Increase employee knowledge productivity through knowledge sharing and knowledge adaptability

Aumentar a produtividade do conhecimento do funcionário por meio do compartilhamento de conhecimento e da adaptabilidade ao conhecimento

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Abstract
Given the expectations placed on workers' productivity at work, flexibility is a critical skill that all employees should possess. In this research, adaptability is a significant issue. In order to better understand how information sharing affects knowledge productivity among employees of Indonesian defense equipment companies, this study will look at how adaptability mediates that effect. With respect to 389 employees of Indonesian defense equipment businesses, this study aims to investigate this impact. The WarpPLS.7.0 program's Partial Least Square (PLS) analysis tool is used in the research data analysis approach together

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with descriptive statistical analysis. In this initial study, information sharing is looked at in relation to knowledge management, which directly impacts knowledge productivity. A mediating and moderating variable for the effect in this study is adaptability.

**Keywords:** Knowledge Sharing. Knowledge Productivity. Adaptability.

**Resumo**
Dadas as expectativas colocadas na produtividade dos trabalhadores no trabalho, a flexibilidade é uma habilidade crítica que todos os funcionários devem possuir. Nesta pesquisa, adaptabilidade é uma questão importante. A fim de entender melhor como o compartilhamento de informações afeta a produtividade do conhecimento entre os funcionários das empresas indonésias de equipamentos de defesa, este estudo analisará como a adaptabilidade medeia esse efeito. Com relação a 389 funcionários de empresas indonésias de equipamentos de defesa, este estudo visa investigar esse impacto. A ferramenta de análise Parcial Least Square (PLS) do programa WarpPLS.7.0 é usada na abordagem de análise de dados de pesquisa juntamente com a análise estatística descritiva. Neste estudo inicial, o compartilhamento de informações é visto em relação ao gerenciamento de conhecimento, que impacta diretamente na produtividade do conhecimento. Uma variável mediadora e moderadora do efeito neste estudo é a adaptabilidade.

**Palavras-chave:** Knowledge Sharing. Produtividade do conhecimento. Adaptabilidade.

**Introduction**

Recently, knowledge workers have become an intense concern for the industry in developing countries (Drucker, 1999). Management realizes that the most valuable asset for an organization is not just production equipment but also knowledge workers and their productivity. However, workers' knowledge is complex and intangible, making it difficult to observe, measure, and evaluate their productivity levels, thus poses a major challenge to organizations (Ramirez & Nembhard, 2004; Drucker, 1999). Measuring knowledge worker productivity is considered more complicated due to differences in product characteristics or the resulting quality (Antikainen and Lonnqvist, 2006).

Organizations must be aware of the different elements that can influence the degree of knowledge worker productivity in order to fully benefit from their efforts to measure knowledge worker productivity. Work structure, task division, organizational decision-
making, clarity of job descriptions, collaboration, information-sharing activities, delays and hold-ups, and the ability to influence one's work are all variables in the work process that affect knowledge workers' productivity (Antikainen and Lonqvist, 2006).

Salis and Williams (2010) prove that applying human resource management practices to share knowledge can increase employee productivity. Supporting this, Aboelmaged (2018) also proves that sharing internal and external knowledge impacts work productivity significantly. Likewise, with research conducted by Torabi and Den (2017), the intensity of knowledge-sharing activities directly impacts productivity.

However, findings with the opposite result were found by Okonedo and Popoola (2012). It demonstrated that the knowledge-sharing procedure had little impact on workers' output. In line with these results, Ajibade (2016) also proves that knowledge acquisition, retention, and transfer have no impact on increasing work productivity. Similarly, Kianto et al. (2018) demonstrating the lack of a positive influence on knowledge workers' productivity of the knowledge-sharing method. Research by Lapre and Wassenhove (2001) is as well proves that knowledge creation and transfer do not significantly affect employee productivity.

Given the differences in these studies' findings, it is possible that there are mediating or moderating factors that influence how information sharing affects the productivity of knowledge workers. Information management improves employee learning as well as learning from outside knowledge sources, according to Fernandez and Sabherwal (2015). From a continuous learning process, workers gain knowledge to adapt to completing tasks and tend to be ready to accept potential changes in the future. Previous research has demonstrated that organizations that enable information sharing among their staff members foster a commitment to learning and interpersonal adaptability in them, both of which have an impact on job satisfaction. (Malik & Kanwal, 2017; Almahamid et al., 2010). On the other hand, the research of Sony and Mekoth (2016); Diamantidis and Chatzoglou (2018) show that employee adaptability directly affects employee performance improvement.

Defense equipment companies, as knowledge-based companies, implement various Knowledge Management Systems that aim to promote knowledge-sharing activities among employees. An attempt is made to increase the productivity of knowledge workers through knowledge management, which includes information exchange. The adoption of knowledge management as the organization's flagship knowledge management system will therefore take precedence in order to boost employee knowledge and knowledge-worker productivity.

According to the above description, it is urgent to investigate how effectively Defense equipment companies can implement knowledge sharing to boost knowledge-worker
productivity. This study's goal is to investigate how adaptation mediates the relationship between information sharing and knowledge productivity among employees of Indonesian defense equipment businesses. This study also considers the research development gaps brought about by the absence of mediating and moderating variables of adaptation in earlier studies that examined the impact of knowledge sharing on knowledge-worker productivity.

**Literature Review**

### 2.1 Knowledge Sharing

The sharing of knowledge is a component of knowledge management. In other words, Law and Ngai (2008) emphasize that a lack of sharing "may limit or hinder knowledge management". Knowledge management, according to Kianto et al. (2018), is a managerial function and discipline that ensures the proper flow of information to the right people at the right time and in the right place.

Knowledge sharing is the exchange of information between people, groups, companies, and teams (Lin, 2007). Knowledge sharing, as defined by Fernandez and Sabherwal (2015), is the act of conveying explicit or implicit knowledge to others. According to Hooff and De Ridder (2004), Andreeva and Kianto (2011), and Nonaka (1994), knowledge sharing is the transmission of knowledge among diverse organizational actors and units. Various authors specify various aspects of information sharing. For instance, according to Olander et al. (2016), there are formal and informal types of information sharing. Hooff and De Ridder (2004) assert that information sharing also entails knowledge contribution in addition to knowledge acquisition. Expertise collection is tied to consulting corporate workers to obtain expertise, whereas knowledge sharing is related to sharing knowledge with others. It is only possible to say that information has been communicated when actors voluntarily exchange, accept, and adopt it (Hooff and De Ridder, 2004).

Trust, intrinsic and extrinsic motivation, work happiness, organizational norms and values, and leadership support are some of the factors that affect knowledge sharing (Hooff and De Ridder, 2004; Andreeva & Kianto, 2011; Olander et al., 2016). Additionally, a variety of other influencing elements play a role in the dissemination of knowledge. Depending on the circumstance, they could be internal or exterior. Knowledge management systems, autonomy work, group collectivism, uncertainty avoidance, performance emphasis, and power distance, according to Andreeva and Sergeeva (2016), are examples of external factors.
that affect information sharing. Other factors include human resource practices for sharing knowledge (Nguyen et al., 2019; Cai & colleagues, 2022). Internal characteristics that affect knowledge sharing include motivation, age, and a positive viewpoint (Nguyen et al., 2019; Tang et al., 2020). However, it is also believed that information sharing affects performance (Lin et al., 2020; Pandey et al., 2021) and creativity (Fischer and Döring, 2022), as well as job and life satisfaction (Ahmad and Karim, 2019; Wang and Hu, 2020).

2.2 Knowledge-Worker Productivity

In knowledge work, a highly skilled and autonomous workforce applies knowledge to produce both measurable and intangible outputs (Bosch-Sijtsema et al., 2009). Traditional productivity measurement, knowledge worker productivity measurement, or what is known as knowledge-worker productivity, is more complicated due to differences in product characteristics or quality produced (Antikainen and Lonnqvist, 2006). A knowledge worker is a person who is qualified to comprehend job information better than anybody else in the firm, according to a number of studies. This kind of worker can gather, analyze, and apply knowledge (Turriago-Hoyos et al., 2016). This distinction results from the fact that knowledge workers carry out a range of tasks, including planning, acquisition, search, analysis, organization, storage, programming, distribution, marketing, and decision-making, that require the conversion of information from one form to another (Ramirez and Nembhard, 2004).

Knowledge-worker productivity is a condition that is highly expected by organizations of their employees, so organizations need to take various actions to influence the increase in knowledge-worker productivity. Antikainen & Lonnqvist (2006) mention various factors that can drive knowledge-worker productivity, namely organizational input factors in it (human assets, organizational innovation, organizational standards and practices, information systems, information quality, organizational networks, time allocation, work environment, and clear goals), personal input factors (motivation, job satisfaction, interpersonal relations, personal life, and physical health) and process factors (work organization, task division, organizational decision making, clarity of task description, cooperation, knowledge sharing activities, time conditions wait for other people's work, and the ability to control one's own work).

Ramirez and Nembhard (2004) used several productivity theories to provide a formula for calculating knowledge-worker productivity. Quantity, cost, profitability, timeliness,
autonomy, efficiency, quality, and effectiveness are all part of the formula. Customer satisfaction, project success through creativity and innovation, accountability and the value of work, employee perceptions of productivity, and absenteeism are also included.

2.3 Adaptability

To comprehend the variables affecting citizenship results, it is helpful to grasp the Conservation of Resources (COR) theory (Hobfoll, 1989, 2001). Resources, which can refer to things, traits, circumstances, or energies that enable people to handle demanding situations, are at the core of the COR theory. The COR theory states that employees have more time and energy to participate in community activities when resources are adequate. The COR theory states that employees have more time and energy to participate in community activities when resources are adequate. However, if mental energy is not quickly restored, performing civic duties can be stressful and exhausting (Bergeron, 2007). In the meanwhile, people will need to be able to modify their careers in the workplace. Career flexibility is essential in the workplace since it enables workers to meet demands and modify their job and careers (Chan and Mai, 2015).

Adaptability is the ability to acclimate smoothly to career challenges when the job environment is uncertain (Zacher, 2014). Individual adaptability, as it relates to organizations, is the underlying capacity of a worker that is generated from cognitive, affective, and behavioral resources that may be effectively employed to adapt to and/or anticipate the relevant task, environment, and job demands. This kind of employee adaptability is important in a lot of different situations, such as organizational change, getting to know new people, moving up in a career, and dealing with stress at work (Van Dam, 2017). Additionally, according to Van Dam (2017), adaptability in the workplace has a comparable connotation to adaptive performance behavior (i.e., behavior that will be regarded adapted if it results in good performance) and also has a similar understanding of reactive and proactive attitudes. In contrast to Ployhart and Bliese (2006), Van Dam (2017) assumes the flexible nature of adaptability, where adaptability can change through training and experience, but the circumstances and characteristics of a person also affect adaptability at a certain point in time. Also, employees who have been able to adapt to changes well in the past may be more adaptable than employees who have had trouble with changes (Van Dam, 2017).

Cognitive, affective, and behavioral adaptability abilities have also previously been developed in a taxonomy of adaptive performance by Pulakos et al. (2000) and Ployhart and
Bliese (2006), which specifically discusses adaptability in the workplace. The taxonomy in question consists of eight dimensions that can be adapted to predict workers' cognitive, affective, and physical or behavioral adaptability abilities, with the dimensions of the crisis, stress, creativity, uncertainty, learning, interpersonal, cultural, and physical.

Hypothesis

3.1 Affective Knowledge Sharing and Knowledge-Worker Productivity

Information sharing enhances the ambidexterity of knowledge workers by promoting the use of knowledge exploitation (knowledge use) and knowledge exploration (knowledge growth) (Canils et al., 2017). By facilitating the exchange of ideas amongst knowledge workers, knowledge sharing supports exploratory efforts. Similar to this, knowledge sharing encourages exploitation by decreasing workers' need to hunt for information by ensuring an efficient flow of information that may be applied to task improvisation (Constantinescu, 2009; Lee, 2001). This method aids workers in responding fast, making choices, and coming up with innovative ideas and solutions to increase client happiness (Haas and Hansen, 2007; Feng et al., 2005; Olander et al., 2016; Martinkenaite, 2011).

Salis and Williams (2010) prove that applying human resource management practices to share knowledge can increase employee productivity. Internal and external information exchange has a considerable positive impact on work productivity, as demonstrated by Aboelmaged (2018). Likewise, with research conducted by Torabi and Den (2017), the intensity of knowledge-sharing activities directly impacts productivity. In their study, Butt et al. (2018) also discover data suggesting that knowledge workers' production may be increased by the knowledge management process, which entails the generation, storage, sharing, and use of knowledge at work. In addition, Ibidunni et al. (2019) demonstrated that the group's explicit knowledge has a substantial impact on the productivity of the business. According to Antikainen and Lonnqvist (2006), productivity among knowledge workers can be increased by organizational strategies that enable employees to manage activities on their own and offer chances for knowledgeable employees to share information and knowledge. Organizations that routinely transfer information amongst teams and implement learning strategies and practices will improve the value and caliber of work output (Bosch-Sijtsema et al., 2009).

Based on theoretical and empirical studies, the following is a formulation of the research hypothesis:
H1 = knowledge sharing has a significant positive effect on knowledge-worker productivity

3.2 Affective Knowledge Sharing and Adaptability

According to Fernandez and Sabherwal (2015), knowledge management generally has a wide range of effects on both people and businesses. The effect on employees' adaptability is one of them. When an organization's knowledge management process motivates staff to pursue lifelong learning, it has an impact on employees' capacity for adapting to the demands of the business. Additionally, when changes are seen, employees are less likely to be taken aback. Almahamid et al. (2010) provide statistically significant evidence to support this claim by demonstrating a connection between knowledge-sharing practices, commitment to learning, adaptability, and employee work satisfaction. According to study by Malik & Kanwal (2017), organizations that support knowledge-sharing practices encourage learning commitment and interpersonal adaptability in their staff members, which in turn has a positive impact on job satisfaction. The following formulation of the research hypothesis is based on theoretical and empirical studies:

H2 = knowledge sharing has a significant positive effect on adaptability

3.3 Affective Adaptability and Knowledge-Worker Productivity

Knowledge workers' ability to adapt, which is influenced by knowledge management systems, has an effect on how productive they are within processes, claim Fernandez and Sabherwal (2015). Strongly adaptable workers are well-aware of new ideas and capable of actively contributing to discussions to offer solutions for enhancing job effectiveness and efficiency and meeting customer expectations. If employers can predict issues and are ready for future changes, they are more likely to preserve the efficacy and efficiency of their work operations (Fernandez and Sabherwal, 2015). According to Parent (2010), those who are highly flexible are more tolerant of pressure at work and produce better, higher-quality work. Employees that are adept at adapting are receptive to new ideas and capable of actively participating in discussions to propose solutions to improve job effectiveness and efficiency in coping with the complexity of evolving organizational settings, claim Fernandez and Sabherwal (2015). According to research by Diamantidis and Chatzoglou (2018), staff adaptability directly affects performance improvement. According to Sony and Mekoth's
(2016) study, flexibility enhances work performance. The following formulation of the research hypothesis is based on theoretical and empirical studies:

\[ H_3 = \text{Adaptability has a significant positive effect on knowledge-worker productivity} \]

### 3.4 Affective Knowledge Sharing, Adaptability, And Knowledge-Worker Productivity

According to Fernandez and Sabherwal (2015), knowledge management strategies have an impact on knowledge workers' productivity by limiting their ability to adapt. When knowledge management is successfully implemented by firms and encourages employees to continue learning from one another, employees are more likely to have the knowledge and expertise necessary to adjust whenever there are demands from the organization. The ability to actively participate in discussions and provide suggestions to improve job effectiveness and efficiency in dealing with the complexity of shifting organizational conditions are characteristics of employees who are skilled at adapting. The mediating role of adaptation is supported empirically by studies by Diamantidis and Chatzoglou (2018) and Zamir (2019). Through their research, Diamantidis and Chatzoglou (2018) demonstrate how flexibility may help to mitigate the detrimental effects of management support on employee performance. It was established that Zamir (2019) was right when she asserted that employee adaptability mediates the impact of knowledge management strategies on employees' inclination to remain in their current positions. The following formulation of the research hypothesis is based on theoretical and empirical studies:

\[ H_4 = \text{Adaptability mediates the influence of knowledge sharing on knowledge-worker productivity} \]
\[ H_5 = \text{Adaptability moderates the influence of knowledge sharing on knowledge-worker productivity} \]

### Research Method

This research was conducted on employees of defense equipment companies in Indonesia. The population of this study was 389 employees from 6 departments. All population members become the research sample. The data collection method used a questionnaire with five Likert scales. The research instrument was tested using validity and reliability tests, and the data processing methods used statistical techniques such as PLS (Partial Least Square) and WarpPLS software. This research was conducted quantitatively.
using an approach to explanatory research. In particular, this research is causal associative because it seeks to explain the position of the variables studied and the causal relationship between one variable and another.

This study adopted measurements from previous research studies and adjusted them to fit the context of this research. Measurement of knowledge sharing refers to Tseng and Fan, 2011. Seven indicators measure knowledge sharing: knowledge transfer and information sharing. The knowledge-worker productivity variable in this study was measured using two indicators referring to the opinions of Drucker (1999); Ramirez & Nembhard (2004). The items included job autonomy and timeliness. The adaptability variable in this study uses two indicators from Ployhart and Bliese (2006). The two indicators include learning and creativity.

Results

5.1 Measurement Model

Based on the results of distributing questionnaires to all respondents, 203 questionnaires were collected, consisting of 47% of employees with tenure of under ten years; 95% of employees are male; 32% of employees aged more than 50 years; 87% of employees are high school graduates.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Composite Reliability</th>
<th>R Square</th>
<th>Average Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge sharing</td>
<td>0.891</td>
<td></td>
<td>0.733</td>
</tr>
<tr>
<td>Knowledge-worker productivity</td>
<td>0.932</td>
<td>0.202</td>
<td>0.474</td>
</tr>
<tr>
<td>Adaptability</td>
<td>0.899</td>
<td>0.028</td>
<td>0.604</td>
</tr>
</tbody>
</table>

Table 1: Shows the composite reliability, coefficient of determination (R2), and average variance
Source: PLS output results (2020)

Table 1 demonstrates that the statistical concordance, scale, and magnitude are all appropriate. All latent variables’ Average Variance Extracted (AVE) values satisfy the established standards. The respective Composite Reliability (CR) ratings were higher than 0.80. Both Cronbach's Alpha and Composite Reliability indicate that all constructs are trustworthy. The R-square value of the knowledge-worker productivity variable from the research model is 0.202. The following equation assessed the Goodness of Fit (GoF) in this study: $\sqrt{\text{AVE} \times R^2} \ A.\text{Com} = \sqrt{0.603 \times 0.115} = 0.263$. 
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Figure 1: Shows the WarpPLS output in 2022.
Source: PLS output results (2020)

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Relationship</th>
<th>β</th>
<th>p-value</th>
<th>Judgment</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>KS → KP</td>
<td>0.22</td>
<td>0.01</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2</td>
<td>KS → Adapt</td>
<td>0.17</td>
<td>0.01</td>
<td>Accepted</td>
</tr>
<tr>
<td>H3</td>
<td>Adapt → KP</td>
<td>0.36</td>
<td>0.01</td>
<td>Accepted</td>
</tr>
<tr>
<td>H4</td>
<td>KS → Adpt → KP</td>
<td>2.27</td>
<td>0.01</td>
<td>Accepted</td>
</tr>
<tr>
<td>H5</td>
<td>Adpt* KS → KP</td>
<td>-0.11</td>
<td>0.06</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

Table 2: The summary of relationship assessments
Source: PLS output results (2020)

Table 2 displays the results of the structural estimation of the proposed model and the direct and indirect effects of the variables tested. The hypothesis is accepted if it meets the criteria for the p-value of less than 0.05, but if the p-value is more significant than 0.05, then H0 is rejected or not significant. The table shows the estimated path coefficients of the direct influence of knowledge sharing on knowledge-worker productivity (β=-0.22; P<0.01), adaptability (β=0.17; P<0.01), and adaptability to knowledge-worker productivity (β=-0.36; P<0.01). So, **H1 to H3 are supported**. Mediation test (H4) from adaptability from the effect of knowledge sharing to knowledge-worker productivity (β=2.27; P<0.01) is supported. However, the research **does not support H5**, because adaptability not give the moderation effect on knowledge sharing to knowledge-worker productivity (β=-0.11; P=0.06).
6.1 The Direct Effects of Knowledge-Sharing on Knowledge-Worker Productivity

The results of this study's first hypothesis test showed that knowledge workers' productivity was considerably impacted by information sharing. These results show how the practice of knowledge sharing among employees of defense equipment businesses affects knowledge worker productivity in Indonesia. The study's findings also concur with those made by Antikainen and Lonnqvist (2006) and Bosch-Sijtsema et al. (2009), who claim that organizational practices that encourage workers to handle tasks on their own and give knowledgeable workers a chance to share their knowledge have a positive effect on value and quality. Knowledge workers become more productive as a result of their work. The study's findings support earlier studies by Aboelmaged (2018), Salis and Williams (2010), Ibidunni et al. (2019), Torabi and Den (2017), and Bosch-Sijtsema et al. (2009) that shown how knowledge management methods significantly increase staff productivity. The results of this study, however, differ from those of Kianto et al. (2019), who found no positive benefits of information-sharing on knowledge workers' productivity. In line with this, the results of this study also do not support those of studies by Ajibade (2016), Okonedo & Popola (2012), Lapre & Wassenhove (2001), which revealed that the knowledge-sharing process had no appreciable impact on worker productivity.

6.2 The Direct Effects of Knowledge-Sharing on Adaptability

The findings of this study's second hypothesis test show that sharing knowledge significantly improves adaptation. These findings demonstrate that employees' flexibility increases with the quality of the knowledge-sharing process. The focus of this study is a manufacturing sector that manufactures explosives and munitions with a high level of potential for injury, therefore it is obvious why knowledge-sharing activities are so intense in the course of daily work. This ensures that workers are aware of their responsibilities. Failures in production will occur if coworkers are not taught the newly acquired knowledge. fatal to him, his coworkers, and even the users of these weapons and explosives who purchase them. Employees have been engaging in informal knowledge-sharing activities for a very long time. The results of this investigation concur with those of Almahamid et al. (2010) and Malik & Kanwal (2017), whose studies also demonstrate that organizations' support for knowledge-
sharing practices encourages employees’ commitment to learning and interpersonal adaptability, both of which have an impact on job satisfaction.

6.3 The Direct Effects of Adaptability on Knowledge-Worker Productivity

The final hypothesis test in this study's findings demonstrates that adaptability substantially boosts knowledge workers' productivity. These findings demonstrate that knowledge workers are more productive the more adaptable they are. Employees' high level of adaptation can be explained by the fact that they've become accustomed to picking up new skills ever since they started working at the organization. Before being appointed as permanent employees, prospective employees in the company get a trial period of six months in various work units that have been determined. During the trial period, there was one of the training courses, namely the Industry Introduction Course, which was intended to provide an overview to prospective employees about the characteristics of the company as a state defense and security manufacturing industry, so that specific knowledge and competencies related to defense equipment products must be mastered starting from the basics, considering that the material is not found in education. Therefore, from an early age, employees have realized that to increase knowledge-worker productivity, good adaptability is needed while working in the company.

The findings of this study corroborate Fernandez and Sabherwal's (2015) assertion that knowledge workers' productivity is impacted by adaptability, a people component of the people dimension that is influenced by knowledge management techniques. Additionally, it backs up Parent's (2010) assertion that people with high degrees of flexibility are better at handling pressure at work and produce higher-caliber work. The findings of this study corroborate those of Diamantidis and Chatzoglou (2018) and Sony and Mekoth (2016), who both found that adaptability had a beneficial effect on job performance.

6.4 The Mediating Effects of Adaptability on Knowledge-Sharing to Knowledge-Worker Productivity

On the productivity of knowledge workers, it was discovered that both the direct benefits of knowledge sharing and adaptability had statistically significant positive effects. Although adaptability was not a mediating variable in the association between information sharing and knowledge-worker productivity, the fourth hypothesis of this study, or the test of
the mediating role, did not support this. These results are in disagreement with earlier studies by Zamir (2019), Diamantidis and Chatzoglou (2018), and Li et al (2015). In their study, Diamantidis and Chatzoglou (2018) demonstrate how allowing for more flexibility could help employees perform better despite receiving poor management assistance.

6.5 The Moderation Effects of Adaptability on Knowledge-Sharing to Knowledge-Worker Productivity

According to the findings of these five studies' hypothesis tests, adaptability does not significantly affect the impact of knowledge sharing on knowledge workers' output. These findings demonstrate that strong adaptation is necessary for knowledge workers' output to increase as a result of information-sharing practices. Employees already have a culture of information sharing in their day-to-day work. As a result, knowledge management systems' negative effects on knowledge workers' productivity can be modified through adaptation. Due to the high danger of work accidents and the strong attachment of job features to rare specific information, a culture of knowledge sharing has developed. In keeping with this, the corporation encourages flexibility by explaining to potential workers the value of adaptability at work and the obligation to learn about defense equipment, particularly in light of industry 4.0. The business is gradually changing, which includes modernizing digitally-based production equipment for explosives and munitions. The adaptability of employees is also formed because they are used to doing work outside their positions' duties and responsibilities. Often, employees work with a matrix work system by moving jobs from one production line to another according to existing production orders or are assigned to handle programs. Different occupations are done with the aim of mastering the whole field of allied work. Some of these circumstances urge staff members to constantly be open to learning new abilities and to actively take responsibility for learning new information and strategies to boost knowledge-worker productivity.

Conclusion

The study's findings imply that flexibility can but cannot lessen the effect of information sharing on knowledge workers' production. This serves as an illustration of how flexibility might enhance the direct impact of information sharing on raising the output of knowledge workers. Overall, this investigation's direct effect test results revealed a sizable
direct effect. Knowledge sharing has an effect on knowledge workers' productivity and adaptability as a direct result of this influence, and adaptation has an effect on production.

**Limitation**

This research was conducted during the COVID-19 pandemic. This condition results in problems in the communication process and intensive limitations in interacting with respondents.

**Declaration of Conflicting Interests**

There is no conflict of interest.

**References**


Martinkenaite, 2011;


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Turriago-Hoyos et al., 2016


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