The Relationship of Servant Leadership on Knowledge Sharing Behavior with Organizational Culture and Organizational Citizenship Behavior as Mediator

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Abstract: This paper aims to analyze the relationship between servant leadership (SL) on organizational culture (OC), organizational citizenship behavior (OCB), and knowledge sharing behavior (KSB), to test the indirect relationship of servant leadership (SL) on organizational culture (OC), organizational citizenship behavior (OCB), and knowledge sharing behavior (KSB), as well as to test the indirect relationship of SL to OCB and KSB through OC. The research design is quantitative, the research sample is 60 village officials from one of the sub-districts in Magetan Regency, East Java, Indonesia. Data collection was carried out by way of a survey using a questionnaire. The research results show that SL has a significant positive relationship to OC and OCB, but SL does not have a direct relationship to KSB; OC has a significant positive relationship with OCB and KSB; OCB is not directly related to KSB; OC plays a partial mediating role in the relationship between SL and OCB; OC as a full mediation of the relationship between SL and KSB. To realize KSB, it can be improved through the internalization of organizational culture which is able to increase OCB and encourage organizational members to share knowledge.

Keyword: servant leadership, organizational culture, knowledge-sharing behavior, village officials.

1. Introduction

Knowledge sharing activities are an important part of supporting the era of society 5.0(Ahmadi & Rachmawati, 2021). Based on knowledge-based view (KBV) (Abdul-Jalal et al., 2013; Grant, 1991; Kogut & Zander, 2009; Spender & Grant, 1996), knowledge is considered as the most important strategic resource for ensuring the long-term survival and success of an organization, as well as maintaining a competitive advantage. This is due to some complex forms of knowledge, for example abilities or routines that are valuable, rare and difficult to imitate (Decarolis & Deeds, 1999). Foss & Pedersen (2002) state that knowledge is essential for any organization and human capital to provide a sustainable competitive advantage in a dynamic arena. Knowledge sharing capability (KSC) is important for the success of knowledge sharing behavior (KSB) where it shows an important role in the design of knowledge-based Human Resources Management (HRM) practices (Abdul-Jalal et al., 2013). Theoretical support for the important role of HRM comes from the resource-based view (RBV), where each employee has value that is based on knowledge and experience that is unique to the organization (Penrose, 1959 in Pitelis, 2009).

Knowledge is a unique and valuable asset that in the mind of human resources is a source of sustainable competitive advantage for any organization (Sial et al., 2014). The success of implementing a knowledge sharing strategy is influenced by the ability of the managers of each organization to manage resources (Sonmez Cakir & Adiguzel, 2020). Management has an important role in developing an efficient knowledge sharing (Rohman et al., 2020). KSB is considered as an integral part of knowledge management (KM) (Rohman et al., 2020; Sawan et al., 2021; Trivellas et al., 2015;). KM is related to delivering the right knowledge to the right people and at the right time (Paul et al., 2016). The key to the success or failure of KM activities is human behavior, because KM involves an emphasis on fostering learning, organizational culture, teamwork, and sharing skills and experience (Bollinger & Smith, 2001). Thus, there are three elements that support the success of human-related KM to consider, namely leadership, culture, and human resource practices (Donate & Guadamillas, 2011).

KSB is a dynamic learning process that allows every organization to interact with suppliers and customers on an ongoing basis in creating innovation (Cummings, 2003). One of the most important aspects in knowledge management is KSB. The dissemination of ideas, information, expertise, and providing mutual advice between individuals in an organization in an effort to solve work problems, develop new ideas, or implement organizational policies or procedures is called KSB (Cummings, 2003; Wang & Noe, 2010). According to Al-Zu'bi (2011) KSB is interpreted as a process when individuals exchange knowledge and ideas through discussions about developing new knowledge or ideas. KSB involves constant verbal interaction and communication between work unit members to achieve increased performance (Cohen & Levinthal, 1990). According to Li et al. (2021) KSB is defined as the behavior of individuals who are willing to help others or collaborate with others to solve problems and develop new ideas through sharing knowledge and information. According to Cabrera & Cabrera (2005) KSB is the exchange or dissemination of ideas, knowledge, experience, skills or technology either implicitly or explicitly between individuals or groups. KSB is a reciprocal process between individuals who are willing to be involved in sharing knowledge (Hislop, 2002). According to Van Den Hooff & Ridder (2004) there are two dimensions of KSB, namely Knowledge Donating (KD) and Knowledge Collecting (KC).

According to Amiri et al. (2020) leadership practices provide opportunities for executive teams to collaborate effectively in driving change and implementing implementation strategies, developing organizational processes, developing skills, mindsets, and tools in leading change together, driving innovation at all levels of the organization, managing talent, and creating an

appropriate organizational culture. The various impacts of leadership practices on followers' outcomes in the workplace have been demonstrated in various studies of management practices (Shafi et al., 2020), and one of the leadership practices studied is servant leadership (SL). SL is a holistic approach to leadership that engages followers into multiple dimensions including rational, relational, emotional, moral or ethical, and spiritual so that followers are empowered to improve and grow in their abilities, and develop a greater sense of self-worth as a result (Eva et al., 2019; Yoshida et al., 2014).

SL is one of the human-centered leadership styles or focuses on the human aspect (Amir, 2019; Barbuto & Wheeler, 2006; Choudhary et al., 2013). Servant leaders are follower-focused, where followers are the main concern of the leader and the organization's concerns are peripheral (Dennis & Bocarnea, 2005). This refers to Greenleaf (1991) argument that SL tends to change followers to become leaders who serve themselves. Social learning theory is part of the theory of reinforcement learning by stating that people can learn only by observing and replicating the behavior of others (Liden et al., 2014). Servant leaders create a transforming impact on followers, changing the mindset and behavior of followers, as described by social learning and social identity theory (Eva et al., 2019). Through developing relationships of mutual trust, demonstrating an altruistic mindset, and having interpersonal competence, a servant leader can become an influential leader for his subordinates (Mutua & Kiruhi, 2021).

Characteristics of servant leaders include: prioritizing the growth of followers by acting as a figure who provides support, providing opportunities for followers to make decisions, demonstrating ethical behavior, and emphasizing the importance of service to the community in which the leader is located (Reed et al., 2011; Gregory Stone et al., 2004). The construct of servant leaders is virtue, which is defined as a good moral quality in a person, or good quality in general, or moral excellence (Dennis & Bocarnea, 2005). Dimensions of servant leadership include: agapao love, acting with humility; altruistic; visionary for followers; trust; serve; empower followers (Dennis & Bocarnea, 2005; Patterson, 2003)

Based on behavioral theory, person-centered leadership has salient characteristics such as empowering followers, and focusing on follower growth Liden et al. (2014) stated that the practice of servant leadership is able to motivate subordinates to carry out activities creatively. SL engages employees in the creative process and KSB (Zada et al., 2022). SL is an effective leadership practice for organizations in an effort to create a competitive advantage based on human capital. Servant leaders really encourage and develop a culture of creativity among employees (Iqbal et al., 2020). SL plays an important role for organizational performance

because it is able to coordinate the effectiveness of employees and other resources in the organization (Chen et al., 2022).

KSB is the positive impact of a leader who can be trusted (Dalati & Alshash, 2018). According to the social learning theory put forward by Bandura (1977), servant leaders can act as role models for followers and help support KSB among followers. The empirical study of Liden et al. (2014); Yoshida et al. (2014) revealed that SL can increase employee creativity through identification of leaders as mediation. Furthermore, Khassawneh et al. (2022) revealed that SL increases KSB, and then KSB increases employee creativity. Furthermore, Haider et al. (2022) using the responsible leadership approach shows that responsible leadership increases KSB directly and indirectly with person-organizational fit as mediation and culture in higher education as a moderator. Furthermore, Sial et al. (2014) revealed that SL increases KSB and organizational citizenship behavior (OCB).

SL can increase OCB. The way servant leaders influence subordinates to do OCB is by helping subordinates grow and supporting subordinates to succeed (Ehrhart, 2004 in Vondey, 2010). OCB is extra-role behavior initiated by employees to be willing to do a variety of jobs outside their job description simply to contribute more to the organization (Podsakoff et al., 2000). OCB is a constructive employee behavior, but this behavior is not included in the employee's job description (Organ et al., 2006). OCB is a cohesive and driving force for the benefit of the organization (Aoyagi et al., 2008; Jeong et al., 2019). The five-factor OCB model developed by Organ (Smith et al., 1983) namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue are the most widely adopted dimensions of OCB in empirical studies: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Improving SL practices can increase employee OCB (Subhaktiyasa et al., 2023; Vondey, 2010). Amir (2019) revealed that there is a positive and significant relationship between servant leadership and OCB with perceived organizational support (POS) as a moderating variable. Hu & Liden (2011) found that SL significantly improves team OCB.

SL can play a role in shaping organizational culture (Rehman et al., 2022). According to Browne et al. (2016) culture is defined as shared values, ways of thinking, attitudes, and symbols that characterize how organizations carry out their daily operations. Every organization has a unique culture, both visible and invisible, that has developed over time as a reflection of the organization's identity (Al-Alawi et al., 2007). Organizational culture (OC) is the shared basic assumptions that an organization learns when dealing with the environment and adapting to external demands and internal integration, which are taught to

new employees as the right way to solve these problems (Park et al., 2004). According to (Gupta & Govindarajan, 2000) there are six elements related to organizational culture, namely: people, leadership, information systems, processes, reward systems, and organizational structure (Al-Alawi et al., 2007). OC is a driving force for innovation, gives organizations a competitive advantage and serves as a key factor for sustainable development (Li et al., 2021).

There are seven main characteristics that reflect the cultural nature of an organization (Bamidele, 2022; Robbins & Judge, 2013): 1) Innovation and risk taking, namely encouraging employees to be innovative and dare to take risks; 2) Attention to detail, namely getting employees to be able to show accuracy, analysis and attention to various things in detail; 3) Results orientation, namely getting management to focus more on results than on the techniques and processes used to achieve these results; 4) People orientation, namely management decisions considering their impact on organizational members; 5) Team orientation, namely developing work activities in teams more than individual work activities; 6) Aggressiveness, namely the aggressive and competitive attitude of organizational members compared to being relaxed; 7) Stability, namely organizational activities that emphasize maintaining the status quo compared to growth.

Culture also shows how employees communicate with each other (Nauman et al., 2022), and several researchers conducted studies on the impact of various types of organizational culture on OCB, such as: Kerr & Slocum (2005) revealed that clan culture can increase OCB. Other findings from Harwiki (2016) revealed that SL increases organizational culture (OC), and OC increases OCB. Setyaningrum (2017) revealed that SL improves organizational culture, organizational commitment, and OCB. Furthermore, a culture that encourages KS can contribute to an efficient knowledge management (KM) network (Rohman et al., 2020). OC which includes aspects of trust, information systems, communication, rewards, and organizational structure increases KS (Al-Alawi et al., 2007). Literature review conducted by Sawan et al. (2021) revealed that organizational culture influences KSB. Several previous studies (Al-Alawi et al., 2007; Al-Adaileh, 2013; Kathiravelu et al., 2014) revealed an increase in KSB caused by OC.

The results of the 2022 E-Government survey, released by the United Nations, show a significant increase from rank 88 in 2020 to rank 77 in 2022, and overall, Indonesia scored 0.71600 in the High EGDI (E-Government Development Index) group in the United Nations E-Government Survey 2022. di United Nations E-Government Survey 2022

(https://aptika.kominfo.go.id/2022/). The survey results are a strong sign that digitalization must be realized immediately, especially in government so that public services from the State Civil Apparatus (ASN) to the village government level continue to improve. According to Purwantoro et al. (2018) the level of EGDI in Indonesia reflects the condition of E-Government development in Indonesia which has not been optimal, including: the level of public services, there is a lack of uniformity in public services in villages, support for information technology devices is still limited, there is no management of village archives, there is no system that can managing knowledge, there is no synergy between village officials. Many villages still face a number of challenges in providing effective and efficient services to the community, and one of the main factors that influences the quality of public services at the village level is the capacity and competence of village officials themselves (Firman et al., 2023).

The village head will be successful if in his/her leadership practices, the village head pays attention to the voice of the community he/she leads, namely reflecting openness, responsibility in making decisions, which are based on the results of an agreement for the benefit of the community, and leadership practices that are in accordance with these characteristics are transformational leadership (Lamida, 2015). The transformational leadership practice of Village Heads, including in Magetan district, can be realized if a Village Head can apply his/her competencies, which can be seen in the Village Head's ability to mobilize subordinates (village officials), always synchronize the goals of the village government organization well, and be open to suggestions/opinions/criticism, prioritizing cooperation, giving freedom to subordinates (village officials) to be creative, and trying to develop their capacity as leaders who are recognized and respected by the community they lead. Transformational leadership practices, if implemented well by village heads in Magetan district, will be able to increase the OCB and KSB of village officials, so that in turn the synergy between village officials and the performance of village government services in Magetan Regency can be improved. Raise and transfer knowledge that is important to improve service quality village government tools to their residents are a strategic step in increasing the capacity of village government.

Leaders are one of the main aspects in running and moving the wheels of both private and government organizations to be successful (Kadarusman & Bunyamin, 2021). SL is considered as one of the most ideal leadership styles especially for public service organizations because it includes the attention of stakeholders (Slack et al., 2020); because SL increases collaboration and motivates subordinates to achieve service excellence, and fosters more morality-centric self-reflection by leaders than any other leadership style (Parris & Peachey,

2013). Several reasons indicate that SL is an effective leadership style to apply, including: (a) showing concern for other people; (b) encouraging a positive organizational culture; (c) improve individual and team performance (Wesevich, 2022). Several empirical studies show that SL can increase OC (Harwiki, 2016; Setyaningrum, 2017). Referring to these studies, by taking government objects at the village level, the first hypothesis formulation is:

H1: The practice of servant leadership at the village head increases the organizational culture at the village level government.

Leadership is one of the antecedents of OCB (Organ et al., 2006; Aoyagi et al., 2008). SL is a form of leadership that is effective in establishing the competitive advantage of an organization, based on internal resources. For this reason, organizations continue to need cooperation from various resources owned to grow to be big, strong, resilient, and resilient in facing various challenges and excelling in competition. Walumbwa et al. (2010) revealed a theory that explains the relationship between SL and OCB, namely social exchange theory (SET), namely when a sub-ordinate feels that the leader is acting in the interests of the subordinate, the subordinate will try to reciprocate by providing the assistance needed by the leader. Servant leaders and followers view themselves in terms of social exchange. Servant leaders prioritize service and provide support and assistance as the main motivation by developing similar service attitudes among individuals in the organization, encouraging increased OCB.

SL is one of the leadership practices that really pays attention to the growth and dynamics in life that follow him and his group. Several views emerged at the unit level that individuals who have servant leaders tend to imitate the behavior of their leaders which will produce OCB in every employee. Zou et al. (2015) Zou et al. (2015) shows that there is a relationship between leader-member exchange (LMX) and team member exchange (TMX) with servants as mediation, and helping behavior occurs when there is a positive sense of mutual trust between the leader and team members. Furthermore, Hu & Liden (2011) revealed the impact of significantly increasing. Increasing SL practices can have an impact on increasing employee OCB (Amir, 2019; Setyaningrum, 2017; Sial et al., 2014; Subhaktiyasa et al., 2023; Trong Tuan, 2017; Vondey, 2010). Servant leaders internalize the values of service to the civil servants they lead, and inspire these civil servants to show OCB, namely being willing to contribute beyond duties and responsibilities in their respective job descriptions (Farh et al.,

2004). Referring to several of these studies, by taking the object of government at the village level, the second hypothesis formulation is:

H2: The practice of village head servant leadership significantly increases organizational citizenship behavior of village officials.

Factors that influence KSB include subjective factors, knowledge characteristics, organizational and situational factors (Jeong et al., 2019). There are five studies on KSB, namely organizational context, motivational factors, characteristics of cultural, characteristics of interpersonal and team, and characteristics of individual (Wang & Noe, 2010). Culture, leadership styles, structures, and reward systems provide the social context for knowledge creation that enables or constrains relationships and interactions (Zeine et al., 2014). The relationship between SL and KSB which is a form of LMX is based on role theory and SET (Hofmann et al., 2003). Khassawneh et al. (2022); Sial et al. (2014) revealed that SL increased KSB, whereas Haider et al. (2022) using the responsible leadership approach shows that responsible leadership increases KSB. Taking these studies into account, through studies on governance at the village level, the third hypothesis formulation is:

H3: The practice of village head servant leadership significantly increases knowledge sharing behavior of village officials.

The main factors that can increase OCB are internal factors such as personality, motives and motivation, job involvement (Aryani & Widodo, 2020; Bismala, 2020); job satisfaction, organizational commitment (Aryani & Widodo, 2020; Fitrio et al., 2019; Planer, 2019), and factors that come from outside (external), such as organizational commitment (Aryani & Widodo, 2020; Fitrio et al., 2019; Planer, 2019); management system, leadership style, organizational climate (Bismala, 2020), dan OC (Aryani & Widodo, 2020). One important factor determining OCB is OC (Palupi et al., 2021). OC can increase OCB significantly (Arumi et al. 2019; Suwibawa et al., 2018). Kerr & Slocum (2005) revealed that employees who belong to cultural clans have higher OCB than market clans. Furthermore, Jeong et al. (2019) Jeong et al. (2019) revealed that there is a direct relationship between OC and OCB. Based on these findings, through a study on governance at the village level, the fourth hypothesis formulation is:

H4: Organizational culture at the village level government increases the organizational citizenship behavior of village officials.

The importance of organizational culture is that there is a direct and indirect link between strengthening culture in the organization with knowledge sharing behavior among employees

and through the role of managers' attitudes towards sharing knowledge (Wang & Noe, 2010). Various other types of culture that influence KSB are bureaucratic, supportive and innovative (Chumg et al., 2016), collaborative culture (Alfred et al., 2017; Islamy et al., 2020), collectivism and high uncertainty avoidance (Kucharska & Bedford, 2019). Literature review conducted by Sawan et al. (2021) revealed that OC influences KSB. Similarly, several previous studies (Al-Adaileh, 2013; Kathiravelu et al., 2014) revealed that the increase in KSB was caused by OC. Referring to these findings, through a study of governance at the village level, the fifth hypothesis formulation is:

H5: Organizational culture at the village level government increases the organizational knowledge sharing behavior of village officials.

High OCB in the public sector is a force that directs employees to collaborate to increase knowledge about work implementation through sharing their knowledge, for the reason of serving the public interest (C. A. Chen & Hsieh, 2015). KSB is an activity where agents (individual level, community level or organizational level) exchange knowledge (information, skills or expertise)(Husain et al., 2016). Ahmadi & Rachmawati (2021) provides a clearer picture to organizations, especially the public sector in identifying factors that significantly influence KSB, such as POS, SL and OCB, where OCB has a dominant role in shaping KSB compared to SL and POS. Furthermore, Trong Tuan (2017) shows that OCB increases KSB in public organizations. Referring to these findings, through studies on governance at the village level, the fifth hypothesis is formulated as follows:

H6: organizational citizenship behavior at the village level government increases the organizational knowledge sharing behavior of village officials.

OCB is behavior that has a positive impact on the organization or its members (Planer, 2019), so the emergence of OCB in the work environment is highly expected. OCB can be improved through both directly and indirectly through organizational culture (Canavesi & Minelli, 2022) and positive organizational climate (Eva et al., 2019). SL is the behavior of leaders who provide services and meet the maximum needs of the people they lead (Spears, 2010). The behavior of the servant leader will create OCB behavior from the followers. SL encourages positive OC (Wesevich, 2022), then OC can increase OCB (Aryani & Widodo, 2020; Palupi et al., 2021). SL encourages the formation of altruism, courtesy and conscientiousness in employees through a service culture so that this can increase OCB. Referring to these findings, through studies on governance at the village level, the sixth hypothesis is formulated as follows:

H7: organizational culture at village level government mediates servant leadership relationships with villages with organizational citizenship behavior of village officials.

KSB is considered as a key element in organizational competitiveness and growth, therefore, if not KSB has the potential to hinder organizational survival (Akram et al., 2016). KSB in organizations can occur vertically, namely between different hierarchical levels (for example the flow of knowledge from top to bottom or from bottom to top), and occur horizontally, namely the flow of knowledge between colleagues at the same hierarchical level (Chaman et al., 2021). SL is expected to be an effective leadership style in creating the enthusiasm of subordinates so that subordinates can collaborate with fellow workers and always share experiences so as to produce practical knowledge, encouraging the desire to continue KSB (Kadarusman & Bunyamin, 2021). One of the determinants that can expedite the knowledge sharing process is organizational culture (Kathiravelu et al., 2014). Organizational culture guides individual behavior in solving problems, and is firmly rooted in organizational boundaries so that members of the organization including new members will follow (Alfred et al., 2017). Culture enables KSB or is a barrier to KSB for even simple information (Nold & Michel, 2016). This means that so that culture does not become an obstacle to KSB, creativity and success, leaders play an important role in facilitating the sharing of knowledge through effective communication and interaction with members of the organization at all levels. Based on these findings, through studies on governance at the village level, the seventh hypothesis formulation is:

H8: organizational culture at village level government mediates servant leadership relationships with villages with knowledge sharing behavior of village officials.

KSB is important for human resource management in public sector organizations because it can act as a mechanism to fill knowledge gaps among public sector employees, where knowledge in particular can be grown through stakeholder orientation, so that it can become a lever for sustainability. improving public services (Tuan, 2016). The research results of Ahmadi & Rachmawati (2021) provide a clearer picture for organizations, especially the public sector, in identifying factors that significantly affect KSB, such as POS, SL and OCB, where OCB has a dominant role in shaping KSB compared to SL and POS. A study in Kenya by Mutua & Kiruhi (2021) on leadership that is driven by the values of community leaders, reveals that values such as peace, honor, harmony of life, religious values, martial arts, justice, honesty, and work strongly influence the vision, mission, contribution, and handling of the daily problems of the village elders.

This research examines the relationship between village head leadership through the SL approach and KSB of village officials in 6 village offices in one of the sub-districts in Magetan Regency, East Java through organizational culture, and OCB as mediation. The SL framework is useful for assessing the leadership values of the village head. Government at the village level is led by the village head (Rahman et al., 2021). The village head plays a significant leadership role with the potential to influence villagers if the village head has similar personal characteristics to followers. Village heads who can demonstrate leadership aspects such as: capability, acceptability, compatibility, and entrepreneurship indirectly form a form of sustainable leadership (Rahman et al., 2021).

2. Methods

The design of this research is quantitative research using an associative research model, namely determining problems and formulating problems, conducting theoretical studies and formulating hypotheses about the influence between variables, collecting and analyzing data to test hypotheses, and drawing conclusions. All village officials in one of the sub-districts in Magetan Regency, namely 60 village officials, are the research population. Because the population is less than 100, all members of the population are sampled (saturated sampling). A 5point Likert scale was used as a measurement scale for all research variables. The SL measurement uses the Servant Leadership Assessment Instrument (SLAI) by adopting the measurement indicators developed by Dennis & Bocarnea (2005), covering 5 dimensions namely agapao love, empowerment, vision, humility, and trust. Measurement of organizational culture adopts 7 cultural characteristics according to Robbins & Judge (2013); Bamidele (2022). The five dimensions developed by Organ, which include: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship, are used to measure OCB from village officials (Smith et al., 1983). The measurement of the KSB variable uses the two dimensions of KD and KC adopted from the measurement developed by Van Den Hooff & Ridder (2004). Smart PLS version 3 was used to analyze the data, which includes: measurement model evaluation (validity and reliability test), model evaluation (R-square Q-Square predictive relevance test), and hypothesis testing.

3. Results and Discussion
3.1. Characteristics of Respondents

Data collection was carried out through questionnaires which were distributed directly to village officials at 6 village offices in one of the sub-districts in Magetan Regency, East Java,

totaling 60 people. Data collection by distributing questionnaires was carried out after obtaining permission from the heads of the relevant sub-districts. The tabulated results of the questionnaire regarding the profile of respondents based on gender, years of work and last education are presented in Table.

Table 1. Profile of Respondents

Category		Total	Percentage (%)
Gender	Man	56	93.33
	Woman	4	6.67
	Total	60	100
Length of work	< 5 years	4	6.67
	5-10 years	20	33.33
	>10 years	36	60
	Total	60	100
Gender	High/vocational high school	43	71.67
	3-year diploma	13	21.67
	Bachelor degree	4	6.66
	Total	60	100

Source: Data processing results, 2023

Referring to Table 1, it is known that the majority of village officials are men (93.33 percent); the majority of working period > 10 years (60 percent), and the majority of last education is High School/Vocational High School (71.67 percent).

3.2. Average Value of Variables

Table 2. Average Value of Variables

N	Variable	Mean	Information
1	Servant Leadership	4.12	High
2	Organizational Culture	4.21	Very High
3	Organizational Citizenship Behavior	4.03	High
4	Knowledge Sharing Behavior	4.29	Very High

Source: Data processing results, 2023

Table 2 displays the average values of village officials' responses to the variables tested. OC and KSB scores get a very high average value, while SL and OCB get a high average score. These results reveal that village officials provide a good response to the servant leadership practiced by the village head. Likewise, the organizational culture in the work environment is also considered very good. Furthermore, the OCB of village officials is felt to be good, and the knowledge sharing among village officials is also very good.

3.3. Assessment of Measurement Models

Figure 1 below is the result of testing the model at an early stage, using Smart PLS.
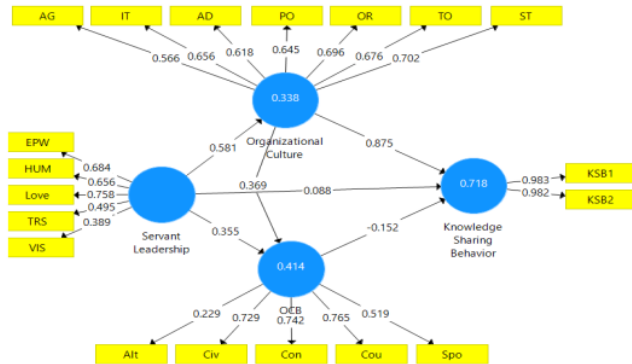

Figure 1. Initial stage research model test

Source: Primary data processed, 2023

Figure 1 shows that there are two measurement dimensions that have Standardized Loading Factor (SLF) values far below 0.5, namely the vision dimension in servant leadership (0.389) and the altruistic dimension in OCB (0.229), so that the model is tested again by removing the vision dimension and altruistic dimension. Retesting is shown in Figure 2 and Table 3.
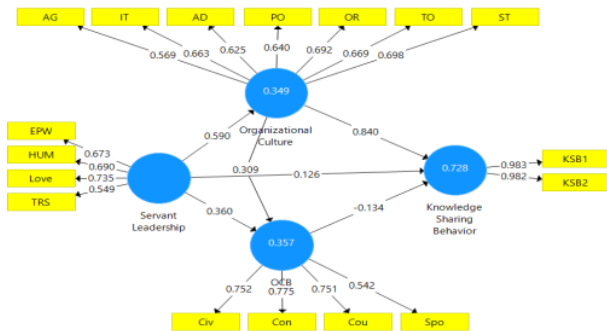
Figure 2. Test the second stage of the research model

Source: Data processing results, 2023

Retesting the model after removing the 3 dimensions that had an SLF <0.500 is shown in Figure 2. The results of the construct validity and reliability test are presented in Table 3.

Table 3 Construct Validity and Reliability Test Summary

Variables (Constructs)	Measurement Dimensions	Standardized Loading Factor	Average Variance Extracted	Composite Reliability
Servant Leadership	Agapao Love (Love)	0.735	0.445	0.759
	Empowerment (EPW)	0.673		
	Humility (HUM)	0.690		
	Trust (TRS)	0.549		
Organizational Culture	Innovation and risk taking (IT)	0.663	0.429	0.838
	Attention to detail (AD)	0.625		
	Outcome orientation (OR)	0.692		
	People orientation (PO)	0.640		
	Team orientation (TO)	0.669		
	Aggressiveness (AG)	0.569		
	Stability (ST)	0.698		
Organizational Citizenship Behavior	Conscientiousness (Con)	0.775	0.504	0.801
	Sportsmanship (Spo)	0.542		
	Courtesy (Cou)	0.751		
	Civic virtue (Civ)	0.752		
Knowledge Sharing Behavior	Knowledge Donating (KSB1)	0.983	0.965	0.982
	Knowledge Collecting (KSB2)	0.982		

Source: Data processing results, 2023

The test results are shown in Table 3, there is an AVE < 0.500, namely AVE on the servant leadership variable (0.445) and AVE on the organizational culture variable (0.429) but has a CR >0.600. Referring to the test results, this means that all research variables have good convergent validity. Referring to the test results, this means that all research variables have good convergent validity. CR testing by looking at the reliability value of each indicator for each variable. A high CR is above 0.700, but a CR value of 0.600 is still acceptable (Hair et al., 2014). The test results found that the CR value was > 0.700, so it was concluded that each research construct had a good reliability value.

3.4. Test Results of Partial Square Inner Model Assumptions

In the inner model analysis of Partial Least Squares (PLS) it is assumed that there should be no multicollinearity problems, namely that there is a strong intercorrelation between constructs. Collinearity evaluation is carried out by looking at the Variance Inflation Factor (VIF). The

VIF value must be < 5, because > 5 indicates collinearity between constructs (Sarstedt et al., 2017).

Table 4. Inner VIF Values

Variable	KSB	OCB	OC
OCB	1.671		
OC	1.598	1.455	
SL	1.752	1.455	1.000

Source: Data processing results, 2023

Table 5. Latent Variable Correlations

Variable	Correlation value
OCB→ KSB	0.373
OC→ KSB	0.844
OC→ OCB	0.522
SL→ KSB	0.549
SL→ OCB	0.543
SL→ OC	0.590

Source: Data processing results, 2023

Table 4 shows that there is no VIF value >5, meaning that there is no multicollinearity problem. This I s also supported by the absence of a very strong correlation between independent variables (>0.900) as shown in Table 5.

Table 6. Goodness of Fit (GoF) from R^2 and Adjusted R^2 Value

Path	R^2	Adjusted R^2	Information
SL → OC	0.349	0.337	Moderate
SL→ OCB	0.357	0.334	Moderate
SL, OC, OCB → KSB	0.728	0.714	Strong

Source: Data processing results, 2023

The R^2 criterion according to Chin & Todd (1995) is an R^2 value >0.67, which means it is strong; $R^2 > 0.33$ means moderate, and $R^2 = 0.19$ means weak. Chin provides an R^2 value criterion of > 0.67 (strong); >0.33 (moderate) and 0.19 (weak). Adjusted R^2 is the R^2 value that has been corrected based on the standard error value, which is more accurate in describing the ability of exogenous variables to explain endogenous variables than R^2. The results of calculating the value of Q^2 based on table 6 are: $Q^2 = 1- ((1-0.349) \times (1-0.357) \times (1-0.728)) = 0.886$. The results of Q2 calculations show that the model developed is able to explain knowledge sharing behavior among village officials by 88.6 percent, and 11.4 percent is explained by other variables not studied.

The direct influence test is presented in Figure 3 and Table 7 which shows that the 4 direct influence hypotheses proposed were accepted.
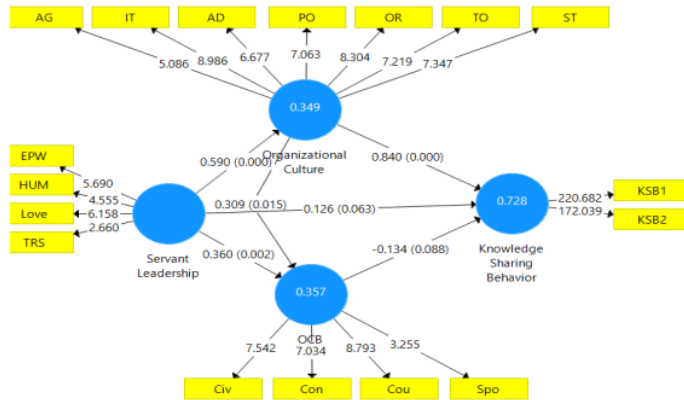

Figure 3. Direct Effect Test Results

Source: Data processing results, 2023

Table 7. Summary of Direct Effect Tests

Hypothesis	Direct effect path	B	t-value	p-value	Result
1	SL→ OC	0.590	7.045***	0.000	accepted
2	SL→ OCB	0.360	2.597**	0.005	accepted
3	SL→ KSB	0.126	1.566	0.059	not accepted
4	OC→ OCB	0.309	2.173*	0.015	accepted
5	OC→ KSB	0.840	12.466***	0.000	accepted
6	OCB→KSB	-0.134	1.403	0.080	not accepted

* p<0.05; ** p<0.01; ***p<0.001
Source: Data processing results, 2023

Table 7 reveals a direct positive and significant relationship between servant leadership and organizational culture. This shows that the hypothesis (H1) is supported, that the practice of servant leadership in village heads improves organizational culture in village level government. Testing the second hypothesis (H2) is accepted, meaning that the practice of servant leadership from the village head can significantly increase the OCB of village officials. The third

hypothesis (H3) is not accepted, meaning that the servant leadership practice of the village head has not been able to increase the KSB of village officials. The commitment of village officials to the village office can increase the OCB of the apparatus, so that H4 is accepted. The results of testing the fifth hypothesis (H5) were accepted, meaning that organizational culture in village level government was able to increase the KSB of village officials significantly. The sixth hypothesis (H6) is not accepted, meaning that the OCB level of village officials has not been able to encourage village officials to show knowledge-sharing behavior among village officials themselves.

Table 8. Hypothesis test results with mediation (indirect effect)

Hypothesis	Indirect effect path	B	t-value	p-value	Result
7	SL→ OC→ OCB	0.182	2.030	0.021*	Accepted, Partial mediating
8	SL→OC→KS	0.496	6.675	0.000***	Accepted, Full mediating

* $p<0.05$; ** $p<0.01$; ***$p<0.001$
Source: Data processing results, 2023

Table 8 shows the results of the mediation test for the seventh hypothesis (H7) and the eighth hypothesis (H8), accepted. Analysis of the mediating role of organizational culture on the relationship between servant leadership and OCB showed significance (p-value <0.05). Findings indicate that organizational culture is a partial mediator in the relationship between servant leadership and OCB. This means that servant leadership can increase the strengthening of organizational culture and at the same time can also increase OCB from village officials. Analysis of the mediating role of organizational culture in the relationship between servant leadership and KSB shows that it is significant (p-value <0.001), and if we look at the relationship between servant leadership and KSB before and after the role of organizational culture as mediation; It is known that the direct influence of servant leadership on KSB is not significant (see table 7), this shows that organizational culture fully mediates the relationship between servant leadership and KSB.

The direct relationship between servant leadership and organizational culture is statistically positive and significant. This finding is in accordance with Rehman et al. (2022) who revealed that servant leadership can play a role in shaping organizational culture, where servant leadership encourages a positive organizational culture (Wesevich, 2022). These empirical results are in accordance with the statement of Gupta & Govindarajan (2000) in

Al-Alawi et al. (2007) that leadership is an element that is related to strengthening organizational culture. Several previous empirical studies are in line with these findings, such as: Harwiki (2016); Setyaningrum (2017) who revealed the positive and significant effect of servant leadership on organizational culture. These empirical results also strengthen the statement of Slack et al. (2020) that servant leadership is one of the best leadership styles, especially for public service organizations, because it pays full attention to stakeholders.

Empirical findings reveal that servant leadership is able to increase subordinates' OCB significantly. These findings support OCB Organ et al. (2006); Aoyagi et al. (2008) which stated that leadership is one of the antecedents of OCB. Servant leaders can influence subordinates to be willing to show OCB is to help subordinates grow and support subordinates to succeed (Ehrhart, 2004 in Vondey, 2010). The SL relationship with OCB can be explained through SET, namely when an individual (subordinate) feels someone (a leader) is acting in the interests of subordinates, then subordinates try to provide assistance in return (Walumbwa et al., 2010). Followers are the primary concern of servant leaders (Dennis & Bocarnea, 2005). Social learning theory and social identity theory (Eva et al., 2019) provide an important basis in the study of SL, where people can learn only by observing and replicating the behavior of others (Liden et al., 2014). Servant leaders can provide strengthening of service values to civil servants and inspire civil servants who become their subordinates to improve OCB, namely contributing beyond duties and responsibilities in the job descriptions of their respective employees (Farh et al., 2004). These empirical results are consistent with several previous research results such as: Amir (2019); Setyaningrum (2017); Sial et al. (2014); Subhaktiyasa et al. (2023); Trong Tuan (2017); Vonde (2010) which reveal that SL influences positively significant to OCB.

Referring to the hypothesis testing, it was revealed that SL did not have a significant impact on increasing KSB. The results of the hypothesis test are not consistent with the results of the hypothesis test study in Khassawneh et al. (2022); Sial et al. (2014) which shows that there is a direct positive and significant relationship between SL practices and KSB. In general, servant leadership practices often involve employees in creative processes and knowledge sharing (Zada et al., 2022). The SL and KSB relationship is a form of LMX based on role theory and SET, where a high LMX is characterized by mutual trust, responsiveness and responsibility between leaders and subordinates, and in turn KSB will increase (Chaman et al., 2021). The results of this study indicate that the practice of servant leadership from the village head cannot directly encourage village officials to implement and improve the knowledge

sharing process within their respective village offices. These empirical results are consistent with the results of Trong Tuan's (2017) study which revealed that servant leadership did not have a significant impact on knowledge sharing behavior.

Directly, organizational culture was able to significantly increase KSB. Organizational culture is characterized by a set of characteristics derived from general cultural, administrative, organizational and other characteristics (Zeyada, 2018). Organizational culture is a driving force for innovation, gives organizations a competitive advantage, and serves as a key factor for sustainable development (Li et al., 2021). Organizational culture can increase knowledge sharing between colleagues. This finding is consistent with several previous empirical studies (Al-Adaileh, 2013; Al-Alawi et al., 2007; Kathiravelu et al., 2014; Sawan et al., 2021; Wang & Noe, 2010) which proves that the increase in KSB is caused by organizational culture. Furthermore, various other types of culture that influence KSB are bureaucratic, supportive and innovative (Chumg et al., 2016), collaborative culture (Alfred et al., 2017; Islamy et al., 2020), collectivism and high uncertainty avoidance (Kucharska & Bedford, 2019).

The results of the study revealed that OCB could not significantly increase KSB. These findings indicate that the prosocial behavior of village officials does not necessarily increase KSB among village officials. This empirical analysis is not in accordance with the results of research conducted by Ahmadi & Rachmawati (2021); Chen & Hsieh (2015) which revealed that OCB has a significant role in increasing the KSB of public organizations. This empirical study is also inconsistent with research of Husain et al. (2016) who revealed that OCB is a good facilitator will increase the KSB of public servants in assisting the community.

The results of the mediation test reveal that organizational culture plays a mediating role in the relationship between servant leadership and OCB, and organizational culture also mediates the relationship between servant leadership and KSB. These results indicate that servant leadership shown to villages can improve culture in village government that supports the knowledge sharing process of village officials, but does not necessarily increase KSB, because increasing KSB among village officials is more determined by the internalization of organizational culture which strengthens the desire for KSB, for example personal-oriented culture, and teamwork.

4. Conclusion

The empirical test results reveal: 1) the direct relationship between servant leadership on organizational culture and organizational citizenship behavior is significantly positive; 2) the direct relationship between organizational culture on organizational citizenship behavior and

knowledge sharing behavior is significantly positive; 3) the direct relationship between Organizational Citizenship Behavior and Knowledge Sharing Behavior is not significant. Analysis of the mediating role reveals: 1) organizational culture acts as a partial mediator in the relationship between servant leadership and OCB; 2) organizational culture plays a full mediating role in the relationship between servant leadership and KSB.

The results of this study provide additional empirical literature on the impact of servant leadership in forming a culture of service in village level government organizations and in increasing OCB and knowledge sharing behavior in village officials, where studies on this theme are still limited to government organizations in Indonesia. The results of this study provide theoretical support for RBV which reveals the important role of HRM where there is value in every employee because each employee has knowledge and experience that is unique to the organization where the employee works.

This research was only conducted on village officials in 6 village offices in one of the sub-districts in Magetan Regency, East Java, so as to get a more comprehensive picture of the relationship between servant leadership from the village head and organizational culture, OCB of village officials, and knowledge sharing behavior of the village officials. villages, then the scope of village level government areas can be expanded. This can be a consideration for further research, for example by taking research objects in other district governments in Indonesia. Future research could consider measuring the core value "Ber-AKHLAK" as a work culture for State Civil Apparatus (ASN) with "Berorientasi Pelayanan, Akuntabel, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif" dimensions.

Conflicts of Interest: The authors declared that there is no conflict of interest.

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