

## The Organizational Dimensions as a Determinant of Village Apparatus Knowledge Sharing Impacting Community Participation in Kerinci Regency

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**Abstract.** The rationale for village regulation is diversity, participation, genuine autonomy, democratization, and community empowerment. One of the main determinants of the above efforts' success is community participation in the entire village development process. This study aims to determine the organizational dimensions as a determinant of village apparatus knowledge sharing, impacting community participation in Kerinci Regency. We conducted this research in Kerinci Regency, Jambi Province. We Started the research from March 2020 to September 2020. The population in this study was the village apparatus in Kerinci Regency. This study's sampling method in this study was cluster sampling by grouping samples by region with a total sample size of 108 respondents. The data used in this study are primary data through interviews and a list of questions with a questionnaire. Analysis of the data in this study using a structural equation model with the analytical tool used is using AMOS. The results showed that the coefficient of determination of Knowledge Sharing's influence could be explained by the organizational dimension variables of corporate culture, organizational structure, and training, which is 9.4%. Meanwhile, the coefficient of determination for the magnitude of community participation's influence, which can be explained by the organization's variable dimensions of organizational culture, organizational structure, training, and knowledge sharing, is 33.7%. This study resulted from testing the hypothesis that exercise positively and significantly affects Knowledge Sharing. Organizational structure, training, organizational culture, and knowledge sharing influence community participation.

**Keywords:** Organizational Dimensions; Knowledge Sharing; Community Participation; Village Apparatus; Rural Development.

### 1. Introduction

Based on Pancasila and the 1945 Constitution, the Government and all Indonesian people aim to achieve the ideals and national goals of achieving a just, prosperous, and prosperous society. With 83,931 villages spread throughout Indonesia, the people's welfare is hoped to reach remote villages. Each town has the authority to make village plans known as the Village Medium Term Development Plan (RPJM), with the power given to the city to plan and compile development planning to be able to provide comprehensive services to the village community because the village knows the potential of the town to improve the welfare of the village community.

Planning for rural development is supported by funds obtained from the government, such as the Village Fund (DD). The village funds given to each village aim to optimize the potential of each town, as well as to dig deeper into the potential possessed. The government hopes that utilizing the Village Fund that is right with the targets and resources owned by the village can increase community participation to come together and work together to build the Village. To facilitate this, more role is required from the Village Facilitator. With a village assistant, planning from the village can be achieved according to the initial plan and the funds owed. So that there is no waste and funds that are not right with the goals and objectives of village development. Development from the proper village without leaving the traditional values, village traditions, and local wisdom.

Community participation is one factor that supports the formation of conformity between village development planning and the achievement of all village development activities and processes. Community participation is the primary basis for the implementation of development because the community is the support and implementer of the activities. The main reason for the above is that the village community knows the best about their resources, potential, and what the community wants and

needs. The village community is more aware of the most needed development to create the results right and by the target.

Villagers with limited resources, especially human resources, need help from people who are more experienced and knowledgeable in their knowledge and skills. One element that can achieve this is the presence of professional village apparatus with good management skills. Village apparatus have the responsibility and authority contained in their respective primary duties and functions. All village development goals will be achieved with suitability and cooperation between the Village Apparatus and the village community [1].

Community participation is hoped to increase from the Knowledge Sharing of the Village apparatus. Knowledge Sharing has various effects on organizations, one of which is the creativity of village apparatus, which has an impact on improving the performance of village apparatus [2]. The knowledge resource has faced severe undertakings. Many researchers and scholars believe that sources of knowledge should be considered and managed by converting tacit knowledge to explicit knowledge [3]. Knowledge sharing is a process in which detailed knowledge or tacit is communicated to others [4]. Knowledge sharing is created and occurs when there is a willingness from other people to share knowledge, are able and have the desire to help others, and learn from others [5]. Knowledge sharing is an interaction between individuals and groups, within, between, and across groups, and from groups to organizations [6]. Managing the village requires knowledge sharing between the village apparatus and all elements to support fair and equitable development. The indicators of Knowledge Sharing consist of Technology, Organization, Individual, Service Delivery, Organizational Performance, and Quality of Knowledge Sharing [7].

Cultural values are inspirational ideals and cultural norms as certain social expectations that govern a person's behavior. This guides organizational members when understanding and interacting with people, phenomena, and events. Corporate culture is a set of values and norms expressed through symbols owned by corporate members [8]. Organizational culture refers to the collection of standards, beliefs, values, and claims held by employees that combine the organization's goals, mission, practices, and policies [9].

Organizational structure is a combination of relationships in which work is divided through tasks and roles, which are then coordinated by communication and management processes [10]. The organizational structure of allocating and coordinating resources and power in organizations is defined as enduring characteristics of an organization that are reflected in the distribution of units and positions and their systematic relationship to each other [11].

Employee training is a company's most important investment to stay competitive. Training is the inculcation of organized attitudes, knowledge, and skills in employees to help them carry out tasks and responsibilities that are important to their jobs [12]. Training is a systematic effort to increase knowledge, skills, and behavior and contribute to and aim at improving employee performance [13].

Civil society participation to participate in the development by being able to voice their opinions orally or in writing, in formal or informal settings. Legal arrangements include Speaking, face-to-face consultation with government and co-leaders for talks and negotiations, and everyday arrangements, such as holding side events and meetings with the government and co-chairs. For the government, especially at the village level, considering civil society's contribution is essential and includes the provision of knowledge [14]. Participation in civic life generally refers to how an individual interacts with the broader community and the social context in which he lives [15]. Community participation can improve environmental decision-making, with indicators of community participation being participation format, facilitation, context, characteristics of participants, and participant diversity [16].

With the knowledge sharing of village apparatus, both with fellow village apparatus and the village community, development at the village stage and level will be achieved, all village planning will be completed by the Village Musrenbang that was planned at the beginning of the year, and of course participation village community there is an increase and progress.

This study aimed to determine the effect of reward on knowledge sharing of village apparatus



3.1. Model Testing Results

The results of the Structural Equation Model (SEM) test with the complete model calculation (FullModel) can be compared with the testing fit criteria, resulting in the following model testing:

Table 1. Model Testing Results

No	Testing Fit	Criteria	Acceptable Match Level
1	Absolute Fit Indices		
	- DF	Accepted if Positive Lower limit 1.0, high	179 (Accepted)
	- X2/DF	limit 2.03	1,665 (Accepted)
2	Incremental Fit Indices		
	- GFI		0,809 (Accepted)
	- AGFI	Values Range 0-1;	0,754 (Accepted)
	- TLI	the closer to 1, the	0,906 (Accepted)
	- CFI	better.	0,920 (Accepted)
3	Incremental Fit Indices		
	- RMR	<0,08	0,063 (Accepted)
	- RMSEA		0,079 (Accepted)
4	Parsimony Fit Indices	Values Range 0-1	0,702 (Accepted)
	- PNFI		0,784 (Accepted)
	- PCFI		

3.2. Hypothesis Test

The hypothesis tested using the Structural Equation Model (SEM) model in this study uses the criterion of the critical ratio with the conditions or bars specified that the value must be greater than 1.96, or the significance level must be below 0.05 (5%). Hypothesis testing obtained in this study can be seen in Table 2 below:

Table 2. Hypothesis Test

Variable		Variable	Estimate	S.E.	C.R.	P
Knowledge Sharing	<---	Organisational Culture	-.119	.148	-.802	.422
Knowledge Sharing	<---	Training	.249	.113	2.197	.028
Knowledge Sharing	<---	Organisational Structural	-.154	.182	-.848	.396
Society Participation	<---	Organisational Structural	.680	.184	3.705	***
Society Participation	<---	Training	-.267	.107	-2.495	.013
Society Participation	<---	Organisational Culture	-.370	.140	-2.639	.008
Society Participation	<---	Knowledge Sharing	.382	.131	2.909	.004

The explanation that can be obtained from the results of testing the hypothesis in Table 2 above is as follows:

(1) Organizational Culture on Knowledge Sharing

Hypothesis 1 is rejected because the critical ratio value is -0,802; this is interpreted as the result of the required ratio < 1,96, and the probability value is > 0,05, which is 0,422. So, from the research, Organizational Culture had a significant effect on Knowledge Sharing, which was rejected.

(2) Training on Knowledge Sharing

Hypothesis 2 is accepted because the result of the critical ratio value is 2,197; the required ratio is  $> 1,96$ , and the probability value is  $< 0,05$ , with a value of 0,028. So, from the research, Training had a positive and significant effect on Knowledge Sharing, and the hypothesis was accepted.

(3) Organizational Structural on Knowledge Sharing

Hypothesis 3 is rejected because the critical ratio value is -0,848; this is interpreted as the result of the required ratio  $< 1,96$ , and the probability value is  $> 0,05$ , which is 0,396. So, from the research, Organizational structure had a significant effect on Knowledge Sharing was rejected.

(4) Organizational Structural on Society Participation

Hypothesis 4 is accepted because the result of the critical ratio value is 3,705; this means that the required ratio is  $> 1,96$ , and the value of the probability is  $< 0,05$ , that is, with a value of 0,000. So, from the research, Organizational structure had a positive and significant effect on Society Participation, and the hypothesis was accepted.

(5) Training on Society Participation

Hypothesis 5 is rejected because the critical ratio value is -2,495; this is interpreted as the result of the required ratio  $< 1,96$ , and the probability value is  $> 0,05$ , which is 0,013. So, from the research, Training significantly affected Society Participation was rejected.

(6) Organizational Culture on Society Participation

Hypothesis 6 is rejected because the critical ratio value is -2,639; this is interpreted as the result of the required ratio  $< 1,96$ , and the probability value is  $> 0,05$ , which is 0,008. So, from the research, Organizational Culture significantly affects Society Participation.

(7) Knowledge Sharing on Society Participation

Hypothesis 4 is accepted because the result of the critical ratio value is 2,909; this means that the required ratio is  $> 1,96$ , and the value of the probability is  $< 0,05$ , that is, with a value of 0,004. So, from the research, Knowledge Sharing had a positive and significant effect on Society Participation, and the hypothesis was accepted.

**3.3. Squared Multiple Correlations**

To see the magnitude of the influence of each variable on exogenous variables can be seen in Table 3 below:

Variable	Estimate
Knowledge Sharing	.094
Society Participation	.337

The Knowledge Sharing estimate is 0,094, which means Knowledge Sharing variability, which can be explained by the organizational culture, organizational structure, and training variables 9.4%. At the same time, the coefficient of determination of the Community Participation equation is 0,337, or the Community Participation variable, which can be explained by the variability of organizational culture, organizational structure, training, and Knowledge Sharing by 33.7%.

**3.4. Analysis of Direct Effect, Indirect Effect, and Total Effect**

Path analysis using intervening variables is needed to see the research results based on the influence of the Direct, Indirect, and Total Effects. From the data analysis and the results of the research, the results are in Table 4 as follows:

Table 4. Direct Effect, Indirect Effect, and Total Effect

Total Effects	Training	Organizational Structure	Organizational Culture	Knowledge Sharing	Society Participation
Knowledge Sharing	.450	-.225	-.158	.000	.000
Society Participation	.313	.913	-.557	.385	.000
Direct Effects	Training	Organizational Structure	Organizational Culture	Knowledge Sharing	Society Participation
Knowledge Sharing	.450	-.225	-.158	.000	.000
Society Participation	.486	.999	-.496	.385	.000
Indirect Effects	Training	Organizational Structure	Organizational Culture	Knowledge Sharing	Society Participation
Knowledge Sharing	.000	.000	.000	.000	.000
Society Participation	.173	-.086	-.061	.000	.000

Based on Table 4, a combined diagram of the direct and indirect effects can be made. The charts from the Explanation 4 are:

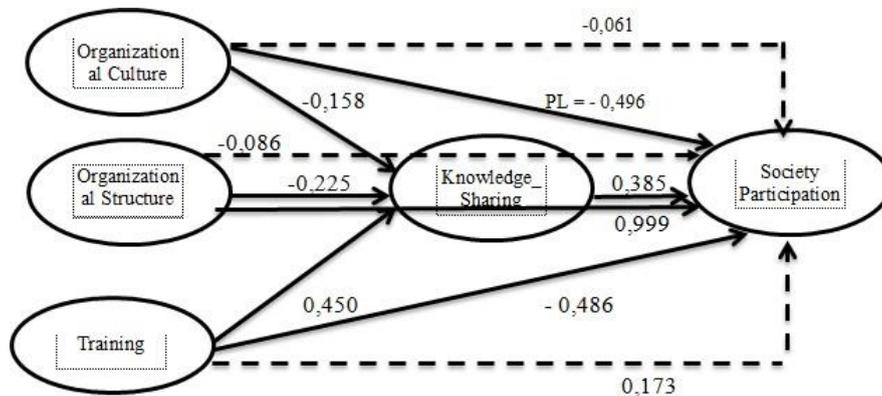


Figure 2. Path Diagram

Picture Explanation:

PL → = Interpreted as a Direct Effect, the solid line is used as a marker. TL → = Interpreted as an Indirect Effect, the dashed line is used as a marker.

#### 4. Conclusions

The results showed that the coefficient of determination of Knowledge Sharing's influence could be explained by the organizational dimension variables of corporate culture, organizational structure, and training, which is 9.4%. The coefficient of determination for the magnitude of community participation's influence, which can be explained by the organization's variable dimensions

of organizational culture, organizational structure, training, and knowledge sharing, is 33.7%. From testing the hypothesis that exercise positively and significantly affects Knowledge Sharing. Organizational structure, training, organizational culture, and knowledge sharing influence community participation.

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