and derive new meanings or values.
4. Embedded knowledge is a collective, tacit form of understanding that exists within an organization's routines, culture, practices, and shared norms.
5. Encoded knowledge represents information that has been systematically documented or formalized, making it easily accessible and explicit.

Self-development

Self-development is an individual's effort to increase personal capacity through structured or unstructured activities designed to strengthen professional competence. Gilley, J. W., & Maycunich, (2000). Self-development is a process in which individuals voluntarily take the initiative to improve their skills, abilities, and career effectiveness through reflection and action. London, (2002). According to London, (2002) indicators of self-development include:

1. Knowledge Development
2. Skills Development
3. Looking for new experiences
4. Developing New Ideas
5. Creating New Ways
6. Building a New Network

Work Productivity

Work productivity is the ability of a worker or group of workers to produce optimal output with available input within a certain time period Gomez, (2018). Work productivity is the result of a comparison between the work output produced and the input used to produce that output, which reflects the effectiveness and efficiency of work (2017). Wibowo 2017:256) defines work productivity as a measurable outcome obtained by comparing output to input. Productivity can be enhanced by increasing this ratio—meaning more and higher-quality output can be achieved using the same amount of resources. Simamora, (2016:212) states that there are several indicators used in measuring work productivity, namely:

1. Quantity of work.
2. Quality of work
3. Punctuality.
4. Absenteeism rate

Employee Performance

Employee performance refers to the outcomes of work evaluated from multiple dimensions, including quality, quantity, timeliness, and teamwork in achieving organizational objectives Sutrisno, (2019:123). In essence, performance reflects both the quality and quantity of an employee's output. It is a variable commonly influenced by various independent factors such as motivation, compensation, and the work environment. Hamali (2016:98) also states that employee performance is the result of work that directly aligns with the organization's strategic goals, enhances customer satisfaction, and contributes to overall economic performance. According to Sutrisno, (2019:123) There are several indicators of individual employee performance, namely:

1. Quality. This refers to how employees perceive the standard and completeness of their work, assessed by the outcomes they produce and their competencies in performing assigned tasks.
2. Quantity. This involves measurable output expressed in numerical values, reflecting the volume of work completed.

3. Timeliness. This pertains to how promptly information or tasks are delivered, ensuring they are available to decision-makers before losing their relevance or impact on decision-making.
4. Effectiveness. Effectiveness indicates how well outputs align with intended goals, including how efficiently resources such as labor, finances, technology, and materials are utilized to achieve objectives.
5. Independence. This is demonstrated by an employee's ability to take initiative, solve problems independently, show self-confidence, and complete tasks without relying on others.
6. Work Commitment. This reflects the degree of dedication employees show toward their organization, including their sense of responsibility and loyalty to their workplace.

METHODOLOGY

This study adopts a quantitative method with a causal explanatory approach. The respondents consisted of 58 employees of the Kareb Bojonegoro Cooperative, selected using a total sampling technique from a total population of 58 individuals. The research employs a correlational design to examine the relationships and strength of associations among two or more variables without intervening or manipulating any of them. The dependent variable is employee performance, with agile leadership, knowledge sharing, and self-development as independent variables, and work productivity as the mediating variable. Data were collected through offline questionnaire distribution. The analysis was conducted using the Likert scale, based on responses from the participants. IBM SPSS 26 was used as the data analysis tool, employing instrument testing, classical assumption testing, multiple linear regression, and hypothesis testing techniques.

RESEARCH RESULT

Classical Assumption Test

Normality Test

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		58
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	12.36074309
Most Extreme Differences	Absolute	.996
	Positive	.996
	Negative	.551
Test Statistics		.996
Asymp. Sig. (2-tailed)		.200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data processed by SPSS 26, (2025)

Based on the table, the normality test results indicate that the multiple regression model follows a normal distribution. This is evidenced by the Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05. Therefore, it can be concluded that the data used in this study are normally distributed.

Multicollinearity Test

Table 2. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Agile Leadership	.770	1,299
Knowledge Sharing	.542	1,846
Self-development	.906	1.104
Work Productivity	.593	1,686

Source: Data processed by SPSS 26, (2025)

Based on the table above, it is evident that none of the independent variables have a tolerance value below 0.10, which indicates that there is no correlation among the independent variables. Similarly, the Variance Inflation Factor (VIF) results show that none of the independent variables have a VIF exceeding 10. Thus, it can be concluded that multicollinearity does not exist between the independent variables in this regression model.

Heteroscedasticity Test

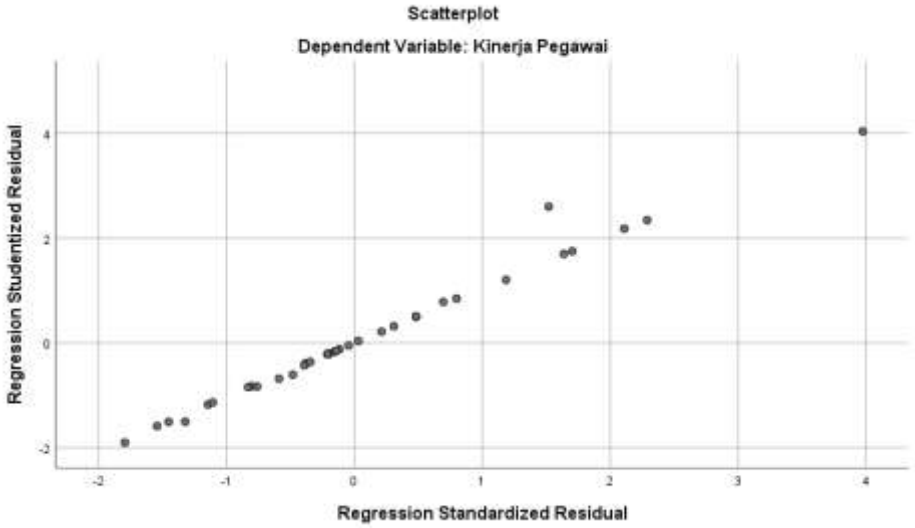

Figure 1. Heteroscedasticity Test
Source: Data processed by SPSS 26, (2025)

Based on the results of the heteroscedasticity test in the image above, it can be observed that the scatterplot shows a random and even distribution of points around the number 0 on the Y axis. This implies that there is no indication of heteroscedasticity in the regression model.

Path Analysis

The relationship in the substructure path I can be shown in the graph below. Substructure I consist of one endogenous variable or dependent variable, namely Employee Performance (Y), and two exogenous variables or independent variables, namely Agile Leadership (X1), Knowledge sharing (X2), Self-development (X3) and Work Productivity (Z). The following is a structural description for the substructure path.

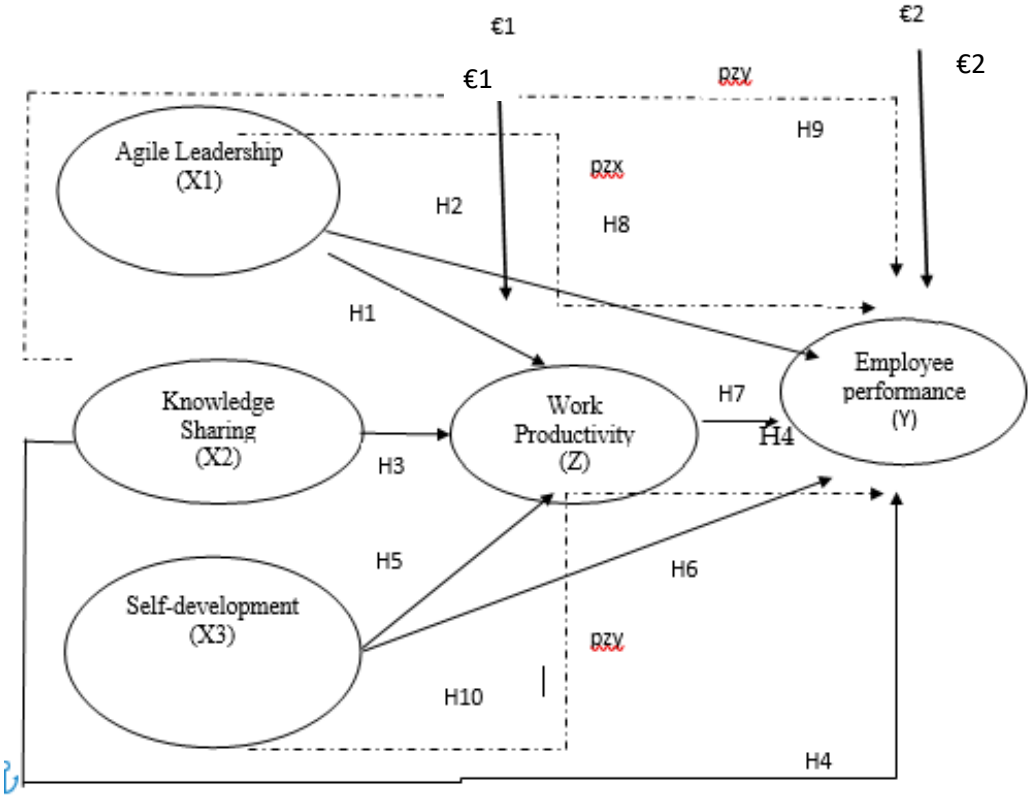

Figure 2. Substructure Path Diagram

$Z = \rho zx + \rho zy + pzy + \epsilon 2$

Information:

Pzx = Path coefficient between agile leadership (X1) and perception of work productivity (Z) through employee performance (Y)

Pzx = Path coefficient between knowledge sharing (X2) and perception of work productivity (Z) through employee performance (Y)

Pzy = Path coefficient between self-development (X3) and perception of work productivity (Z) through employee performance (Y)

E2 = Residual coefficient / residual error

E1 = Residual coefficient / residual error

*U-**Partial Test (t-Test)***

Table 3. T Test

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,686	6,996		2.385	.021
	Agile Leadership -> Work Productivity	.144	.109	.155	1,319	.193
	Agile Leadership -> Employee Performance	.065	.148	.050	.440	.662
	Knowledge Sharing -> Work Productivity	.365	.130	.430	2,816	.007
	Knowledge Sharing -> Employee Performance	.676	.161	.575	4.213	.000
	Self-Development -> Work Productivity	.050	.092	.062	.541	.591
	Self-Development -> Employee Performance	.248	.119	.220	2,084	.042
	Work Productivity -> Employee Performance	.215	.181	.155	1.190	.239
a. Dependent Variable: Employee Performance						

Source: Data processed by SPSS 26, (2025)

Based on the calculations that have been carried out on the substructure path analysis, it can be seen that the path coefficients of the agile leadership variables (X1), knowledge sharing (X2), and self-development (X3) and the work productivity variable (Z) have been significant with a significance level value of 0.05, which is explained as follows:

a. First Hypothesis Testing (H1) (X1)
   It is known that the Sig. value for the effect of X1 on Z is 0.193> 0.05 and the t value is 1.319 < t table 1.672. So it can be concluded that there is no influence of the variable (X1) on (Z).
b. Second Hypothesis Testing (H2) (X1)
   It is known that the Sig. value for the effect of X1 on Y is 0.007 <0.05 and the t value is 0.440> t table 1.672. So it can be concluded that there is no influence of the variable (X1) on (Y).
c. Third Hypothesis Testing (H3) (X2)
   It is known that the Sig. value for the effect of X2 on Z is 0.662> 0.05 and the t value is 2.816> t table 1.672. So it can be concluded that the variable (X2) has a positive and significant effect on (Z).
d. Testing the Fourth Hypothesis (H4) (X2)
   It is known that the Sig. value for the effect of X2 on Y is 0.000 <0.05 and the t value is 4.213> t table 1.672. So it can be concluded that the variable (X2) has a positive and significant effect on (Y).
e. Fifth Hypothesis Testing (H5) (X3)

It is known that the Sig. value for the effect of X3 on Z is 0.591> 0.05 and the t value is 0.541> t table 1.672. So it can be concluded that there is no influence of the variable (X3) on (Z).

f. Testing the Sixth Hypothesis (H6) (X3)
It is known that the Sig. value for the effect of X3 on Y is 0.042 <0.05 and the t value is 2.084> t table 1.672. So it can be concluded that there is a positive and significant effect of variable (X3) on (Y).

g. Testing the Seventh Hypothesis (H7) (Z)
It is known that the Sig. value for the effect of Z on Y is 0.239 <0.05 and the t value is 1.190 < t table 1.672. So it can be concluded that there is a positive and significant effect of variable (Z) on (Y).

F Test

Table 4. F Test

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.093	4	23.773	11.560	.000b
	Residual	108.993	53	2.056		
	Total	204.086	57			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Productivity, Self-Development, Agile Leadership, Knowledge Sharing						

Source: Data processed by SPSS 26, (2025)

Referring to the calculation of the simultaneous significance test (F statistical test), the substructure F test can be formulated, namely F-count = 11.560. With α = 0.05, the value of F-count = 11.560 > F-table = 2.53 (obtained from the calculation of df 1 = k - 1 = 4 - 1 = 3, df 2 = n - k = 58 - 4 = 54).

Model	**Coefficient Path**	**t-count**	**t-table (α=0,05)**	**Sig.**	**R^2**	**Description**
pzx1	0.013	0.440	1.672	0.662	0.426	Not Significant
pzx2	0.145	4.213	1.672	0.000		Significant
pzy1	0.053	2.084	1.672	0.042		Significant

Source: Data processed by SPSS 26, (2025)

After testing the coefficient of determination, F test and t test, the residual coefficient in the substructure equation is Є2 = 1 - adjusted R square = 1- 0.426 = 0.574. The following is the equation for substructure path analysis:

Z = ρzx1 +pzx2 + ρzy + Є2

Z = 0.013 pzx + 0.145 pzx + 0.053 pzy

With the following path diagram:

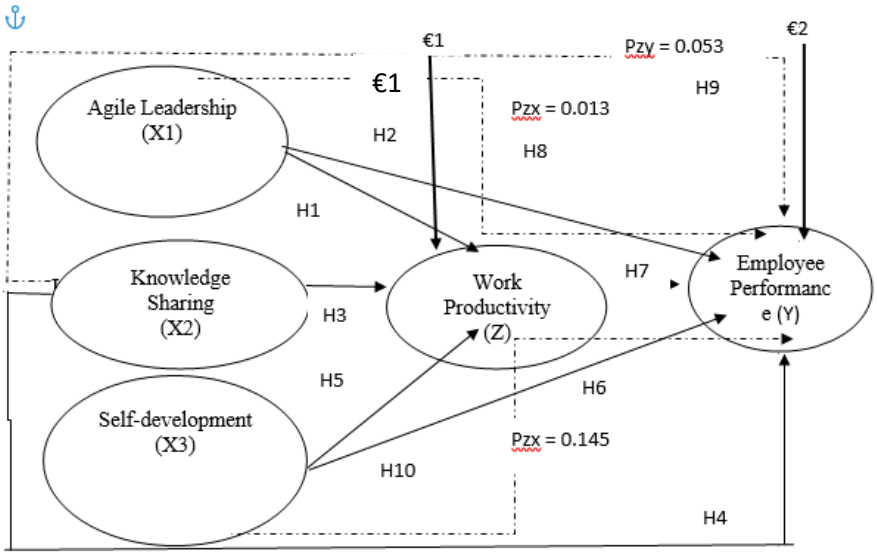

Figure 3. Substructure Path Diagram
Source: Data processed by researchers, (2025)

Coefficient of Determination Analysis (R2)

Table 5. Coefficient of Determination Analysis (R2)

Model Summaryb				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683a	.466	.426	1,434
a. Predictors: (Constant), Work Productivity, Self-Development, Agile Leadership, Knowledge Sharing				
b. Dependent Variable: Employee Performance				

Source: Data processed by SPSS 26, (2025)

Based on the table, it can be seen that the Adjusted R Square (Adjusted R2) value is 0.426 or 42.6%. This figure indicates that the employee performance variable can be explained as much as 42.6% by the variable Work Productivity, Self-Development, Agile Leadership, Knowledge Sharing. The remaining 47.4% is explained by other factors not included in this study.

DISCUSSION

The Influence of Agile Leadership Variables on Work Productivity

Based on the results of the regression analysis, the Agile Leadership variable has a coefficient of 0.144 on Work Productivity with a significance value of 0.193. This shows that the influence of Agile Leadership on Work Productivity is positive but not statistically significant. This means that although Agile Leadership contributes to increased productivity, the contribution is not empirically strong enough in the context of this study. The t value of 1.319 also indicates that the relationship between the two variables is not significant at the 95% confidence level. Therefore, agile leadership strategies need to be combined with other approaches to increase their impact on work productivity.

The researcher suspects that other mediating factors may be more influential in strengthening this relationship.

The Influence of Agile Leadership Variables on Employee Performance

The Agile Leadership variable shows a positive influence on Employee Performance with a coefficient of 0.065, but this influence is not significant because the significance value is 0.662 and the t value is 0.440. These results indicate that the agile leadership style has not made a real contribution to improving employee performance at the KAREB Cooperative. This low influence can be caused by the minimal internalization of agile principles in the daily life of the organization or the low perception of employees towards the implementation of this leadership style. A more intensive and strategic approach is needed to ground agile leadership in the cooperative's work culture.

The Influence of Knowledge Sharing Variables on Work Productivity

The Knowledge Sharing variable has a significant influence on Work Productivity, with a coefficient value of 0.365 and a significance value of 0.007. The t value of 2.816 confirms that this relationship is statistically significant at a 95% confidence level. This means that the higher the knowledge sharing activity among employees, the higher the work productivity produced. In the context of the KAREB Cooperative, this shows the importance of building a collaborative culture and openness of information. Knowledge sharing has been proven to accelerate problem solving and work adaptation. Therefore, cooperative management needs to facilitate internal forums or systems to encourage active knowledge exchange.

The Influence of Knowledge Sharing Variables on Employee Performance

Based on the regression results, the Knowledge Sharing variable shows a very significant influence on Employee Performance with a coefficient of 0.676 and a significance value of 0.000. The t value of 4.213 indicates that this relationship is statistically very strong. This means that knowledge sharing activities directly improve employee work abilities and effectiveness. Employees who are active in knowledge sharing adapt faster and are able to complete their work better. In the context of cooperatives, this is very important to maintain consistent service quality. An organizational culture that supports knowledge sharing can increase employee motivation and engagement. Therefore, knowledge sharing is one of the key factors in improving overall employee performance.

The Influence of Self-Development Variables on Work Productivity

The Self-Development variable shows a positive effect on Work Productivity with a coefficient of 0.050, but is not statistically significant because the significance value is 0.591 and the t value is 0.541. Although self-development is important in theory, empirical results show that the direct relationship between self-development and productivity is not yet strong. This may occur because the effects of self-development are more long-term and are not directly visible

in daily productivity. It may also be because the self-development program implemented has not been optimally integrated into operational work. Employees who take part in training are not yet fully able to implement new knowledge into their work. Therefore, it is important to strengthen the evaluation and follow-up mechanisms of each self-development program so that the results have a greater impact on work productivity.

The Influence of Self-Development Variables on Employee Performance

The Self-Development variable has a positive and significant influence on Employee Performance with a coefficient value of 0.248 and a significance of 0.042. The t value of 2.084 supports the conclusion that the relationship between these two variables is statistically valid. This means that the higher the employee's efforts in developing themselves, the higher the performance that can be demonstrated. Self-development such as technical training and soft skills development has been shown to improve the quality and accuracy of work. Employees who continue to learn tend to be more adaptive to change and are better prepared to face work challenges. In the context of cooperatives, self-development is very relevant to increasing individual and organizational competitiveness. Therefore, self-development is an important investment for improving long-term performance.

The Influence of Work Productivity Variables on Employee Performance

Work Productivity shows a positive influence on Employee Performance with a coefficient value of 0.215, but is not statistically significant because the significance value is 0.239 and the t value is 1.190. These results indicate that although there is a positive relationship, work productivity has not directly contributed significantly to improving performance. This can be caused by other factors that are more dominant in influencing performance such as motivation, leadership, and organizational culture. It could also be that productivity has not been measured holistically in the context of output and work quality. Therefore, further evaluation is needed regarding how to measure productivity in order to reflect its contribution to performance. The integration of productivity indicators in the performance appraisal system also needs to be strengthened for more accurate results.

The Influence of Agile Leadership and Work Productivity Variables on Employee Performance

The regression results show that neither Agile Leadership nor Work Productivity have a significant effect simultaneously on Employee Performance. Agile Leadership through work productivity on employee performance has a significance value of 0.662 which exceeds the significance limit of 0.05. This indicates that its contribution to improving employee performance is not statistically strong. It may be necessary to integrate other approaches such as work motivation or job satisfaction as intermediate variables that strengthen this relationship. In the context of organizations such as cooperatives, the role of leaders and team productivity may not have been fully utilized to drive individual work results. Therefore, it is necessary to

strengthen the leadership system and more comprehensive productivity management in order to be able to significantly drive employee performance.

The Influence of Knowledge Sharing and Work Productivity Variables on Employee Performance

The variables of Knowledge Sharing and Work Productivity jointly affect Employee Performance, but only Knowledge Sharing has a statistically significant effect. The significance value of Knowledge Sharing through work productivity on employee performance of 0.000 shows a very strong effect. This shows that the practice of knowledge sharing plays a dominant role in influencing employee performance, more than just productivity. Thus, building an active and systematic knowledge sharing culture can be a primary strategy in improving performance. Although work productivity remains important, its effect seems to be more indirect in this context. Therefore, management needs to prioritize strengthening knowledge sharing programs and supporting productivity through other supporting mechanisms.

The Influence of Self-Development and Work Productivity Variables on Employee Performance

Based on the regression results, Self-Development through work productivity has a significant influence on Employee Performance with a significance value of 0.042. This means that efforts to improve individual abilities and skills are more effective in driving performance compared to increasing productivity itself. This may be because self-development has a long-term effect on individual readiness in facing work challenges. Therefore, in the cooperative HR management strategy, it is important to focus on improving individual capacity through relevant training and development. When combined with an effective productivity management system, employee performance can be improved more comprehensively.

CONCLUSION AND RECOMMENDATIONS

Based on the results of the research that has been conducted, the following conclusions can be drawn:

1. The agile leadership variable shows that it has no effect on work productivity.
2. The agile leadership variable shows that it has no effect on employee performance.
3. The knowledge sharing variable shows that it has a positive and significant influence on work productivity.
4. The knowledge sharing variable shows that it has a positive and significant influence on employee performance.
5. The self-development variable shows that it has no effect on work productivity.
6. The self-development variable shows that it has a positive and significant influence on employee performance.
7. The work productivity variable shows that it has a positive and significant influence on employee performance.

8. The work productivity variable does not act as a link between the influence of agile leadership on employee performance.
9. The work productivity variable acts as a link between the influence of knowledge sharing on employee performance.
10. The work productivity variable acts as a link between the influence of self-development on employee performance.

ADVANCED RESEARCH

Future research should further investigate the complex interplay between agile leadership, knowledge sharing, self-development, and their impact on employee performance and productivity across different organizational contexts and sectors. While this study found that agile leadership had no direct effect, it may exert influence through mediating variables such as organizational culture or employee engagement. Additionally, longitudinal studies could provide deeper insight into how continuous knowledge sharing and personal development initiatives sustain or enhance employee outcomes over time. Exploring these dynamics across diverse cultural and industry settings will also help determine the generalizability of the findings and uncover context-specific strategies for optimizing human capital performance.

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