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**THE EFFECTS OF INTELLECTUAL CAPITAL ON  
ORGANISATIONAL AGILITY: THE ROLE OF KNOWLEDGE  
SHARING AS MEDIATION**

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**Abstract**

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*This research aims to determine and to evaluate the moderating effects of the relationship between Intellectual Capital, Knowledge Sharing, and Organizational Agility. This study surveyed 146 consumers in the city of Semarang, Central Java, who met specific requirements, including being female and at least 17 years old. By visiting women's forums and groups and completing online (Google form) and offline (print out sheets) questionnaires, primary data was collected directly from the source. This study used Partial Least Square (PLS) 3.0 as its data analysis approach. Intellectual Capital has a significant, positive, and powerful effect on Knowledge Sharing. This implies that if Intellectual Capital increases, so does Knowledge Sharing. It is acknowledged that Intellectual Capital has a strong, positive, and significant effect on Knowledge Sharing. This implies that as Intellectual Capital increases, so will Knowledge Sharing. Organizational Agility has a strong, positive, and significant relationship with Knowledge Sharing. This implies that if Intellectual Capital increases, so does Knowledge Sharing. Knowledge Sharing mediates the relationship between Intellectual Capital and Organizational Agility to a moderate degree.*

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**Keywords:** Knowledge Sharing, Intellectual Capital and Organizational Agility

## 1. Introduction

Rapid and significant changes in the industrial sector force companies to face new difficulties; thus, the development of agility within a company is crucial in this context. According to Alberts and Hayes (2003: 153), organizational agility is the capacity to adapt the structure and company rules, which, when in operation, make the organization more effective and efficient when dealing with diverse sorts of tasks. This capability means companies more adaptable, imaginative, and responsive. Considered a fundamental asset, competitive advantage, and differentiator, organizational agility necessitates strategic thinking, an inventive attitude, capitalizing on change, and a constant need to adapt and be proactive (Harraf et al., 2015: 675). Organizational agility is described as the capacity of an organization to respond rapidly and creatively to changes in the business environment, therefore using change as an opportunity for advancement and achievement (Lu and Ramamurthy 2011: 933).

According to Sanchuli and Yazdani (2015: 189), organizational agility is determined by numerous important principles, including key competence management, virtual organizations, the capacity to restructure, and knowledge-based organizations. Primary, management of core competencies is the first principle behind the agility paradigm. For instance, the primary competences of members of an organization are skills, knowledge, conduct, and experience. Second, virtual organizations, which have the characteristics of employing virtual structures. In this situation, the company uses information technology, such as the internet and e-mail, and the widespread use of computers results in organizational structures that differ from those of conventional companies. In addition, the third idea in Sanchuli and Yazdani (2015: 189) is the capacity to reconstruct. In order to expedite the process of accomplishing their objectives, agile companies may simply alter their emphasis, diversify, and update their business. Organizations who are able to reorganize are in a favorable position and have benefits like as speed, market domination, and agility by introducing a product that customers require before they express a desire for it. Finally, organizations built on knowledge. Organizations that wish to attain agility must update their members to be adequately motivated and trained with the necessary skills, experience and knowledge.

Intellectual capital is an important resource for organizational agility because it indicates that the organization has skilled, creative, and knowledgeable employees, supportive organizational structures and systems, and that maintaining cordial customer relationships contributes to achieving an organizational position of preeminence. (Chahal, H. and Bakshi, P.: 2016). Although a number of articles have been devoted to analyzing the effect of intellectual capital on a company's market value, performance, and competitive advantage, further research is necessary. a number of works examine how companies deploy their intellectual capital to foster more sustainable practices (Abdullah, D.F. et al.: 2015). Francioli, F., et al. (2017) demonstrate that intellectual capital has a substantial beneficial effect on company competitiveness and sustainability. Additionally, human capital has a big beneficial influence on the sustainable development of the organization (Yusoff, Y.M.: 2019). The influence of structural capital on the sustainable growth of a corporation is substantial and good (Harlow, H.D.: 2018). Relational capital has a substantial positive effect on the sustainable growth of the organization (Vatamanescu, E.-M.;et all: 2019 ). Intellectual capital and sustainability have mutual influences (Xu, J.; Wang, B.: 2018). In contrast, Ahmad et al., 2020; Mubarik et al.,

2021) found that intellectual capital plays a crucial role in enhancing organizational agility.

## 2. Literature Review

Williams et al., (2021) stated that a systematic literature review is a comprehensive method for synthesizing research with the aim of strengthening the knowledge base related to a particular topic, which is guided by the concept of transparency to minimize the habit of a theoretical study. Systematically will describe the dimensions of dynamic capabilities, and Islamic values. Strategic dimensions form the basis for creating a new concept (novelty).

### 2.1 Intellectual Capital

In the past decade, intellectual capital has been deemed essential to report and debate since it comprises intangible assets needed to assess a company's value. In addition, company management considers intellectual capital disclosure necessary in order to meet the needs of information consumers and reduce the information asymmetry between them. Intellectual capital is a company's source of information and abilities, particularly in the area of human resources (Bontis, Ciambotti, Palazzi & Sgro, 2018). The required human resources are not only educated, but also talented and current with technology advances (Shakil et al., 2020; Hohenstein, Feisel & Hartmann, 2014). To construct a sustainable supply chain capable of surviving in the era of disruption, technology and skilled human capital are necessary (Ahammad et al., 2020). These constraints necessitate that organizations develop competent human resource management.

(Tarin, S.; Davoudi, et al., 2015) have defined intellectual capital as mental property based on facts, figures, and institutional experiences. In addition to increasing employee knowledge, skills, and perceptions, such as non-sensory and intangible characteristics, intellectual capital may reportedly be utilized to generate money through expanding company assets (Rindermann, H. et al.: 2015). Essentially, the notion of intellectual capital is scale-dependent. In this way, the intellectual capital of a company can produce new advantages or products that are easily understood by its employees, so maximizing the value of data. In this context, Deltorn, J.-M. (2017) describes the possibilities of formalizing, regulating, and activating intellectual material to create valuable assets, where intellectual capital acts as a gap between the interests of a company's ledger and the value that is expected to be paid for it.

Again, several studies recommend a significant positive relationship between intellectual capital components and company value, resulting in several implications for reporting entities, investors, regulators, and managers (Salvi, A. et al.: 2020), while Mubarik, M.S. et al. (2021) point to the important role of supply chain learning in strengthening the impact of intellectual capital on supply chain resilience. Size comparisons across companies reveal that supply chain resilience companies with higher levels of intellectual capital perform significantly better than companies with lower levels of intellectual capital. In addition, Salvi, A. et al.: (2020) shows that the level of disclosure of intellectual capital has a significant negative relationship with the cost of equity capital. Moreover, Mansoor, A. et al (2021) demonstrated the mediating effect of green human resource management on the relationship between green human capital and organizational environmental performance. In addition, two dimensions of green



intellectual capital (green human capital and green relational capital) are positively related to environmental performance of companies.

### 37 Knowledge sharing

A number of studies state that knowledge sharing is important for organizations because it is a tool to improve organizational performance and innovation and reduce the repetition of the same problem. As can be seen knowledge sharing is a component of knowledge management and is the most important behaviour related to knowledge which has a direct effect on other knowledge behaviours such as knowledge integration and creation (Cao, Y. and Xiang, Y.: 2012). Knowledge sharing refers to voluntary behaviour by individuals to provide access to others to their own knowledge and experiences (Cyr, S. and Choo, C.W.: 2010). Masa'deh, R., Gharibeh, A., Tarhini, A. and Obeidat, B. (2015) referred to knowledge sharing as "a process by which explicit or tacit knowledge can flow between individuals, or leverage from other people as a group, department, or organization". Knowledge sharing can also be defined as activities that lead to the transfer and dissemination of knowledge between individuals, groups, or organizations (Ling, T. N., San, L. Y. and Hock, N. T.: 2009). Knowledge sharing occurs between two individuals, one of whom has knowledge and the other acquires knowledge. This process includes sharing information, ideas, suggestions, and experiences related to the organization (Tohidinia, Z. and Mosakhani, M.: 2010). According to Hoof and Ridder (2004), there are two dimensions needed in knowledge sharing, namely: (1) Knowledge donating is the transfer of knowledge, which means exchanging and communicating with others with one's personal intellectual capital; (2) Knowledge collection is collecting knowledge that refers to consultations with colleagues to encourage them to share their knowledge capital.

According to Marouf, L. N. (2007), organizations identify knowledge sharing as an important issue for several reasons such as; the increasing importance of the value of knowledge and the increasing recognition that tacit knowledge is more valuable than explicit knowledge. Additionally, Burke, M.E. (2011), stated that difficult problems can be overcome through information sharing because many organizations are poor in resources but rich in information. However, sharing knowledge is not an easy process due to the fact that knowledge is created and stored within the employees of an organization (Chow, W.S. and Chan, S.: 2008), and it requires a willingness to collaborate and share knowledge with others (Casimir, G., Lee, K. and Loon, M.: 2012).

### 2.3 Organizational Agility

In identifying and implementing organizational agility, Taghizadeh, H. (2017) revealed the characteristics for achieving organizational agility, namely responsiveness, competency, quickness, and flexibility. Responsiveness, namely the ability to identify changes and respond to these changes quickly, reactively or proactively. Competency, namely the ability to effectively achieve organizational goals. In other words competence is an extensive list of capabilities that provide an organization with productivity, efficiency, and effectiveness in achieving its goals and objectives. These competencies include strategic vision, adequate technological capabilities, and cost effectiveness (Zhang and Sharifi, 2000: 502). Still in Zhang and Sharifi (2000: 502), explains that quickness, namely the ability to complete an activity as quickly as possible which includes speed in marketing products to the market, speed and timeliness in products and services. Flexibility, namely the ability to carry out different processes and apply

different facilities to achieve the same goal, this includes flexible product volumes and people who have flexibility

Unwillingness to share information can lead to sharing inaccurate, incomplete, and incorrect information (Casimir, G., Lee, K. and Loon, M.: 2012) which is disastrous for the organization. Knowledge sharing among employees creates many benefits for the organization which include; enable organizations to build on prior knowledge and experience, respond to problems more quickly, develop new ideas, encourage innovation, understand customer needs, and build competence (Fathi, N. M., Eze, U. C. and Goh, G.: 2011). The literature mentions that knowledge sharing can take different forms or processes. For example Van der Rijt, P.G.A. (2002) distinguished between two forms of knowledge sharing which include donation and receipt of information. In addition, Weggeman, M. (2000) distinguishes knowledge sharing based on knowledge sources and knowledge recipients. Furthermore, Oldenkamp, J.H. (2001) distinguished between knowledge bearers and knowledge seekers in sharing knowledge.

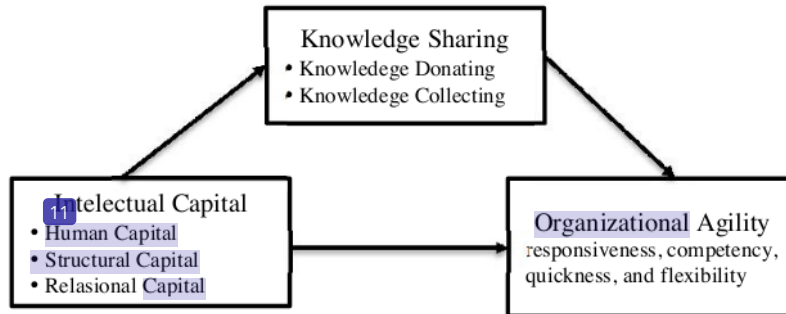
According to Van der Rijt, P.G.A. (2002), knowledge sharing refers to a process in which knowledge (both tacit and explicit) is exchanged to create new knowledge. This implies that sharing "consists of bringing (donating) knowledge and acquiring (accumulating) knowledge" (De Vries, R., Hooff, B. and De Ridder, J.: 2006). In addition, Kim, T., Lee, G., Paek, S. and Lee, S. (2013) stated that knowledge sharing is a process that involves the acquisition and providing (donating) knowledge between two or more participants. Therefore, it can be concluded that knowledge sharing consists of the process of donating knowledge and gathering knowledge as suggested by (Hooff, B. and Weenen, F.: 2004). Knowledge donation can be defined as "communication based on individual desire to transfer intellectual capital" and knowledge gathering as "trying to persuade others to share what they know" (Sawal, M., Azmi, N., et al.: 2012). According to Lin, H. (2007), knowledge donation refers to the willingness to communicate actively with others and gathering knowledge as active consultation with others to learn from them. Based on that, the process of contributing knowledge and gathering knowledge can be considered as an active process because someone is involved in active communication to share knowledge or actively consults with others to gain access to their knowledge (Kamasak, R. and Bulutlar, F.: 2010). Dysvik, A., Buch, R. and Kuvaas, B. (2013) stated that employees who are willing to engage in the knowledge donation process are more likely to be recognized for their efforts and intellectual capital and in turn make the knowledge gathering process easier for their manager. In addition, being involved in the knowledge donation process can be very important for organizations because it can increase the stock of organizational knowledge by transforming individual knowledge into group and organizational knowledge from time to time (Alhady, S., et al.: 2011).

### 3. Conceptual Framework and Hypothesis

#### 3.1 Conceptual Framework

Based on the above literature review, a research model was developed and the framework is depicted in Figure 1 below.

Figure 1 Research model



### 3.2 Hypothesis Development

Based on the research framework, the dimensions of intellectual capital are segmented into human capital, structural capital and relational capital. Knowledge sharing is divided into knowledge donation and knowledge collection. Finally, organizational agility is segmented into responsiveness, competency, quickness, and flexibility. In the next analysis, the overall construction of intellectual capital, knowledge sharing and organizational agility is be used.

#### 3.2.1 Intellectual Capital and Organizational Agility

According Ahmad et al., 2020; Mubarik et al., 2021) in his research stated that intellectual capital has a vital role in increasing organizational agility. Ahmad Baikuni, et al. (2019) intellectual capital has a positive and significant effect on organizational agility. This finding is in line with the findings of Chen, Cheng and Hwang (2005), Lopez (2008). Ku (2011) and Lin and Kuo (2007) report that focusing on the intellectual capital of organizational employees is considered as one of the most appropriate strategies that organizations can adopt to achieve and maintain their competitive advantage and organizational agility.

H1. Intellectual capital has a positive effect on organizational performance.

#### 3.2.2 Intellectual Capital and Knowledge Sharing

Ruta, C. D. and Macchitella, U. (2008) suggested that intellectual capital can influence and motivate individuals to share knowledge within organizations. It has also been reported that social capital, a dimension of intellectual capital, can influence knowledge sharing within organizations (Nahapiet, J. and Ghoshal, S.: 1998) knowledge sharing between organizations (Chen, M., Wang, Y. and Sun, V. : 2012). In addition, Ngah, R. and Ibrahim, A. (2011) shows that the sharing of knowledge is strongly influenced by certain intellectuals. the capital dimension, relational capital, compared to the other two dimensions, human capital and structural capital. Furthermore, Seleim, A. and Khalil, O. (2011) found that human capital as a dimension of intellectual capital most influences knowledge acquisition and knowledge transfer.

H2. Intellectual capital positively influences knowledge sharing.



### 3.2.3 Knowledge Sharing and Organizational Agility

Building an agile organization requires the same knowledge and skills at every level of the organization in responding to the challenges of changing towards today's digital direction. Sharing knowledge is one of the solutions adopted by many organizations, one of which is by developing digital literacy and training programs. Pereira et al. (2018) said organizational agility is the result of adapting knowledge from one context to another. Knowledge sharing is considered a determining factor in maximizing an organization's ability to manage knowledge resources and help individuals achieve business goals more efficiently (Yang, Nguyen, & Le, 2018). Members in the organization achieve new knowledge through knowledge sharing (Srakraitikul & Siengthai, 2014). Knowledge sharing refers to the behavior of transmitting knowledge, which is acquired within the organization, to colleagues in a communication process within or outside the organization (Noorbakhsh et al. 2017). Research conducted by Noorbakhsh et al. (2017) stated that there is a positive relationship between knowledge sharing and organizational agility.

Organizations that are agile (agile) are able to adapt appropriately and quickly to changes and challenges faced in their environment (Gligor & Holcomb, 2012, 2013). Organizations that are agile (agile) are also flexible and fast in dealing with changing market conditions (Hormozi, 2001). Meanwhile, according to Mangundjaya (2018), an agile organization is an organization that is able to adapt quickly to changes in accordance with environmental demands.

Organizational agility is created by agile teams that remain oriented to organizational human values that demonstrate rapid learning and decision-making processes, utilize technology and are based on a commitment to shared goals to create value for stakeholders (Darino, Sieberer, Vos, & Williams, 2019). The system formed is a system that is not rigid, dynamic and adaptive to change so that the organization is able to move flexibly and responsively to opportunities and challenges that arise. However, flexibility in this case maintains stability with diligence, thoroughness, reliability and efficiency in the implementation of work processes. Agility is designed to stay focused on dynamism while maintaining stability (Aghina, Smet, & Weerda, 2015).

H3. Knowledge sharing positively influences organizational agility.

H4. Knowledge sharing positively mediates the relationship between intellectual capital and organizational agility.

## 4. Research Method

In this study, data analysis techniques used SmartPLS software version 3.2.8. According to Imam Ghozali (2017) PLS is an alternative approach that moves from a covariance-based SEM approach to a variant-based approach, covariance-based SEM generally tests theory, while PLS tends to predict models,

The outer model test is used to determine whether a structural indicator is a valid indicator forming a latent structure. To test the outer model, there are two sub-models, namely Convergent Validity and Discriminant Validity using the SmartPLS data analysis technique. The Convergent Validity model for calculating reflexive indicators is based on item scores with a score construct. Individual indicators are considered reliable if they have a correlation value above 0.70 for research in the early stages, an estimated loading value of 0.50-0.60 is still acceptable (Imam Ghozzali, 2017). Discriminant validity of reflexive indicators can be seen in the cross-loading between indicators and their constructs. A low cross-loading score is said to have a good validity score. The Heterotrait Montrait Correlation Ratio (HTMT) parameter is used to assess whether an



indicator or latent variable structure has discriminatory validity. A variable has strong discriminatory validity (valid) if the HTMT value for this criterion is <0.9 (Herzberger et al., 2018). In addition to assessing Discriminant Validity, it can be seen by another method, namely by comparing the square root of average variance extracted (AVE) values extracted from each construct with a correlation between constructs that is greater than the correlation value between constructs and other constructs (Imam Ghoadi, 2017).

Then the inner model test is carried out. The purpose of the inner model or structural model is to predict the relationship between latent variables by considering the variance that can be explained and determine the significance of the P-value. Each variable examines the research model by looking at R-Square, the R-Square value can be used to explain the effect of the independent variable on the dependent variable, does it have a substantive influence, the greater the R-square value of the independent variable, the greater the dependent variable (Devara & Sulistyawati, 2019). A value of 0.75 from R-Square indicates a large PLS model, an R-Square value of 0.50 indicates a moderate PLS model, and a value of 0.25 R-Square indicates a weak PLS model (Ghozali, 2017).

Testing the hypothesis in this model involves the relationship between exogenous and endogenous latent variables by using the t-statistic and p-value values. The t-statistic value > 1.96 and the p-value < 0.05 is said to be significant at 5% alpha, which means that the hypothesis is accepted at 5% alpha. While the t-statistic value < 1.966 and p-value > 0.05 is said to be insignificant at 5% alpha, which means the hypothesis is rejected (Imam Ghozali, 2017).

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**4. Results and Discussion**

**4.1. Model Testing Measurement (Outer Model)**

Model Testing Measurement (Outer Model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability which can be seen below.

**Table 1. Outer Model Testing Results**

Variable	Indicator	Convergent Validity		Internal Consistency Reliability	
		Loadings (>0,50)	AVE (>0,50)	Composite Cronbach's (>0,70)	Reliability Alpha (>0,70)
Intellectual Capital	IC1	0,874	0,818	0,889	0,931
	IC2	0,914			
	IC3	0,926			
Knowledge Sharing	KS1	0,955	0,910	0,901	0,953
	KS2	0,953			
Organizational Agility	OA1	0,913	0,818	0,926	0,947
	OA2	0,934			
	OA3	0,914			
	OA4	0,855			

Source: Primary Data Tested 2023.

Table 1 presents the findings of testing the PLS Algorithm model's convergent validity and internal consistency reliability. Convergent validity demonstrates that 62 indicators within all research variables met the criteria of more than 0.50 and that all variables have an AVE greater than 0.50. Internal consistency reliability, as measured by Cronbach's alpha, and composite reliability for all variables met the criteria, which was more than 0.70.

**5.2. Structural Testing (Inner Model) Measurement**

After testing the measurement model (outer model) that corresponds to the requirements, structural testing (inner model) is performed. The inner model was evaluated by the R-square value (reliability indicator) for the latent dependent variable, as well as evaluating the significance of the structural path parameter coefficient, Effect Size (f-square).

**5.2.1. Determination Coefficient (R-Square)**

This coefficient serves to measure the ability of endogenous variables in explaining exogenous variables. An R-square value of 0.75 indicates the ability of a strong endogenous variable to predict a model, a value of 0.50 is moderate, and a value of 0.25 is weak (Hair, J., Ringle, C. and Sarstedt, 2011).

**Table 2. R-Square Value**

	R Square	R Square Adjusted
Knowledge Sharing	0,495	0,491
Organizational Agility	0,538	0,532

Source: Primary Data Tested 2023.

Table 2 presents that the endogenous Knowledge Sharing variable has a moderate ability (0.495) and Organizational Agility has a moderate ability (0.538) in the ability to predict the model. The exogenous variable Intellectual Capital has an influence of 49.5% on the Knowledge Sharing endogenous variable while the rest is influenced by other variables. While the exogenous variable Intellectual Capital has an influence of 53.8% on the endogenous Organizational Agility variable after being mediated by the Knowledge Sharing variable and the rest is influenced by other variables.

**5.2.2. Effect Size (f-Square)**

The effect size indicates that exogenous variables have a large influence on endogenous variables, the criteria are weak 0.02, moderate 0.15, and strong 0.35 (Cohen, 1988).

**Table 3. F Square Value**

	<b>Intellectual Capital</b>	<b>Knowledge Sharing</b>	<b>Organizational Agility</b>
<b>Intellectual Capital</b>		<b>0,979</b>	<b>0,293</b>
<b>Knowledge Sharing</b>			0,080
<b>Organizational Agility</b>			

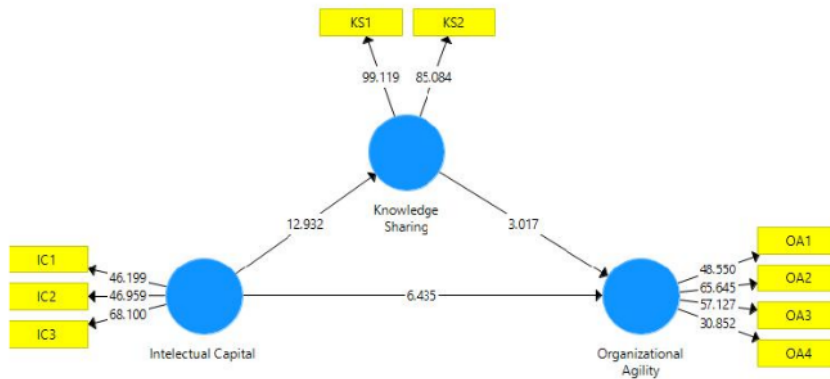
Source: Primary Data Tested 2023.

Table 3 presents the influence of the exogenous variable Intellectual Capital which has an effect of 0.979 (Strong) on Knowledge Sharing and 0.293 (Moderate) on Organizational Agility. Knowledge Sharing has an effect of 0.080 (Weak) on Organizational Agility.

**5.3. Hypothesis Test (Bootstrapping)**

**5.3.1. Indirect Effect Hypothesis Test**

The hypothesis significance test can be carried out through the bootstrapping menu on Smart PLS by looking at the Path Coefficients table in the t-statistics and q-values column. Testing this hypothesis uses a significance criterion of a q-value smaller than 0.05 and a significance value of 5 percent. The Path Coefficient is considered significant if the t-statistic is greater than 1.96. To see the magnitude of the influence of the relationship can be seen in the path coefficient, with the criteria if the path coefficient is moderate below 0.30, strong 0.30 - 0.60, very strong more than 0.60.



**Gambar 1. Bootstrapping Test Results**

**Table 4. Path Coefficient Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
IC -> KS	0,703	0,704	0,054	12,932	<b>0,000</b>
IC -> OA	0,517	0,519	0,080	6,435	<b>0,000</b>
KS -> OA	0,271	0,270	0,090	3,017	<b>0,003</b>

Source : Primary Data Tested 2023

Table 4 presents that:

1. The Effect of Intellectual Capital on Knowledge Sharing

Based on the results of this test it was found that there was a strong influence (O = 0.703) and t-statistic 12.932 > 1.96 with a q-value of 0.000 <0.05 so it can be concluded that Intellectual Capital has a strong, positive and significant influence on Knowledge Sharing, therefore the proposed hypothesis can be accepted. This means that if Intellectual Capital increases, Knowledge Sharing will also increase.

2. The Effect of Intellectual Capital on Organizational Agility

The test results found that there was a strong influence (O = 0.517) and the t-statistic was 6.435 > 1.96 with q-values 0.000 <0.05, so it can be concluded that Intellectual Capital has a strong, positive and significant relationship to Knowledge Sharing, by Therefore the hypothesis proposed can be accepted. This means that if Intellectual Capital increases, Knowledge Sharing will also increase.

3. The Effect of Knowledge Sharing on Organizational Agility

The test results found that there was a moderate effect (O = 0.271) and t-statistic 3.017 > 1.96 with q-values 0.003 <0.05 so it can be concluded that Knowledge Sharing has a strong, positive and significant relationship effect on Organizational Agility, by Therefore the hypothesis proposed can be accepted. This means that if Intellectual Capital increases, Knowledge Sharing will also increase.

**5.3.2. Indirect Effect Hypothesis Test**

The results of the indirect influence hypothesis test through Knowledge Sharing as an intervening or mediating variable using the Smart PLS software can be seen in Table 4.13 below:

**Table 5. Path Coefficient results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
IC -> KS -> OA	0,191	0,191	0,069	2,746	<b>0,006</b>

Source: Primary Data Tested 2023



Based on Table 5, it is known that the effect of Intellectual Capital on Organizational Agility through Knowledge Sharing as an intervening or mediating variable has a path coefficient score of 0.191 with a t-statistic value of 2,746 > 1.96 and a p-value of 0.006 < 0.05. This shows that Knowledge Sharing moderately mediates the relationship between Intellectual Capital and Organizational Agility.

### Conclusion

From the data processing that has been done, several conclusions are obtained:

1. Intellectual Capital has a strong, positive and significant influence on Knowledge Sharing, therefore the proposed hypothesis can be accepted. This implies that as Intellectual Capital increases, so will Knowledge Sharing.
2. Intellectual Capital has a strong, positive and significant influence on Knowledge Sharing, therefore the proposed hypothesis can be accepted. This implies that as Intellectual Capital increases, so will Knowledge Sharing.
3. Knowledge Sharing has a strong, positive and significant relationship effect on Organizational Agility, therefore the hypothesis proposed can be accepted. This implies that as Intellectual Capital increases, will Knowledge Sharing.
4. Knowledge Sharing moderately mediates the relationship between Intellectual Capital and Organizational Agility

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