



The Effect of Intrinsic Motivation on Innovative Work Behavior with Knowledge Sharing as a Mediating Variable

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ABSTRACT

Innovative work behavior is one of the practices that is often researched in Human Resource Management (HRM) literature, intrinsic motivation and knowledge sharing are important managerial practices to research. Yet the relationship between these practices has received little attention in the literature. Therefore, this research aims to examine the influence of intrinsic motivation on innovative work behavior with knowledge sharing as a mediating variable. This research is causal research. The sampling technique was taken using total sampling where the number of samples was the same as the population, namely 105 people. Data collection used a questionnaire with a Likert scale. The analysis technique used is SEM using SmartPLS4 analysis. The results of data processing in the research show that intrinsic motivation has a positive and significant effect on innovative work behavior through sharing knowledge.

ABSTRAK

Perilaku kerja inovatif adalah salah satu praktik yang sering diteliti dalam literatur Manajemen Sumber Daya Manusia (HRM), motivasi intrinsik dan berbagi pengetahuan menjadi praktik manajerial yang penting untuk diteliti. Namun hubungan antara praktik-praktik ini hanya mendapat sedikit perhatian dalam literatur. Maka dari itu, penelitian ini bertujuan untuk menguji pengaruh motivasi intrinsik terhadap perilaku kerja inovatif dengan berbagi pengetahuan sebagai variabel mediasi. Penelitian ini merupakan penelitian kausal. Teknik pengambilan sampel diambil dengan menggunakan total sampling dimana jumlah sampel sama dengan jumlah populasi yaitu 105 orang. Pengumpulan data menggunakan kuesioner dengan skala likert. Teknik analisis yang digunakan adalah SEM menggunakan analisis SmartPLS4. Hasil pengolahan data pada penelitian menunjukkan bahwa motivasi intrinsik berpengaruh positif dan signifikan terhadap perilaku kerja inovatif melalui berbagi pengetahuan.

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INTRODUCTION

Innovative behavior displayed by individuals has led to notable organizational changes, particularly in the pursuit of sustainable competitive advantage (De Jong and Den Hartog, 2010). Employee participation in innovative behavior not only contributes at an individual level, but also has a positive impact on a company's ability to adapt to change and enrich its product or service portfolio. There are four markers of innovative work behavior, including recognizing opportunities, finding ideas, fighting for ideas, and implementing ideas (De Jong & Den Hartog, 2010). Meanwhile, research and industry interest in innovation is increasing, this is due to the contribution of innovative work behavior to the

creation of competitive advantage in an ever-changing business world (Smith, 2018). In addition, the important role of employees in innovation is because employees are individuals who are responsible for producing and implementing cutting-edge solutions in organizations (Purc and Laguna, 2019). Employees who are actively involved in innovative work behavior have the ability to recognize new work situations quickly and accurately (Afsar et al., 2018).

Several previous studies have identified factors that can influence innovative work behavior, one of which is intrinsic motivation and knowledge sharing. If employees possess a strong intrinsic drive, they are likely to exhibit greater creativity, because they dare to express their thoughts and ideas which ultimately allows them to produce new ideas that are beneficial to the organization (Amabile, 1997). In addition, individuals who have strong intrinsic motivation tend to be more creative, due to their intrinsic motivation, employees experience positive creative stimulation, prompting them to seek out additional information and ultimately enabling them to approach their ideas with flexibility. (Grant & Berry, 2011). According to self-determination theory, intrinsic motivation enhances employee creativity by fostering persistence. This is because intrinsically motivated employees are inclined to be diligent and willing to tackle challenging, complex, and unconventional tasks (Gagne & Deci, 2005).

Employees will actively seek new ways and methods through communication and learning, with the aim of satisfying personal interests and curiosity, which ultimately encourages knowledge sharing behavior. Employees who share knowledge find this activity to be interesting and beneficial to their personal and organizational interests (Foss et al., 2007). Sharing knowledge is a deliberate process that not only enriches an individual's comprehension but also contributes to the establishment of a knowledge repository accessible to others (Hameed et al., 2019). Through the knowledge sharing process, employees can learn from each other and enrich innovative ideas, and can improve the organization's overall innovative performance. Hence, knowledge sharing is viewed as a fundamental tool in fostering innovative behavior among employees and facilitating innovative endeavors (Wang et al., 2017).

The self-determination theory offers a theoretical framework for understanding the underlying mechanisms that motivate employees to participate in sharing knowledge with their colleagues (Coun et al., 2018). Engaging in knowledge sharing prompts recipients to generate and apply new ideas (Mura et al., 2013). Employees who are active in sharing knowledge are also more likely to receive feedback and support from colleagues, which in turn provides them with more opportunities to engage in innovative behavior and innovative work activities (Aldabbas et al., 2020). When knowledge is exchanged among employees, they typically engage in interpreting, integrating, and contextualizing the information rather than merely transmitting it to others (Zu and M, 2016). The effectiveness of knowledge sharing practices greatly hinges on individuals' willingness to actively participate in social processes (Chang & Chuang, 2011). Furthermore, knowledge sharing plays a role in fostering competitive advantages for organizations operating in intricate environments (Phung et al., 2017). In general, previous research validates that sharing knowledge has a positive effect on innovative work behavior (Udin, 2022); (Abukhait et al., 2019); (Xu & Suntrayuth, 2022); (Xiulan Meng, 2021); (Nguyen et al., 2019). In addition, several studies have revealed in more detail that intrinsic motivation has a beneficial influence on innovative work behavior (Rahman et al., 2023); (Xiulan Meng, 2021); (Chedid et al., 2022); (Bawuro et al., 2019). However, it should be noted that current research on the correlation between intrinsic motivation and innovative work behavior has not fully considered the intermediary function carried out through knowledge sharing. Therefore, the aim of this study is to further investigate the influence of intrinsic motivation on innovative work behavior by testing the mediating role of knowledge sharing.

LITERATURE REVIEW

Innovative Work Behavior

Innovative work behavior can be understood as actions that involve exploring opportunities and creating new ideas related to creativity, as well as efforts to implement changes, introduce new knowledge, or improve processes that provide benefits for improving individual or organizational performance (De Jong & Hartog, 2008). Innovative work behavior can be seen as the conscious endeavor of individuals to generate and put into action fresh concepts, with the explicit goal of offering advantages to individuals, groups, or organizations (Bos-Nehles et al., 2017).

There are four main indicators that can be used to measure innovative work behavior (De Jong & Den Hartog, 2010), namely: first, seeing opportunities. Where individuals identify new problems or opportunities that have the potential to generate valuable ideas. Second, find ideas. At this stage, individuals are considered capable of creating new ideas that have the potential to be implemented, which will then be tested and implemented within the team or organization. Third, the struggle for ideas. At this stage the individual who creates the idea will be involved in social activities to get support from other people regarding the idea. Fourth, implementing the idea. Where individuals apply these new ideas in work activities within the organization.

Intrinsic Motivation

Intrinsic motivation is a work drive that arises from within individual employees, namely awareness of the importance and benefits of the work they do (Nawawi, 2001). Self-determination theory reveals that there are three basic psychological needs that need to be met to increase intrinsic motivation to grow and develop (Deci and Ryan, 2005).

The three basic psychological needs are: first, Competence includes the drive to feel effective and capable in carrying out certain tasks or activities. Second, autonomy is related to the desire to have control and freedom in making decisions. Third, social connectedness, namely needs involving the urge to feel connected to other people, either through social interaction, support, or cooperation.

Knowledge Sharing

Knowledge sharing is the act of providing task-related information and expertise to others, as well as working together to overcome challenges, generate new concepts, or implement policies and protocols (David et al., 2018). There are two indicators of knowledge sharing that are used as characteristics that enable evaluation and measurement of knowledge sharing variables (De Vries et al., 2006), namely: First, Knowledge Donating, is a condition where someone asks or motivates other people to share their intellectual capital. It refers to a type of communication in which a person voluntarily wants to transfer his knowledge and intellectual experience to another person. Secondly, Knowledge Collecting is an effort to invite other people to share their intellectual knowledge and experiences. This can be explained as a response to similar invitations from others to share our intellectual knowledge and experiences.

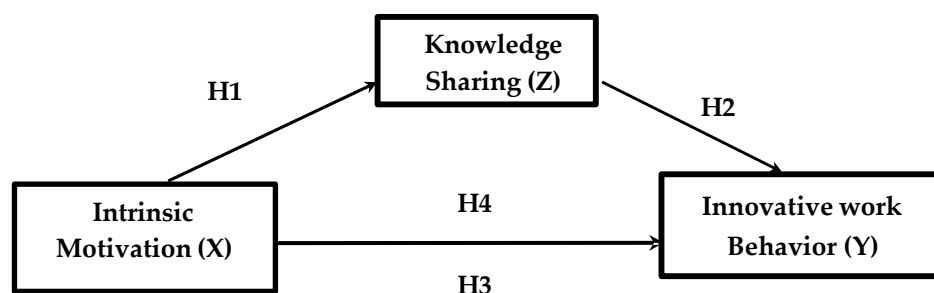


Figure 1. Conceptual Framework

Hypothesis

In the Self-Determination Theory framework explained by Deci & Ryan (2000), it is stated that to produce optimal intrinsic motivation, three basic psychological needs must be met, namely competence, autonomy and social connectedness. In other words, the more these needs are met, the higher the individual's intrinsic motivation to share knowledge. This is because a sense of competence can increase an individual's self-confidence in conveying information that is considered useful for other people. therefore we hypothesize,

H1: Intrinsic motivation has a positive influence on knowledge sharing

Based on the findings by Dhyah Harjanti & Angelina Desiana Halim (2022), it's highlighted that knowledge sharing positively impacts innovative work behavior. This correlation stems from the notion that frequent knowledge sharing among employees leads to the development and expansion of their knowledge. This enhanced knowledge empowers employees to generate and execute novel ideas. Thus, through sharing knowledge, workers can enrich their understanding, explore new ideas, and increase their ability to create creative solutions to the challenges they face. Other research also supports the concept that knowledge sharing contributes positively to innovative work behavior, as found by Yu & Meng (2020).

H2: Knowledge Sharing has a positive Innovative Work Behavior

According to research by Junbish et al. (2023), intrinsic motivation has a positive effect on innovative work behavior. This conclusion shows the importance of motivation that comes from within the individual in encouraging innovative behavior in the work environment. The results of this research indicate that when individuals feel their work meets basic psychological needs such as autonomy and competence, they tend to seek new ways to complete tasks, generate new ideas, and contribute to innovation in the organization. Therefore we hypothesize,

H3: Intrinsic Motivation's positive effect has a positive Innovative Work Behavior

Knowledge sharing functions as a mediator that connects individual intrinsic motivation with innovative work behavior. This is because through the process of sharing knowledge, individuals can stimulate their own and others' creativity, as well as generate new ideas that have the potential to bring about positive change in the organization. This viewpoint is also corroborated by the study conducted by Xiaohua Yu & Xiulan Meng (2020).

H4: Intrinsic motivation has a positive effect on innovative work behavior through knowledge sharing as a mediating variable

RESEARCH METHODS

Research Design

This research uses a causative descriptive research design. Through this method, researchers intend to further investigate and understand the extent to which intrinsic motivation influences innovative work behavior with knowledge sharing as a mediating variable. In this research, data and information were obtained from respondents who were employees at PT. Kereta Api Indonesia (Persero) Divre II West Sumatra using a questionnaire.

Measures

The survey questionnaire comprises three main sections. Firstly, innovative work behavior can be measured using four indicators (De Jong and Den Hartog, 2010), namely seeing opportunities, finding ideas, fighting for ideas and implementing ideas. Second, intrinsic motivation can be measured using three indicators (Deci and Ryan, 2005), namely competence, autonomy and social connectedness. Third, knowledge sharing can be measured using two indicators (De Vries et al., 2006), namely knowledge contribution and knowledge collection. All items were measured using a Likert scale consisting of 5 items, namely from "Strongly Disagree" (1) to "Strongly Agree" (5).

Sample

The study's population comprised all employees at PT. Indonesian Railways (Persero) Division II West Sumatra. This research used a total sampling technique, where the sample in this research was 105 people. Based on gender, there were 97 male respondents with a percentage of 92% while female respondents consisted of 8 people (8%). If we look at age, the majority of respondents were those aged 25-35 years, amounting to 42 people (40%) of the total respondents. In terms of educational attainment, the majority of respondents had completed their education at the high school or vocational school level, comprising 48 individuals (46%) of the total respondents. Respondents generally work at PT. Kereta Api Indonesia (Persero) Division II West Sumatra has been around for more than 10 years, namely 46 people or 44%.

RESULT AND DISCUSSION

Measurement Model (Outer Model)

This measurement model aims to assess the extent of the model's validity and reliability.



Figure 2. Outer Model

The outer loading outcomes indicate strong convergent validity for each variable, as all loading factors surpass 0.5. Furthermore, the cross-loading values demonstrate satisfactory discriminant validity, indicating that the correlation among indicators within a variable outweighs their correlation with other variables. Reliability assessment involves examining the combined reliability values in blocks of indicators to evaluate constructs. If the composite reliability result exceeds 0.7, it can be considered reliable.

Table 1. Composite Reliability Analysis Results

	Composite reliability	Average Variance Extracted (AVE)
Knowledge Sharing	0,907	0,591
Intrinsic Motivation	0,960	0,623
Innovative Work Behavior	0,955	0,710

Sumber : Processed primary data (2024)

The table illustrates that the composite reliability value for each construct surpasses 0.7. This indicates that all constructs in the estimation model either meet the reliability criteria or are considered reliable.

Inner Model

Inner model testing is employed to assess the associations between variables. This evaluation involves using R-square to determine how much influence exogenous variables have on endogenous variables, and the T test to assess the significance of exogenous variables on endogenous variables.

Table 2. R-square analysis results

	R-Square
Innovative Work Behavior	0,731
Knowledge Sharing	0,302

Sumber : Processed primary data (2024)

The table depicts the R-square value of the innovative work behavior variable which gets a score of 0.731. This shows that the ability of intrinsic motivation and knowledge sharing variables to explain innovative work behavior reaches 73.1%. Meanwhile, for the knowledge sharing variable, the result is 0.302, indicating that 30.2% of the variation in the knowledge sharing variable can be influenced by the intrinsic motivation variable. Based on these findings, it can be concluded that the inner model in this study has good goodness of fit.

Hypothesis Testing

Table 3. Total Effect

		Path Coefficient				Total	Ket
		Direct Effect	T Statistic	Indirect Effect	T Statistic		
Knowledge Sharing	-> Innovative Work Behavior	0,577	7,657			0,577	Sig
Intrinsic Motivation	-> Knowledge Sharing	0,550	8,378			0,550	Sig
Intrinsic Motivation	-> Innovative Work Behavior	0,389	4,661	0,317	5,363	0,706	Sig

Sumber : Processed primary data (2024)

Based on the table above, the findings of hypothesis testing are as follows: Firstly, intrinsic motivation significantly affects employee knowledge sharing (t-statistic = 8.378, original sample = 0.550). Secondly, knowledge sharing significantly impacts employees' innovative work behavior (t-statistic = 7.657, original sample = 0.577). Thirdly, intrinsic motivation significantly influences employees' innovative work behavior (t-statistic = 4.661, original sample = 0.389). Fourthly, intrinsic motivation significantly influences innovative work behavior with knowledge sharing serving as a mediating variable (t-statistic = 5.363, original sample = 0.317).

This research shows that knowledge sharing acts as a mediating variable in the relationship between intrinsic motivation and innovative work behavior. The findings of this research have four main theoretical contributions. Initially, intrinsic motivational factors exert a significant and positive impact on employees' engagement in knowledge sharing. This is in line with self-determination theory, which states that individuals tend to have internal drives that encourage them to achieve goals and personal satisfaction. In the context of intrinsic motivation, this means that employees who feel high intrinsic motivation will tend to have an internal drive to share knowledge with colleagues. This notion is further supported by the studies conducted by Marcello Chedid et al., (2020) and Sri Suwanti (2019), both of which emphasize the favorable correlation between intrinsic motivation and the practice of knowledge sharing.

Second, from the results of the analysis it can be seen that the knowledge sharing variable has a significant and positive influence on innovative work behavior in companies. In accordance with self-determination theory, individuals tend to have internal drives that drive them to achieve goals, growth, and personal satisfaction. In this context, knowledge sharing can be seen as an expression of employees' intrinsic motivation to contribute to collective progress and satisfying achievements. Therefore, when employees engage in knowledge sharing within the company, it will lead to increased levels of innovative behavior among them. This finding is also supported by research by Dhyah Harjanti &

Angelina Desiana Halim (2022) and (Usmanova et al., 2020) which states that sharing knowledge has a positive and significant influence on innovative work behavior.

Third, the intrinsic motivation variable has a significant and positive influence on innovative work behavior in companies. Self-determination theory also supports these findings. This theory states that individuals tend to have internal drives that drive them to achieve goals, growth, and personal satisfaction. In the context of intrinsic motivation, employees who feel they have high motivation to do their work for personal reasons such as intrinsic satisfaction, a sense of achievement, or the desire to grow and develop, will be more likely to show innovative work behavior. It can be concluded that by increasing the level of intrinsic motivation in individual, there will be an increase in their innovative work behavior. The findings of this research are supported by research by Junbish et al. (2023) concluded that intrinsic motivation does have a positive and significant influence on employees' innovative work behavior.

Fourthly, the impact of intrinsic motivation on innovative work behavior mediated by knowledge sharing. When employees have high intrinsic motivation, it will be easier for them to share knowledge, and with increased knowledge sharing, the resulting innovative work behavior will automatically increase. It can be concluded that the intrinsic motivation possessed by employees in the company has a direct influence on their innovative work behavior. Nevertheless, this influence could be further bolstered with the support of knowledge sharing practices alongside intrinsic motivation. The findings of this research are supported by research by Xiaohua Yu & Meng (2020) which shows that knowledge sharing mediates the relationship between intrinsic motivation and knowledge sharing between intrinsic motivation and innovative work behavior.

CONCLUSION

The results of the measurement model confirm that the research instrument meets the criteria for validity and reliability assessment. The study reveals that intrinsic motivation has a significant and positive impact on innovative work behavior, with knowledge sharing acting as a mediator at PT. Indonesian Railways (Persero) Division II West Sumatra. This means that increasing the level of intrinsic motivation will encourage increased knowledge sharing practices which will ultimately.

SUGGESTION

It is hoped that future researchers can use this thesis as a reference for their research. However, Future research could consider explore different factors that have the potential to influence innovative work behavior, as well as expand the scope of research objects.

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