THE INFLUENCE OF KNOWLEDGE SHARING ON INNOVATION PERFORMANCE IN CLASS I PRISON, CENTRAL JAKARTA

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Abstract

Knowledge sharing is an important factor for an organization in generating ideas that can be used to improve innovation performance and organizational development. However, the unevenness of shared knowledge causes innovation performance in an organization to be hampered. Therefore, it is important to share knowledge to gain experience, information and ideas to improve the innovation performance of an organization. This study aims to determine the effect of knowledge sharing on innovation performance at the Class I State Prison Central Jakarta. This study uses a quantitative survey design method with sample withdrawal using simple probability sampling technique. The sample used in this study amounted to 155 employees at the Class I State Prison Central Jakarta. The data collection method uses a questionnaire distributed via google form. This questionnaire contains 12 statement items related to the variables studied. Data analysis techniques are carried out through the outer model and inner model, namely validity test, reliability test, r square, goodness of fit, f square, and path coefficients which are processed using SmartPLS software. The results of the outer loading, AVE, HTMT, Cronbach's alpha, and composite reliability research are declared valid and reliable. The r square test results obtained a value of 0.579 which explained that the effect of knowledge-sharing variables on innovation performance of 57.9% was stated to be moderate and the remaining 42.1% was influenced by other variables not explained in this study. From the results of this study, it can be concluded that there is an effect of knowledge sharing on innovation performance at the Class I State Prison in Central Jakarta.

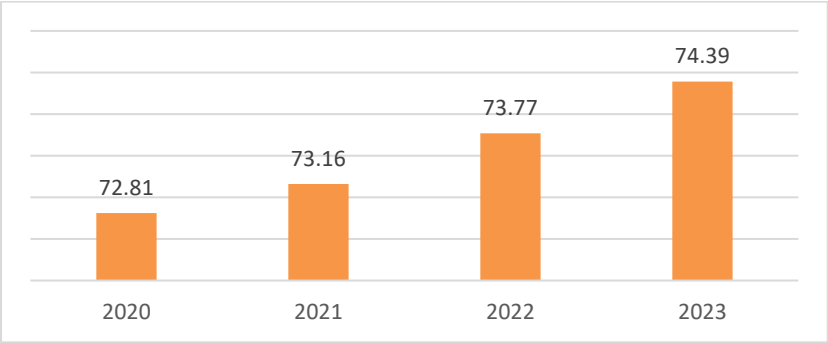
Keywords: Knowledge Sharing, Innovation Performance, Correctional Employees

INTRODUCTION

The most important thing in achieving a maximum goal is to start from the thing that is a supporting factor for the achievement of this goal, namely human resources (HR). Human resources (HR) are productive individuals who work as the driving force of an organization, both in institutions and companies that have a function as an asset so that their abilities must be trained and developed. Human resources (HR) are a very important thing and must be owned in an effort to realize the ideals of the organization even though it is supported by existing facilities and infrastructure as well as sources of funds, but without the support of reliable human resources (HR), organizational activities will not be able to run smoothly. Quality human resources (HR) can bring about the success of the implementation of the activities of an organization or institution. To get quality human resources, it is necessary to develop human resources. Human resource development (HR) contains the task of utilizing human resources owned by an institution optimally, so that human resources (HR) can work optimally to jointly achieve goals in accordance with the organization's vision and mission. Human resources are company assets that must be maintained and developed so that they can make an optimal contribution to the sustainability of the company itself. Human resources in the company must be able to improve their abilities and professionalism for the benefit of the company (Bariqi, 2018).

The process of developing and managing human resources is one of the keys to the success of the company in order to increase the competition of the company itself and improve the brand of the company. Effective management of human resources will be able to achieve organizational goals. Operationally, organizational objectives include societal objectives, organizational objectives, functional objectives, and personal objectives. A human resources department must have the ability to develop, use, and maintain human resources so that the organization's functions can run in a balanced manner. The role of human resources (HR) that will be developed through a development process from human resources (HR) should be questionable whether the development of human resources (HR) can have a great direct impact on the organization and society. So that the development and development of human resources (HR) can provide maximum results in improving the quality of human resources needed in society (Tewu, 2015). The quality of human resources

(HR) will have a significant impact on the achievement of goals by an organization, so that the success of an organization is greatly influenced by the quality of human resources (HR) that support the organization.



Based on the diagram above, it shows that the human development index (HDI) explains that the state of Indonesia every year has experienced a fairly good increase. This can be seen in every year that there has been no decline in Indonesia's HDI until 2023. During 2020-2023, Indonesia's HDI experienced an average increase of 0.72 percent per year. HDI is an important indicator in measuring the success of efforts in building the quality of human life. HDI can determine the development ranking of a country so that the quality of life and development in a country is greatly influenced by the quality of human resources (HR) produced and the success in the development of an ideal organization can be influenced by the increase in the human development index in a country. This increase in HDI occurs in all dimensions, both longevity and healthy living, knowledge, and a decent standard of living. According to the Central Statistics Agency (BPS) in 2007, the human development index (HDI) is a measure of human development achievement based on a number of basic components of quality of life, one of which is knowledge. According to Mankiw (2003), human capital is the knowledge and abilities that workers acquire through education ranging from programs for children to on-the-job training for adults. Therefore, the importance of education in improving one's quality in the world of work (Mukhtar et al., 2019).

One of the figures who is famous for the concept of knowledge is Benjamin S Bloom. Bloom (1956) introduced the concept of knowledge through Bloom's taxonomy which refers to a taxonomy for educational purposes and has classified knowledge into cognitive process dimensions into six categories, namely, knowledge, understanding, application, analysis,

synthesis and evaluation (Syukri, 2021). Sharing knowledge is a process where individuals exchange knowledge in an integrated manner so as to create a new understanding. Knowledge is shared between individuals and organizations to develop common goals for the organization to gain competitive advantage. According to Hansen (Aulawi et al., 2009), sharing knowledge can also be understood as a behavior where someone voluntarily provides access to other people regarding their knowledge and experiences. Sharing knowledge makes it possible for an organization to generate new ideas that can be used to create innovation. This is useful in organizational development to be able to create new things resulting from stimulation and increased knowledge and capabilities in making innovations. Innovation comes from the word innovation which means renewal or change. UU no. 18 of 2002 explains that innovation is a research, development or engineering activity carried out with the aim of developing practical applications of new scientific values and contexts, or new ways to apply existing science and technology to a product or production process.

The obstacle in this innovation is the uneven knowledge about the management of this bale betawi innovation, because with the letting 2017 employees, senior employees think that they are able to do everything well and are able to process information, convey the innovation information well to the community. The data above shows that the accumulation of service messages via WhatsApp is because the service is only done by 3 female employees from the 2017 letting employees. This behavior causes the dependence of certain duties on employees. Senior employees think that they have longer experience than letting 2017 employees who are new employees so they leave other tasks to letting 2017 employees. The lack of knowledge sharing and experience sharing from the 2017 letting employees who served in Bale Betawi is one of the factors that hinder innovation performance in the development of the Central Jakarta Class I Detention Center organization. The willingness of senior employees to be able to openly accept the knowledge provided can affect the improvement of innovation performance and productivity of the innovation service. In this condition, senior employees will tend to have their own comfort in doing their work, because this comfort makes them not have the passion to develop the innovation performance in the Central Jakarta Class I Prison.

In carrying out services at Bale Betawi innovation, refer to the SOP that has been set by the Central Jakarta Class I Detention Center. SOP is a written procedure used by an organization to ensure that the tasks carried out are in accordance with the standards that have been set. Knowledge sharing plays an important role in improving the performance of Bale Betawi innovation. Knowledge sharing is divided into 2, namely knowledge collection and knowledge contribution, where knowledge collection can provide related guidelines on how to identify, collect and store information needed to improve innovation performance, then knowledge contribution takes a role in the knowledge sharing process where SOPs establish procedures and mechanisms for contributing knowledge to colleagues so that colleagues get knowledge and are able to jointly improve the innovation performance of an organization. The obstacles that occur can be overcome by sharing knowledge in accordance with the field of work carried out by implementing the SOP that has been set between employees letting 2017 to senior employees and there is openness in receiving new knowledge related to the development of the innovation. Through the implementation of clear knowledge sharing by each employee, it is considered to be able to be a forum for conveying the difficulties faced in their work by giving rise to ideas that arise to increase work productivity, criticism and suggestions to the organization in organizational development.

REVIEW OF LITERATURE

Knowledge Sharing

Knowledge is a part of knowledge management which began in the 1990s with an increasing demand for knowledge and various sources that pay attention to their own knowledge management activities (S. Zhao et al., 2020). Ashok (2011) argues that knowledge management is an effective process related to the exploration, exploitation and sharing of human knowledge that uses appropriate technology and cultural environment to improve intellectual capital and employee performance (Adzina, 2019). Mathuramaytha (2012) is defined as the dissemination of knowledge and information to colleagues in an organization (Dyah Poespita Ernawati, Nur Laily, 2020). Knowledge sharing is a very important process in knowledge management. Sharing knowledge is a way to transfer the

abilities, methods, and skills that we have with other employees in the organization (Nisa & Larassaty, 2024).

According to Lumbantobing (2011), it is considered that a systematic series of menstruation, distributing knowledge to individuals and organizations through various different media. Hoof and Ridder (2004) provide an understanding of knowledge sharing as a process by which individuals mutually exchange their knowledge (both *tacit* and explicit knowledge), which ultimately creates a new knowledge. According to Ngah and Kamaruzzaman (2009), knowledge sharing includes six stages, namely: creating, seizing, capturing, storing, processing, and distributing knowledge, including the desire of each member of the organization to share knowledge. Knowledge sharing has an important role for innovation because knowledge transfer can be a driver in improving the ability to innovate (Lin, 2007).

Innovation Performance

Prakosa (2005: 49) states that innovation is a way to build and develop an organization continuously, which can be achieved through the introduction of new technologies, new applications in the form of products and services, the development of new markets and the introduction of new forms of organizations, as well as the combination of various aspects of innovation which in turn forms an innovation arena (Mulyana et al., 2021). According to Mulyana (2015), innovation is the ability to apply creativity to solve problems and opportunities. Innovation Performance is the core of human resource performance because it has a key role in providing a sustainable competitive advantage for the organization Turro et al., (2014). Hu et al., (2009) explained that innovation performance is a new service or something that is improved and carried out by the Company in creating significant added value to both the company or customers.

Innovation will improve performance, solve problems, add value and create profit competitiveness for a company Gloet and Terziovski (2004). Bates & Khasawneh (2005) defines innovation as the implementation of something new and leads to the ability to create new ideas and apply them to improvise a new product, service, process and procedure (Afifah & Cahyono, 2020). Zizlavsky (2016) defines innovation performance as the ability to convert

innovation inputs into outputs so that they can turn innovative capabilities and efforts into implementation (Amien & Tanuwijaya, 2023).

RESEARCH METHOD

In this study, a method is used to conduct an accurate analysis and measurement based on relevant empirical facts. Neuman (2013) said that the quantitative method is a research method that refers to techniques used to select cases, collect and filter data, analyze data, and report the results of the analysis. The quantitative method considers science to be characterized by empirical research, phenomena can be reduced by empirical indicators that represent the truth, while from the ontological aspect (reality) there is only one truth where the objective reality in humans is independent (Sale, 2002). In this study, the researcher used a quantitative method that focused on data analysis using statistical tests. This research method tends to be more objective because the data collected can be measured regularly and can be tested with statistical analysis.

RESULTS AND DISCUSSION

Research carried out by researchers related to the title of the influence of knowledge sharing on innovation performance in Class I Detention Centers in Central Jakarta has research variables, namely knowledge sharing as an independent variable (X) and innovation performance as a dependent variable (Y) which has several statement items which are divided into two measuring tool, namely knowledge sharing as an independent variable (X) using the knowledge sharing scale compiled by Van Den Hooff & de Leeuw van Weenen in 2004 (van den Hooff & de Leeuw van Weenen, 2004) containing 2 dimensions and 7 statement items, while innovation performance as the dependent variable (Y) with the innovation performance scale compiled by Ritter & Gemu in 2004 (Ritter & Gemu, 2004) contains 5 statement items with each statement item using a 4 (four) point Likert scale to be used. on the variables studied. Hooff and Weenen (2004) explain that knowledge sharing is divided into two streams, namely inbound knowledge sharing and outbound knowledge sharing, namely collecting and donating knowledge. Knowledge Sharing Inbound (collecting) or knowledge gathering, is defined as the process of active consultation with colleagues to obtain and share their intellectual capital. It involves actively seeking information and skills from others

within an organization, both from within one's own department and from outside, to enhance one's personal and professional knowledge base. Knowledge Sharing Outbound (donating) or knowledge donation, is defined as the process of active communication to other people about what someone knows. It involves the activity of sharing one's intellectual capital with others.

Hooff and Weenen's theory (2004) states that knowledge sharing with the dimensions of inbound knowledge sharing and outbound knowledge sharing has seven indicators, namely I share the information I have with my colleagues when they ask for it, I share my skills with my colleagues when they ask for it, my colleagues share knowledge with me when I ask for it, My colleagues share skills with me when I ask for them, I learn new things and tell them to my colleagues, my colleagues learn new things and tell them to me, and sharing knowledge among my colleagues is commonplace. Theory Ritter et al., (2004) explain that innovation performance can be interpreted as the result of an innovation process that includes the development and implementation of new ideas, either in the form of products, services, processes, or business models that provide added value to the company and its customers. In this theory, there are five indicators used in the research, namely our service innovation is better compared to other agencies, our service innovation gets a good response from the community, our innovation has advantages based on new technology, our innovation uses modern technology, we are the originator of new innovation.

This research was carried out using the distribution of questionnaires to 155 employees as a research sample in the Class I Detention Center in Central Jakarta. Based on the data obtained, a test analysis was carried out by looking at the characteristics of the respondents, the outer model test and the inner model test using IBM SPSS 25.0 and SmartPLS 4 software. In this study, the researcher will explain the influence of knowledge sharing on innovation performance in the Central Jakarta Class I Prison with the aim of analyzing the influence of knowledge sharing on innovation performance. In the results of the research that have been obtained and analyzed, discussions and explanations will be carried out related to the results of the research. The statistical test used is a descriptive statistical test of respondent characteristics using SPSS software with data on gender, age, last education and length of work. Based on gender data, it can be explained that of the 155

employees of the Central Jakarta Class I Detention Center who were sampled in the study, there were 120 employees who were male with a percentage of 77.4% and 35 female employees with a percentage of 22.6%.

This shows that the majority of employees of the Central Jakarta Class I Detention Center are men. This is because the Central Jakarta Class I Detention Center is a Technical Implementation Unit (UPT) that specializes in the treatment of male prisoners, so that the employees who serve in the UPT dominate men more than women. Based on age data, it can be explained that of the 155 employees of the Central Jakarta Class I Detention Center who were used as a research sample, the dominating age of employees were employees who were still productive at work or under 40 years old with an age range of 20-29 years as many as 92 employees with a percentage of 59.4% and the age range of 30-39 years as many as 45 employees with a percentage of 29%. The rest are employees who have exceeded the age of 40 years or can be said to be of non-productive age. However, the age of more than 40 years is not an obstacle for employees to contribute and provide benefits through sharing experiences, skills, increased collaboration and knowledge sharing with employees in an inclusive work environment.

In the research data related to the last education of the respondents, it can be explained that the level of high school/equivalent education amounted to 75 people with a percentage of 48.4% and the S1 education with a total of 64 employees with a percentage of 41.3% had a higher frequency compared to the last level of education D3 and S2. A high level of education is one of the important assets in improving the knowledge and skills of employees in carrying out their duties in the related UPT. The results of this study show that a higher level of education such as S1 can provide access and deeper knowledge related to the understanding of their field of duties in the Central Jakarta Class I Detention Center, but this does not reduce the importance of secondary education levels such as high school/equivalent because this level provides a strong foundation in learning that can help employees understand the basic duties and functions in the Central Jakarta Class I Detention Center better. Secondary education is also a first step in pursuing further education.

The results of the study on the characteristics of respondents based on the length of work can be explained that in the Technical Implementation Unit (UPT) of the Central

Jakarta Class I Detention Center, data were obtained on the length of service of 1-5 years totaling 66 employees with a percentage of 42.6% and the length of working 6-10 years totaling 58 employees with a percentage of 37.4%, then the length of working 11-15 years amounting to 23 employees with a percentage of 14.8% and the length of working more than 16 years amounting to 8 employees with a percentage of 1-5 years percentage of 5.2%. In this case, the length of work is one of the indicators of an employee's experience and dedication to his work. From this data, new employees are more dominant and it is hoped that with the new employees they will be able to pour creative ideas, be able to socialize well with other employees to gain experience and knowledge transfer and be able to innovate in order to improve the performance of innovation in the Central Jakarta Class I Detention Center.

Based on the research results that have been obtained and analyzed, a discussion and explanation will then be carried out regarding the research results that have been obtained. The tests carried out in this research are the outer model and inner model tests using SmartPLS 4 software. The outer model test consists of a validity test and a reliability test, where the validity test is divided into two methods, namely convergent validity and discriminant validity. The outer model test (measurement model) is carried out to connect latent variables with indicators for each variable and is divided into convergent validity and discriminant validity. Convergent validity is a way of analyzing how capable respondents are in understanding the indicators that will be used in the research variables and discriminant validity explains how big the HTMT value is between aspects/components with aspects/components that are greater than other values, while reliability testing is a way which is used to find out whether the tool to be used is appropriate in measuring the concept to be measured and shows consistent measurement results when tested repeatedly. This reliability test is divided into two test methods, namely Cronbach's alpha and composite reliability, where this method refers to indicators that show that the measurement instrument used is stable as a measuring tool and is declared reliable if it has composite reliability and Cronbach's alpha values > 0.70.

From the research results that have been obtained, it can be explained that in the validity test which uses test criteria, namely loading factor, AVE, and HTMT, it can be

explained that each test criterion has been declared valid and meets the validity test. In Table 4.15 it can be explained that variable X (knowledge sharing) has seven indicators and variable Y (innovation performance) has 5 indicators. Each indicator is declared valid because the loading factor value of each indicator is > 0.70, however of all the indicators in variable X and variable Y, indicator X_6 has the lowest value compared to the values of the other indicators with a value of 0.770. Indicator X_6 contains a statement, namely that my colleague learned something new and told me about it. In this case, the low loading factor value on indicator This lack of optimal knowledge sharing between employees can be caused by organizational culture or hierarchical structure, work climate or available and adequate facilities. Referring to Hooff and Weenen's (2004) theory through the Knowledge Sharing Inbound (collecting) dimension, to obtain new knowledge, active efforts are needed to seek information and skills from other people, one of which is by implementing good communication between colleagues. If communication is not established well, it can hinder the sharing of knowledge between fellow employees at the UPT because in some cases, there are individuals who are not comfortable or do not feel the need to share new information they have learned or share new knowledge they have gained. Apart from that, the lack of available and adequate facilities is a factor in hampering the sharing of knowledge, because not all individuals have the same opportunity to learn new things due to limited access to new knowledge. The new knowledge gained will become an idea for creating innovation in an organization. If new knowledge is not spread well, the organization's ability to innovate can be hampered and the flow of information in developing new and innovative ideas will not be implemented. Even though the indicator

Furthermore, the test criteria use Average Variance Extracted (AVE), where an AVE value of more than 0.50 is declared to have good convergent validity, which explains that the indicators used are able to measure the construct well. The knowledge sharing variable has an AVE value of 0.681 and the innovation performance variable has a value of 0.703 and both of these values are more than 0.50, which means that both constructs have met the requirements for convergent validity. At an AVE value of the knowledge sharing variable of 0.681 it is considered valid and shows that 68.1% of the variance of the indicators measuring knowledge sharing can be explained by the latent construct of knowledge sharing while at an

AVE value of the innovation performance variable of 0.703 it is considered valid and shows that 70, 3% of the variance in indicators measuring innovation performance can be explained by the latent construct of innovation performance itself. From the AVE value of each of these variables which is declared valid, it can show that knowledge sharing and innovation performance have an important influence in influencing aspects of the organization such as increasing the skills of officers in learning new things and showing initiative and innovativeness within officers to create innovation. in the detention center. The final step in testing the discriminant validity test is by using the HTMT value. The HTMT value is used to measure the correlation between different constructs compared to the correlation between indicators within the same construct. In this study, the HTMT value of 0.832 was lower than 0.90, so it can be concluded that the construct of knowledge sharing and innovation performance has good discriminant validity. This explains that although knowledge sharing can contribute to innovation performance, these two constructs are quite different and can be measured separately without overlapping problems so as to provide better reliability and accuracy.

Based on the reliability test of this research using Cronbach's alpha and composite reliability values, Cronbach's alpha and composite reliability values for the knowledge sharing variable have shown values above 0.70, which explains that the instrument has good reliability. Cronbach's alpha value of 0.922 and composite reliability of 0.937 indicate that the instrument used to measure knowledge sharing in Class I Detention Centers in Central Jakarta already has very high internal consistency, which means that each item correlates well with each other and has consistent results in measuring knowledge sharing. In this case, knowledge sharing in the Class I Detention Center in Central Jakarta has been carried out well as seen from the high reliability of the instrument which shows that the measurement of knowledge sharing between fellow employees can be improved by exchanging the latest information, experiences held between fellow employees, and skills possessed by each employee. officers in handling detainees. The Cronbach's alpha and composite reliability values for the innovation performance variable have shown values above 0.70 with a Cronbach's alpha value of 0.894 and composite reliability of 0.922. These values indicate that the instrument used to measure innovation performance has been declared reliable and

shows strong consistency, even though this value is lower than the knowledge sharing value. In this case, innovation performance in detention centers includes various programs and initiatives aimed at increasing operational efficiency, one of which is the Bale Betawi innovation which is useful in providing information to the families of inmates and providing information related to inmates.

The next stage is the inner model test, where this test is carried out to predict the relationship between latent variables by showing the substantive research theory in the form of the relationship between one variable and another. In this model there are four statistical tests consisting of R-square, Goodness of Fit, F Square, Path Coefficients. The R-square test is one measure used to show how well the regression model used measures the proportion of variation in the dependent variable that can be explained by the independent variable. In this research, it is explained that the R-square value for the innovation performance variable is 0.579. This value shows that 57.9% of the variation in the dependent variable (innovation performance) can be explained by the independent variable (knowledge sharing) which means that the model used is quite good in explaining the relationship between knowledge sharing and innovation performance. By looking at the R-square value, it can be concluded that knowledge sharing has an important role in improving innovation performance in detention centers. Next is testing the goodness of fit which is used to assess the extent to which the model developed is in accordance with the observed data. One of the indicators used to assess goodness of fit is using SRMR. The model is said to be good and is considered fit with an SRMR value < 0.10. In this research, the SRMR value is 0.094 which concludes that the SEM model that links knowledge sharing with innovation performance has a good match with the data used. This shows that the relationship between knowledge sharing and innovation performance in this model is fit and reliable. This model has a good fit with the data because it is able to explain the relationship between knowledge sharing and innovation performance in Class I Detention Centers in Central Jakarta. With this fit model, it is hoped that prisons will be more confident in implementing knowledge sharing policies or programs because a positive relationship with innovation performance has been expressed through the fit model. Good detention management in developing and strengthening practices in sharing

knowledge in order to achieve better results in improving innovation performance in Class I Detention Centers in Central Jakarta.

In testing using F Square, it is divided into three F Square values, where if the F Square value is 0.02 it is declared low, 0.15 is declared moderate and 0.35 is declared strong. This research shows an F Square value of 1.374, which shows that the influence of knowledge sharing on innovation performance has a very strong impact, which means that if knowledge sharing practices are increased or reduced, there will be a significant change in innovation performance in detention centers. This shows that knowledge sharing is an important factor in improving the innovation performance of the CEO. Detention centers can implement knowledge sharing programs effectively so that they are able to see significant improvements in operational efficiency and ability to adapt to existing changes by contributing to each other among employees in their respective fields of work which will in turn improve innovation performance in detention centers. The final stage in testing this research uses path coefficients testing with bootstrapping techniques to produce p values which help in determining the statistical significance of the relationship being tested. The bootstrapping technique is used to estimate the sample distribution of the desired statistics by providing more accurate confidence intervals and p values using SEM analysis. In processing this data, a p value of 0.000 was obtained, indicating that knowledge sharing has a significant influence on innovation performance.

This explains the importance of implementing and strengthening knowledge sharing practices in improving significant innovation performance by conducting training programs for officers to improve their skills and knowledge, establishing collaboration and good communication between fellow officers to share ideas, methods, and creative solutions in improving the performance of innovations in the Directorate. With the innovations obtained from sharing knowledge between officers, it can improve the operational efficiency of the detention center, produce a more effective rehabilitation program for life after the detention period and be able to innovate in facing new challenges.

CONCLUSION

Based on the results of data processing in this study, it can be concluded that there is a significant influence between knowledge sharing variables on innovation performance in Class I Detention Center Central Jakarta. The results of the analysis on Smartpls showed that the value of the innovation performance variable was 0.579 which explained that the influence of the independent variable on the dependent variable was 57.9% and the remaining 42.1% was influenced by other variables that were not included in this study. This shows that knowledge sharing has a good impact in improving the performance of innovations in the Class I Detention Center in Central Jakarta. The level of influence of knowledge sharing variables on innovation performance variables in Central Jakarta Class I Detention Center is also influenced by other variables besides knowledge sharing variables, so further research is needed regarding what variables affect innovation performance other than knowledge sharing variables.

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