

Received: 03.06.2023; Revised: 26.06.2023, Accepted: 23.07.2023, Published Online: 18.08.2023

## THE EFFECT OF KNOWLEDGE SHARING AND INDIVIDUAL INNOVATION CAPABILITY ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE

**Susanto Soekiman**

Faculty of Economics and Business, Dr. Soetomo University, Indonesia

Email: [susanto\\_ega@yahoo.com](mailto:susanto_ega@yahoo.com)

### Abstract

This study examines the effect of Knowledge Sharing and Individual Innovation Capability on Employee Performance and examines the mediating effect of Work Motivation variables. The research method uses associative methods with sampling techniques using saturated samples taken from a total population of 85 people. Exogenous variables are Knowledge Sharing and Individual Innovation Capability while endogenous variables are Employee Performance and Work Motivation as intervening variables. The data collection method is carried out by making distributing questionnaires online through goggle forms and documentation studies. The analysis technique used is path analysis with the SEM-Structural Equation Modeling analysis method with the help of Smart-PLS software Version 4.0.9.5. The results showed that partially the variables of knowledge sharing and individual innovation capability affect work motivation, the variable of knowledge sharing has no effect on employee performance variables, the variable of individual innovation capability affects employee performance, the variable of work motivation has a significant effect on employee performance, there is an influence of variable knowledge sharing on employee performance through work motivation and there is The effect of individual innovation capability variables on employee performance through work motivation.

**Keywords:** *Knowledge Sharing, Individual Innovation Capability, Work Motivation and Employee Performance.*

### Introduction

Based on the realization of the achievement of the performance of the PT PLN UPT Gresik unit, it succeeded in increasing its performance in the 2021 to 2022 period with the K1 (Very Good) predicate. This is inseparable from the excellent employee performance, optimization of knowledge management (KM) and high employee motivation. Employees who have talent and the ability to innovate are able to solve work problems and speed up work processes efficiently, so that their individual performance becomes better. Good individual performance will improve unit performance.

To improve the criteria for good talent apart from working together in achieving work targets, there is an activity at PT PLN (Persero) called the Employee Self Development Program (PDP), which is a program implemented with the aim of supporting and increasing the potential of employees to achieve PLN performance targets and face challenges. business. The PDP program is Knowledge Management (KM) and Innovation (PT PLN (Persero), 2017). Then KM activities at PT PLN (Persero) are divided into 3 (three) activities, namely Knowledge Sharing, Community of Practice, and Knowledge Capturing. Knowledge Sharing (KS) is regulated in Directors Circular No. 018.E/DIR/2012 which discusses one subject of knowledge in the knowledge taxonomy (knowledge classification system based on certain criteria to facilitate the storage and retrieval of knowledge) of PLN and KS material in the form of lessons learned, best practices, innovative ideas or ideas for improvement/improvement (PT PLN (Persero), 2012). For Community of Practice regulated in Directors Circular No. 024.E/DIR/2012 is a forum for collaboration to find solutions to daily work problems and/or future work challenges that are relevant to the company's business strategy, fostering innovation, continuous improvement, planning and documentation discipline ( PT PLN (Persero), 2012).

Then Knowledge Capturing is regulated in Directors Circular No. 0010.E/DIR/2011 is knowledge in the form of lessons learned or best practices and this knowledge is rare (still rarely mastered by employees) and/or critical (determining the existence of Units, Divisions or Corporates) and/or complexes for which training modules have not been made). The material can be in the form of writing, video, and audio and can be carried out by employees/retirees who are resource persons and/or employees who serve as writers and/or third parties (PT PLN (Persero), 2011). While Innovation is regulated in the Decree of the Board of Directors No. 002.K/DIR/2011 where Innovation Work is the result of Community of Practice activities in the form of employee discussions raised from various issues discussed together resulting in various kinds of follow-up and solution ideas, in other matters is group discussion as a way to apply existing science and technology to products or production processes as a result of the Learning Culture and Organizational process in the Company. The implementation of knowledge management at PT PLN (Persero) Gresik Transmission Implementing Unit begins with planning a knowledge management title which is obtained by carrying out focus group discussions with business process owners. The results of the FGD produce knowledge management plans that support Management Contracts or core business processes such as the reliability of electricity distribution/transmission, maturity level and compliance. Another way is by sharing innovation ideas (idea generation) and finding innovations to implement. When implementing these innovations, Community of Practice stages are carried out to discuss the challenges and constraints faced. Then, when the innovation has been implemented, it is shared with employees according to the business process, then the innovation is made as a knowledge capturing so that it becomes an additional reference for the corporation. These methods can increase the maturity of knowledge management in the company.

In terms of motivation there is an increase and decrease in employee motivation at PT PLN UPT Gresik. Increased motivation can be seen from the mutations and promotions obtained by several employees, because mutations can also encourage and increase one's enthusiasm for work and career development. Another increase in motivation is employees who get promotions. At PT PLN (Persero)

there are several facilities or rewards provided by the company to be able to increase the work motivation of employees including (a) individual performance appraisal rewards (b) promotion; (c) there is an employee gathering activity which is held once in a period of one (1) year where the aim of this activity is to increase intimacy, solidarity and also to relax oneself so that one can return to work enthusiasm. However, even though it has received a reward d from the company but there are still problems that make employees lose motivation at work.

Decreased motivation or demotivation can be seen from the demotions experienced by employees who previously served as structural officials and the application of sanctions and rewards which according to some employees were not fair. In addition, the cause of the decrease in motivation was also caused by several factors, including 1) Marriage Rules between employees which resulted in one partner having to be transferred to a different parent unit; 2) There is a desire to change position but there is no suitable formation so it must be postponed; 3) There are obstacles when serving as structural officials.

Based on the background description above, the researcher compiled the formulation of the problem in this study as follows: Does Knowledge Sharing affect the work motivation of employees of PT PLN (Persero) Gresik Transmission Implementing Unit? Does Individual Innovation Capability affect the work motivation of employees of PT PLN (Persero) Unit? Transmission Implementer Gresik?, Does Knowledge Sharing affect Employee Performance at PT PLN (Persero) Transmission Implementing Unit Gresik?, Does Individual Innovation Capability affect Employee Performance at PT PLN (Persero) Transmission Implementing Unit Gresik?, Does Employee Motivation affect Employee Performance PT PLN (Persero) Gresik Transmission Implementing Unit?, Does Knowledge Sharing affect the performance of PT PLN (Persero) Gresik Transmission Implementing Unit employees mediated by work motivation as an intervening variable?, Does Individual Innovation Capability affect PT PLN (Persero) employee performance? ) Gresik Transmission Implementation Unit which is mediated by work motivation as an intervening variable?.

## **Literature review**

### ***Knowledge Sharing***

Knowledge sharing is a systematic process of sending, distributing, and disseminating knowledge and multidimensional contexts from a person or organization to other people or organizations who need it through various methods and media. (Lumbantobing, 2011).

The indicators that can be used to measure knowledge sharing in this study are according to Chuang (2013). (Nurcahyo & Wikaningrum, 2020) that is: 1) Willingness to share specific knowledge; 2) Willingness to share knowledge virtually; 3) Willingness to give advice in work; 4) Willingness to discuss during the meeting; 5) Willingness to share experiences as a solution.

### ***Individual Innovation Capability***

Innovation can be considered as an organizational capability because it is the act of bringing together existing resource capabilities with new capabilities to create value (Saunila Minna, 2014).

Based on the previous understanding, innovation capability is the ability to develop new ideas so that innovation is created in achieving company goals. According to Jong in Novian (2018), individual

innovation capability has three (3) indicators as follows: 1) Personal characteristics, 2) Individual behavior, 3) Output.

**Work motivation**

Motivation is stated by Rivai in (Kadarisman, 2017) namely "a set of attitudes and values that will influence individuals to achieve specific things according to individual goals. These attitudes and values are invisible things that provide strength to encourage individuals to behave in achieving goals.

Motivation indicators according to (Mohtar, 2019) are divided into two (2), namely motivation from within and also from outside oneself, while the explanation is that motivation that comes from within consists of: 1) Encouragement to be able to increase performance; 2) The urge to be able to avoid failure; 3) The urge to work hard; 4) The urge to actualize oneself. Motivation that comes from outside the self consists of: 1) Praise; 2) Punishment; 3) Rules.

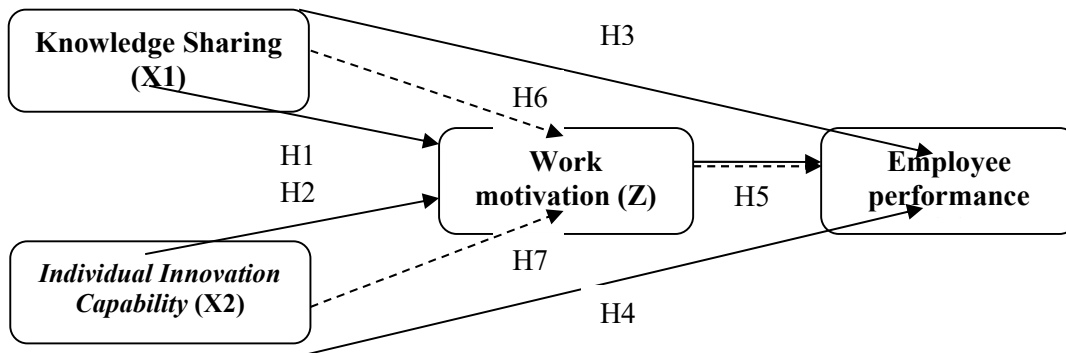
**Employee performance**

According to Anwar Prabu Mangkunegara (Mangkunegara Anwar, 2015) in his book Company Human Resource Management, put forward the notion of performance as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities he gives.

Employee performance indicators according to Mas'ud (2014), include 1) Quality, is the quality of employees in their job responsibilities. 2) Quantity, namely the quantity of employees in job responsibilities. 3) Knowledge, is knowledge of employees in their work activities. 4) Timeliness, is the accuracy of employees in completing their work.

**conceptual framework**

The research conceptual framework is the link or relationship between one concept and another concept of the problem to be studied (Setiadi, 2013). In this research, the framework that we want to build is Knowledge sharing and Individual innovation capability used by PT PLN (Persero) Gresik Transmission Implementation Unit through work motivation so as to increase employee performance. The following is the conceptual framework in this study:



**Figure 1. Conceptual Framework**

information :

- ▶ Direct Influence
- ▶ Indirect Influence

### **hypothesis**

Based on the formulation of the problem, the research objectives, and the flow of thought, the hypotheses in this study are as follows:

- H1 : Knowledge Sharing has a positive and significant effect on the work motivation of PT PLN (Persero) Gresik Transmission Implementing Unit employees
- H2 : Individual Innovation Capability has a positive and significant effect on the work motivation of PT PLN (Persero) Gresik Transmission Implementation Unit employees.
- H3 : Knowledge Sharing has a positive and significant effect on Employee Performance at PT PLN (Persero) Gresik Transmission Implementation Unit.
- H4 : Individual Innovation Capability has a positive and significant effect on Employee Performance at PT PLN (Persero) Gresik Transmission Implementation Unit.
- H5 : Employee motivation has a positive and significant effect on Employee Performance at PT PLN (Persero) Gresik Transmission Implementation Unit.
- H6 : Knowledge Sharing has a positive and significant effect on the performance of employees of PT PLN (Persero) Gresik Transmission Implementation Unit which is mediated by work motivation as an intervening variable
- H7 : Individual Innovation Capability has a positive and significant effect on the performance of employees of PT PLN (Persero) Gresik Transmission Implementation Unit which is mediated by work motivation as an intervening variable.

### **Method**

The research method used the associative method with a sampling technique using a saturated sample taken from a total population of 85 people. With exogenous variables namely Knowledge Sharing and Individual Innovation Capability while the endogenous variables are Employee Performance and Work Motivation as intervening variables. The population in this study are 1) organic employees of PT PLN (Persero) who have work experience qualifications of more than one year or a letter of appointment of employees no later than December 2021; 2) Last education min. Diploma 3 all majors. Data collection was carried out using a questionnaire or questionnaire technique. The distribution of the questionnaire was made online via the Google form which was distributed to 85 respondents in less than one month. Sources of data in this study used primary sources, namely respondents' answers to research questionnaires and secondary sources such as employee data, organizational structure and organizational performance values. The analysis in this study uses path analysis with the SEM (Structural Equation Modeling) analysis method with the help of PLS (Partial Least Square) Version 4.0.9.5 software.

### **Discussion**

Data analysis in this study uses Partial Lest Square (PLS). This analytical method uses multivariate statistical techniques by making comparisons between endogenous and exogenous

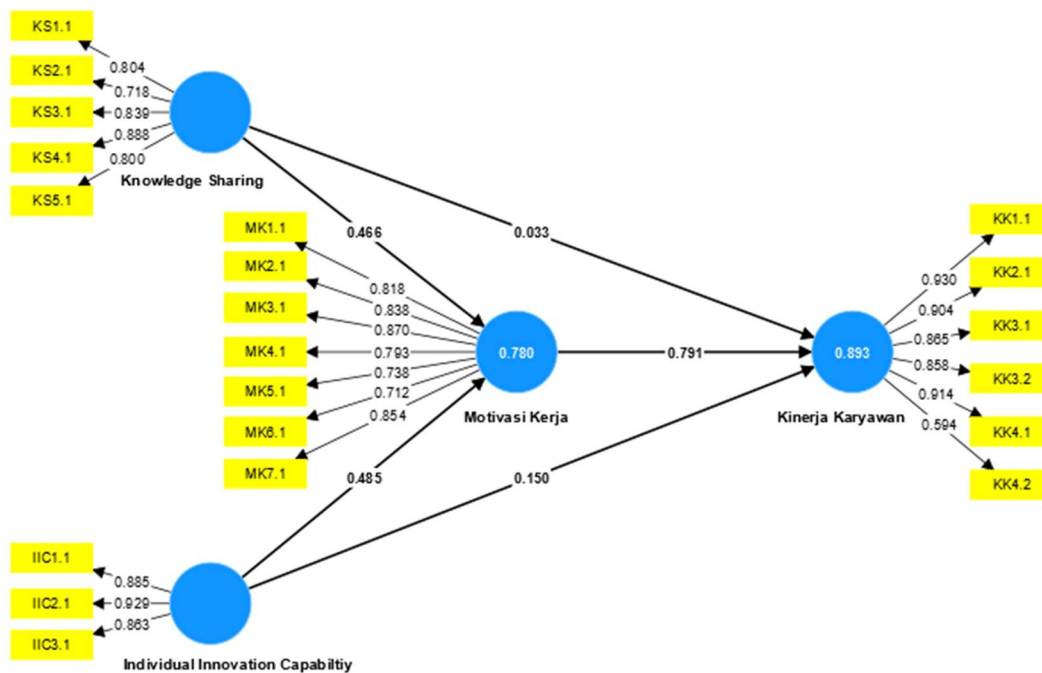
variables. In Partial Least Square (PLS) the structural model used includes three stages, namely analysis of the outer model, inner model and hypothesis testing.

### Outer Model Analysis

Outer model analysis is an analysis that describes the relationship between variables and their indicators and vice versa. This outer model analysis was carried out to see the value of convergent validity on the loading factor and discriminant validity on the cross loading factor to find out the validity results and also look at the composite reliability and Cronbach alpha to find out the reliability results.

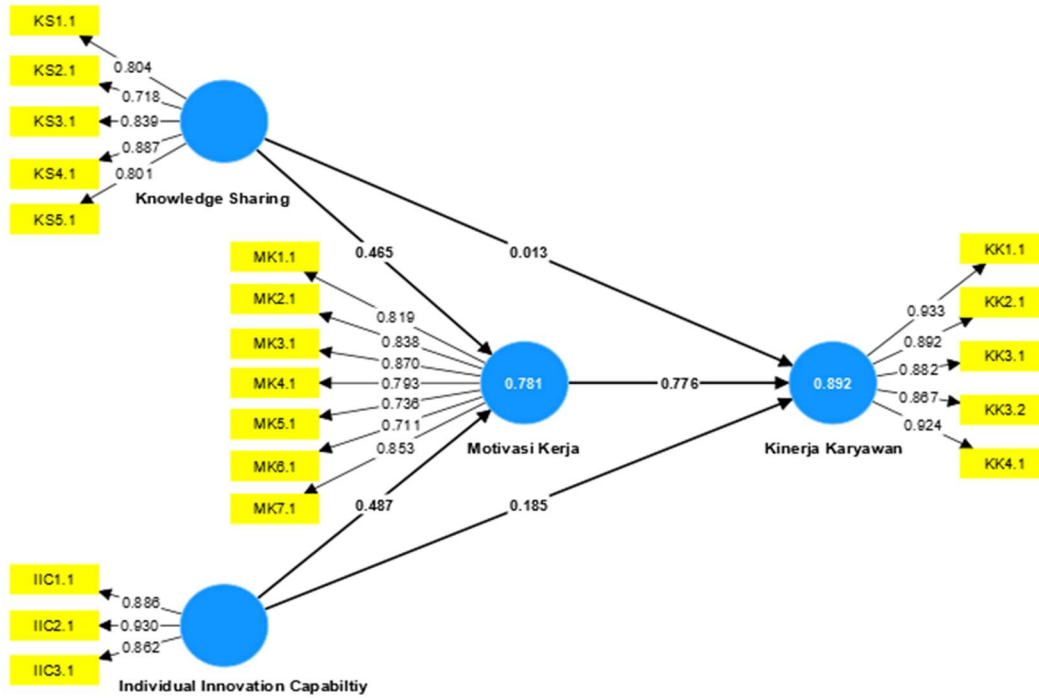
#### 1. Convergent Validity

In testing convergent validity, it is a way to evaluate indicators related to questions made by researchers as a variable measurement tool.



**Gambar 2. Data analysis *outer model* (Tahap 1)**

From the picture above one can see the statement "I am always present at work according to a predetermined time" which is an indicator of Timeliness of Employee Performance Endogenous Variables worth  $<0.7$ . Statements from these indicators are invalid and must be removed from the processing data.



Gambar 3. Data analisis *outer model* (Tahap 2)

Figure 3 is the second stage of re-testing the results of the first stage of the convergent validity test, after one statement from the timeliness indicator was omitted because the loading factor was  $<0.7$ , then a re-check was carried out to ensure that there were no more indicators that had a loading factor value  $<0.7$ . As for the results of the second stage of testing, it was found that all loading factors were  $>0.7$ . Based on the results of convergent validity testing, all indicators are valid. So it can be concluded that the indicators used in the study have been validated.

## 2. Discriminant Validity

Discriminant validity is used as a tool to find out if a variable can be said to have adequate discriminant, that is, by comparing the loading value on the target variable, it must be greater than the loading value for other variables.

Table 1. Cross Loading

Statement Indicator	Knowledge Sharing	Individual Innovation Capability	Work motivation	Employee performance
KS1.1	0,804	0,594	0,677	0,632
KS2.1	0,718	0,565	0,521	0,526
KS3.1	0,839	0,541	0,659	0,633
KS4.1	0,887	0,624	0,756	0,716
KS5.1	0,801	0,616	0,680	0,644
IIC 1.1	0,640	0,886	0,752	0,762

<b>Statement Indicator</b>	<b>Knowledge Sharing</b>	<b>Individual Innovation Capability</b>	<b>Work motivation</b>	<b>Employee performance</b>
IIC 2.1	0,628	0,930	0,764	0,779
IIC 3.1	0,675	0,862	0,687	0,686
MK1.1	0,731	0,732	0,819	0,846
MK2.1	0,667	0,738	0,838	0,772
MK3.1	0,717	0,733	0,870	0,823
MK4.1	0,577	0,706	0,793	0,745
MK5.1	0,581	0,509	0,736	0,618
MK6.1	0,556	0,522	0,711	0,669
MK7.1	0,750	0,655	0,853	0,780
KK1.1	0,777	0,805	0,899	0,933
KK2.1	0,670	0,699	0,825	0,892
KK3.1	0,681	0,722	0,856	0,882
KK3.2	0,677	0,724	0,808	0,867
KK4.1	0,702	0,794	0,832	0,924

Based on the cross loading value, the results of discriminant validity for each block of indicators can be considered dominantly good. It appears that all the indicators used in this study were declared valid because they met discriminant validity, where the value of each block of indicators that contained a construct had a higher value than the other constructs.

3. *Average Verience Extracted (AVE)*

The Average Variance Extracted test is used to determine the achievement of the discriminant validity requirements.

**Table 2. Average Variance Extracted Value (AVE)**

<b>Variable</b>	<b><i>Average Verience Extracted (AVE)</i></b>
<i>Knowledge Sharing</i>	0.659
Individual Innovation Capability	0.797
Work motivation	0.648
Employee performance	0.810

Based on the table above, it can be concluded that all variable constructs have an AVE value > 0.5, so it can be stated that the measurement evaluation has good validity through the AVE measurement model.



4. *Composite Reliability dan Cronbach' Alpha*

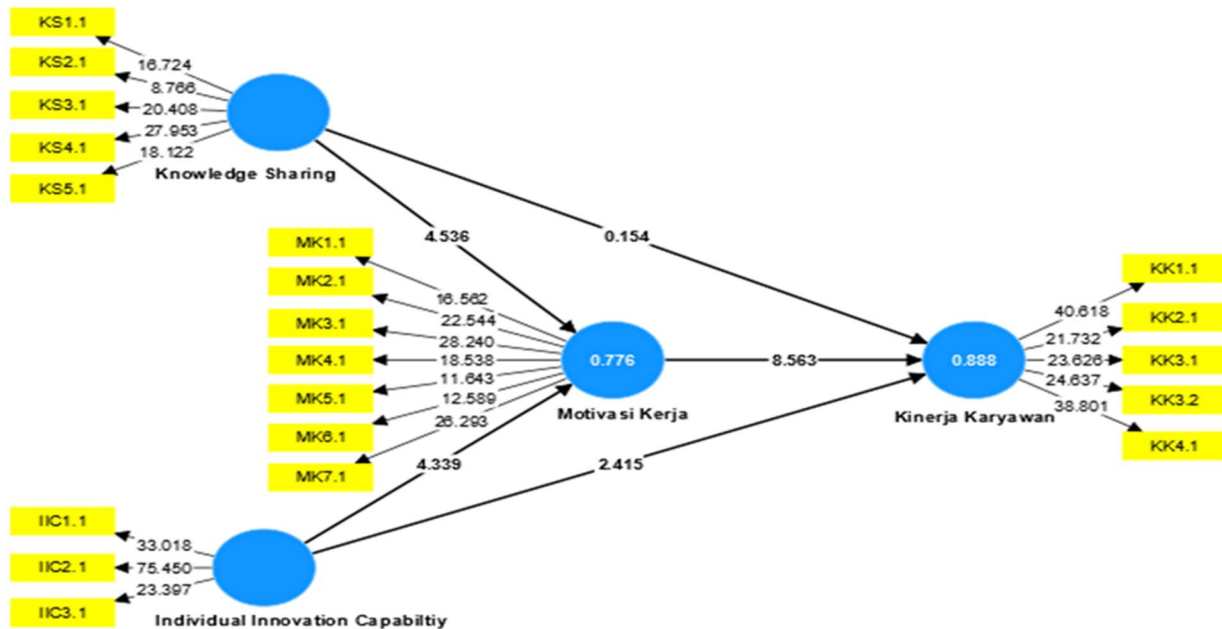
The Cronbach's alpha test is used to measure the lower limit of the reliability value of a construct, while the composite reliability is to measure the true value of reliability. The resulting value of composite reliability and cronbach's alpha will assist in testing reliability. Data that has composite reliability > 0.7 has high reliability, while the expected Cronbach alpha value for all constructs is > 0.6 (Hussein, 2015). In the following table it can be proven that this study has good reliability. The following is a table showing the results of composite reliability > 0.7 and Cronbach's alpha > 0.60.

**Table 3. Value Composite Reliability dan Cronbach's Alpha**

Variable	Composite Reliability	Cronbach's Alpha
Knowledge Sharing	0.879	0.869
Individual Innovation capability	0.877	0.872
Work motivation	0.915	0.908
Employee performance	0.943	0.941

**Analisis Inner Model**

Inner model analysis is one way to find out the relationship between one variable and another. Analysis of the inner model of the researcher through the help of the PLS SEM system by looking at several ways including the results of the coefficient of determination (R2) and the Goodnes of Fit Index (Gof).



**Figure 4. Data analysis of the inner model**

1. Analisis R-Square

R-Square is one way to determine a value that can show how much exogenous variables affect endogenous variables. In the research to find R-Square, the researcher tested it through SEM PLS by looking at the results of the structural model through the results of the value of R-Square which is the result of testing the goodness-fit model. In the inner part of the model is a hypothesis test that is used to test how significant the exogenous variables are to the endogenous variables from the value of R2. Ghozali (2012) explained that if the R-Square value > 0.67 is categorized as a strong model, < 0.66 ~ R-Square value > 0.33 is stated as a moderate criterion, and <0.33 ~ R-Square ~> 0, 19 were declared weak category.

**Table 4. R-Square Value (R2)**

Variable	R-Square (R <sup>2</sup> )	Criteria
Work motivation	0.781	Strong
Employee performance	0.892	Strong

Based on the table of results of the R-Square (R2) test above, researchers can draw a conclusion that work motivation is 0.781 and employee performance variables are 0.892.

2. Goodness of Fit (GoF)

Goodness of fit is used to refer to how well a statistical model satisfies a series of observations. Measurement of the Goodness of fit Model (Model GoF) is carried out using the R-square predictive relevance for structural models, by measuring how good the conservation value is produced by the model and also its parameter estimates. According to Hair et al (2013) GoF values range from 0-1 with interpretations of 0.1 (small GoF), 0.25 (moderate GoF) and 0.36 (large GoF).

**Table 5. Value R-Square & Communality**

Variable	R-Square	Communality
Knowledge Sharing	0,781	0,648
<i>Individual Innovation Capability</i>	0,892	0,810
Work motivation	-	0,659
Employee performance	-	0,797
Average	0,836	0,728

Based on the test results above, the average value of R-Square is 0.836 and the average value for Communality is 0.767 so that the GoF value is as follows:

$$GoF = \sqrt{AV. \overline{ExR^2}}$$

$$GoF = \sqrt{(0,728)(0,836)} = 0,780$$

From the calculation results above, the value of the GoF results shows that the performance between the measurement model and the structural model has a GoF value of 0.780 (above 0.36). It can be stated that the measurement and structural models have great value.

**Proof of Hypothesis**

Based on the results of research conducted by researchers and described above, the results of hypothesis testing include direct influence. Arrows (→) indicate the direction of influence of one variable on another. The following are the results of testing the hypothesis with SEM PLS as follows:

**Table 6. Hypothesis Testing**

hypothesis	Variable	Original Sample (O)	Standart Deviation (STDEV)	T <sub>Statistics</sub> (O STDEV)	P <sub>Values</sub>
H1	KS → MK	0.465	0.103	4.536	0.000
H2	IIC →MK	0.487	0.112	4.339	0.000
H3	KS → KK	0.013	0.083	0.154	0.877
H4	IIC → KK	0.185	0.076	2.415	0.016
H5	MK →KK	0.776	0.091	8.563	0.000
H6	KS→ MK→KK	0.361	0.086	4.216	0.000
H7	IIC→ MK →KK	0.378	0.103	3.651	0.000

a. Hypothesis 1 (knowledge sharing has an effect on work motivation)

Based on the test results through SEM PLS Version 4.0.9.5 shown in the table above, it shows that knowledge sharing has an effect on work motivation. This is reinforced by the results of calculations through SEM PLS Version 4.0.9.5 shown in the table above with a statistical value > 1.66388, namely 4.536. Based on the description above, it can be concluded that **the first hypothesis (H1) is accepted.**

b. Hypothesis 2 (Individual innovation capability influences work motivation)

Based on the test results through SEM PLS Version 4.0.9.5 shown in the table above, it shows that individual innovation capability has an effect on work motivation. This is reinforced by the results of calculations through SEM PLS Version 4.0.9.5 shown in the table above with a statistical value > 1.66388, namely 4.339. Based on the description above, it can be concluded that the second **hypothesis (H2) is accepted.**

c. Hypothesis 3 (knowledge sharing affects employee performance)

Based on the test results through SEM PLS Version 4.0.9.5 shown in the table above, it shows that Knowledge sharing has no effect on employee performance. This is reinforced by the results of calculations through SEM PLS Version 4.0.9.5 which are shown in the table above with a statistical value  $< 1.66388$ , which is 0.154. Based on the description above, it can be concluded that the **third hypothesis (H3) is rejected**.

d. Hypothesis 4 (individual innovation capability affects employee performance)

Based on the test results through SEM PLS Version 4.0.9.5 shown in the table above, it shows that individual innovation capability has an effect on employee performance. This is reinforced by the results of calculations through SEM PLS Version 4.0.9.5 shown in the table above with a statistical value  $> 1.66388$ , namely 2.415. Based on the description above, it can be concluded that the **fourth hypothesis (H4) is accepted**.

e. Hypothesis 5 (work motivation affects employee performance)

Based on the test results through SEM PLS Version 4.0.9.5 shown in the table above, it shows that work motivation has an effect on employee performance. This is reinforced by the results of calculations through SEM PLS which Version 4.0.9.5 is shown in the table above with a statistical value  $> 1.66388$ , namely 8.563. Based on the description above, it can be concluded that **the fifth hypothesis (H5) is accepted**

f. Hypothesis 6 (knowledge sharing affects employee performance through work motivation)

Based on the test results through SEM PLS Version 4.0.9.5 shown in the table above, it shows that knowledge sharing affects employee performance through work motivation. This is reinforced by the results of calculations through SEM PLS Version 4.0.9.5 shown in the table above with a statistical value  $> 1.66388$ , namely 4.216. Based on the description above, it can be concluded **that the sixth hypothesis (H6) is accepted**.

g. Hypothesis 7 (individual innovation capability affects employee performance)

Based on the test results through SEM PLS Version 4.0.9.5 shown in the table above, it shows that individual innovation capability affects employee performance through work motivation. This is reinforced by the results of calculations through SEM PLS Version 4.0.9.5 shown in the table above with a statistical value  $> 1.66388$ , namely 3.651. Based on the description above, it can be concluded **that the seventh hypothesis (H7) is accepted**.

## **Discussion**

### **Effect of Knowledge sharing on work motivation**

Based on the results of the first hypothesis test (H1) it shows that the Knowledge Sharing variable has a positive and significant effect on the Work Motivation of PT PLN UPT Gresik, this is proven in the hypothesis test which gives a statistical value (4.536) which is greater than  $t_{table}$  (1.66388) at an error level of 5 % and the probability is less than 5%. The results of this study support the results of previous research, namely research conducted by Soeprayitno et al, 2017 that knowledge management

can significantly influence work motivation.

The results of this study provide evidence that sharing knowledge in terms of experience and knowledge of effective work problems will help a lot in increasing employee motivation and vice versa.

**Effect of Individual innovation capability on work motivation**

Based on the results of testing the second hypothesis (H2) it shows that individual innovation capability has a positive and significant effect on the work motivation of PT PLN UPT Gresik employees. This is evidenced in the hypothesis test which gives a statistical value (2.415) that is greater than ttable (1.66388) at an error rate of 5% and a probability of less than 5%. The results of this study support the results of previous research, namely 1) An increase in Individual Innovation Capability has an effect on improving individual performance (Azadehdel, et al., 2013). 2) There is a positive and significant relationship between organizational innovation and organizational performance (Dewi, 2015).

The results of this study interpret that the ability of PT PLN (Persero) UPT Gresik employees to innovate will help a lot in increasing employee motivation and vice versa. The ability of PT PLN (Persero) UPT Gresik employees to innovate can be seen in table 7 below.

**Table 7.** Innovation work of PT PLN UPT Gresik employees

<b>Period</b>	<b>Title of Innovation Work</b>	<b>performance</b>
Year 2021	1. Simponi 2.0 (Online substation recording system)	Best I
	2. TIMTAM (Guest monitoring system)	Best II
Year 2022	1. MEGATRON (Online contract monitoring)	Best I
	2. SUSANA (SPPD untuk sub unit pelaksana)	Best II
	3. Determination of emergency tower placement based on trigonometry	Best III
Year 2023	1. DIORAMA (Safe Distance Indicator)	Best I
	2. D WATER LEMON ( <i>Cable Duct Water Level Management</i> )	Best II
	3. DMC ( <i>DENSITY METER CHECK</i> )	Best III

If innovative work continues, every employee will be motivated to share new knowledge and individual experiences so that they can come up with creative ideas, new methods and work process improvements.

**The Effect of Knowledge sharing on Employee Performance**

Based on the results of testing the third hypothesis (H3) it shows that the Knowledge Sharing variable has no effect on Employee Performance at PT PLN UPT Gresik, this is proven in the hypothesis test which gives a statistical value (0.154) which is smaller than ttable (1.66388) at an error

rate of 5% and probability of more than 5%. The results of this study are different from the results of previous research by Deny Bagus Aristanto, 2017 that knowledge sharing has a positive and significant effect on employee performance. In addition, Knowledge Sharing has a significant effect on Employee Performance (Aulia, 2016).

Knowledge sharing or knowledge sharing in various work contexts can be in the form of Lesson Learned, Best Practice, Innovation Ideas or improvement/improvement ideas. Sharing Knowledge is a process of converting tacit knowledge into explicit knowledge so that it can be accepted more easily by listeners. This transfer of knowledge can be done by conducting face-to-face or virtual discussion forums. The results of this study interpret that sharing knowledge in terms of experience and knowledge of effective work problems will not help much in improving employee performance. It should be noted that the Knowledge Sharing submitted must contain new information such as Lesson Learned, Best Practice, Innovation Ideas or improvement/improvement ideas in order to generate creative ideas, new methods and work process improvements. It is believed that this will be able to further improve employee performance and ultimately improve unit performance.

The following is Knowledge Sharing (SINAU) that has been carried out by employees of PT PLN (Persero) UPT Gresik.

Table 8. Sharing Knowledge (SINAU) employees of PT PLN (Persero) UPT Gresik

Period	Title Knowledge Sharing
Year 2022	1. Superior performance excellent attendance
	2. Health refund
	3. Petty cash
	4. Materials management
	5. <i>Battery based energy storage system (BESS)</i>
	6. Vaisala
	7. UPT Gresik distribution work planning
	8. Lesson learn NSF disturbance of transformer 1 gilitimur substation
	9. <i>Optimalisasi climb up inspection</i>
	10. Taking kites online with the method of throwing threads using drones
	11. JARGI anticipates in handling anomalies
	12. Kaji brand compressor auto drain valve repair
	13. Digital fault recorder (DFR) fault record reading
year 2023	1. SLO certification strategy
	2. <i>Assesment Gas SF6 GISTET Gresik</i>
	3. 2022 performance review and 2023 unit performance contract draft
	4. Lesson learned NGR ( <i>Neutral Grounding Resistor</i> ) MS <i>Resistance sambikerep</i> substation

### **Effect of Individual innovation capability on employee performance**

Based on the results of testing the fourth hypothesis (H4) it shows that individual innovation capability has a positive and significant effect on the performance of PT PLN UPT Gresik employees. This is evidenced in the hypothesis test which gives a statistical value (2.415) that is greater than ttable (1.66388) at an error rate of 5% and a probability of less than 5%. The results of this study support the results of previous studies, namely 1) an increase in Individual Innovation Capability has an effect on improving individual performance (Azadehdel, et al., 2013). 2) There is a positive and significant relationship between organizational innovation and organizational performance (Dewi, 2015).

It can be interpreted that if innovative works are continuously created and developed by employees, creative ideas, new methods and work process improvements can emerge. It is believed that this will be able to further improve employee performance and ultimately improve unit performance.

### **Effect of work motivation on employee performance**

Based on the results of testing the fifth hypothesis (H5) it shows that the Work Motivation Variable has a positive and significant effect on Employee Performance at PT PLN UPT Gresik. This is proven in the hypothesis test which gives a statistical value (8.563) that is greater than ttable (1.66388) at an error rate of 5% and a probability of less than 5%. The results of this study support the results of previous research conducted by Mangkunegara (2012), that there is a positive relationship between work motivation for achievement and performance achievement. That is, employees who have high achievement motivation will achieve high performance, and vice versa those who have low performance are caused by low motivation. It can be interpreted that the meeting point of the relationship between work motivation and employee performance is that high motivation will have an impact on the high results of their work and are motivated to make more effort to achieve work productivity. When these conditions are not met, there will be a decrease in work productivity.

### **The Effect of Knowledge Sharing on Employee Performance Through Work Motivation**

Based on the results of testing the sixth hypothesis (H6) it shows that the Knowledge Sharing variable has a positive and significant effect on Employee Performance at PT PLN UPT Gresik through Work Motivation. This is proven in the hypothesis test which gives a statistical value (4.216) that is greater than ttable (1.66388) at an error rate of 5% and a probability of less than 5%. The results of this study provide evidence that if Knowledge Sharing is shared knowledge and individual experiences both Lesson Learned, Best Practice, Innovation Ideas or improvement/improvement ideas carried out massively by PT PLN UPT Gresik employees, it can increase employee motivation, support and increase the potential of employees to achieve PLN's performance targets and face business challenges, so that in the end it can help improve employee and organizational performance.

### **Effect of Individual innovation capability on employee performance through work motivation**

Based on the results of testing the seventh hypothesis (H7) it shows that the Individual Innovation Capability variable has a positive and significant effect on Employee Performance at PT PLN UPT Gresik through Work Motivation. This is proven in the hypothesis test which gives a statistical value

(3.651) that is greater than  $t_{table}$  (1.66388) at an error rate of 5% and a probability of less than 5%. The results of this study interpret that if the ability of PT PLN (Persero) UPT Gresik employees to innovate such as generating creative ideas, new methods and improving work processes is improved and developed, it will increase employee motivation. This is believed to be able to further improve employee performance and ultimately improve the performance of the unit.

## **Conclusion**

This study aims to determine and analyze the effect of knowledge sharing and individual innovation capability through work motivation on employee performance at PT PLN (Persero) UPT Gresik. Based on the results of the analysis carried out previously, a conclusion can be drawn as follows:

1. The results of this study indicate that partially the knowledge sharing variable has a positive and significant effect on the work motivation of employees of PT PLN UPT Gresik. It can be stated that the more effective Knowledge Sharing is delivered, the higher the motivation of employees of PT PLN (Persero) UPT Gresik.
2. The results of this study indicate that partially individual innovation capability has a positive and significant effect on the work motivation of employees of PT PLN UPT Gresik. It can be stated that the more effective the individual innovation capability that is created/developed, it will increase the work motivation of employees of PT PLN (Persero) UPT Gresik.
3. The results of this study indicate that knowledge sharing partially does not affect the performance of employees of PT PLN UPT Gresik, so it can be stated that no matter how effective the Knowledge Sharing is if it does not contain new information such as Lesson Learnead, Best Practice, Innovation Ideas or improvement ideas /improvement then does not improve employee performance.
4. The results of this study indicate that partially individual innovation capability has a positive and significant effect on the performance of PT PLN UPT Gresik employees. It can be stated that the more effective the Individual Innovation Capability that is created/developed, it will further improve the Employee Performance of PT PLN (Persero) UPT Gresik .
5. The results of this study indicate that partially work motivation has a positive and significant effect on employee performance. It can be stated that the higher the employee's work motivation, the higher the employee performance of PT PLN (Persero) UPT Gresik.
6. The results of this study indicate that knowledge sharing has a positive and significant effect on the performance of employees of PT PLN UPT Gresik through work motivation. It can be stated that the more effective the knowledge sharing is, it can increase work motivation so that the employee performance of PT PLN (Persero) UPT Gresik is getting better. increase.
7. The results of this study indicate that individual innovation capability has a positive and significant effect on the performance of employees of PT PLN UPT Gresik through work motivation. It can be stated that the more effective the individual innovation capability that is created/developed, it can increase work motivation so that employee performance at PT PLN (Persero) ) UPT Gresik is increasing.



## **Suggestion**

Based on the results of the research and the conclusions that have been drawn, suggestions that can be put forward related to this research are as follows:

1. It is hoped that the management of PT PLN (Persero) UPT Gresik will encourage/motivate all employees to actively participate in conveying opinions and suggestions during discussions.
2. It is hoped that the management of PT PLN (Persero) UPT Gresik will encourage/motivate all employees to improve innovation work programs, both Innovation Ideas or improvement/improvement ideas so as to increase Employee Performance so that in the end it can improve organizational performance.
3. It is hoped that the management of PT PLN (Persero) UPT Gresik will socialize the employee discipline regulations what may and may not be done, rewards and sanctions that will be received so that all employees understand them and are expected to increase work motivation.
4. It is hoped that in subsequent studies to be able to use different variables that have not been included in this study such as Competence, Need for Achievement, Job Satisfaction, Job Stress and other than that which may have a significant effect on Work Motivation and Employee Performance. In addition, the research variables are not significant in this study so that it can become future research.

## **REFERENCES**

- Andrawina, L., Govindaraju, R., Samadhi, T. A., & Sudirman, I. (2008). Hubungan Antara Knowledge Sharing Capability, Absorptive Capacity Dan Mekanisme Formal: Studi Kasus Industri Teknologi Informasi Dan Komunikasi Di Indonesia. *Jurnal Teknik Industri*, 10(2), 158–170. <http://puslit2.petra.ac.id/ejournal/index.php/ind/article/view/16983>
- Andria, V., & Trisyulianti, E. (2016). Implementasi Manajemen Pengetahuan dan Dampaknya terhadap Kinerja Organisasi pada PT Telekomunikasi Indonesia, Tbk. *Jurnal Manajemen Dan Organisasi*, 2(2), 154. <https://doi.org/10.29244/jmo.v2i2.14204>
- Aristanto, deni bagus. (2017). the Effect of Knowledge Sharing To Individual Innovation Capability and Employee Performance (Selected Research'S Object Is Pt. Pln (Persero) Unit Induk. The Effect of Knowledge Sharing To Individual Innovation Capability and Employee Performance (Selected Research'S Object Is Pt. Pln (Persero) Unit Induk Pembangunan Sulawesi Bagian Utara), Vol.5 No.2(2), 1539–1545. <https://ejournal.unsrat.ac.id/v3/index.php/emba/article/download/16224/15730>
- Aulawi, H., Govindaraju, R., Suryadi, K., & Sudirman, I. (2009). Hubungan Knowledge Sharing Behavior Dan. Hubungan Knowledge Sharing Behavior Dan Individual Innovation Capability, 11(2), 174–187.
- Imam Mohtar. (2019). Hubungan Antara Motivasi Kerja Dan Pengalaman Kerja Dengan Kinerja Guru Madrasah (Gianto (ed.); 1st ed.). Uwais Inspirasi Indonesia. [https://books.google.co.id/books?hl=id&lr=&id=wDW2DwAAQBAJ&oi=fnd&pg=PR3&dq=mohtar+2019+indikator+motivasi&ots= SX74W4C-me&sig=7NNCeyB9MZs9etcbA8008NkHb20&redir\\_esc=y#v=onepage&q&f=false](https://books.google.co.id/books?hl=id&lr=&id=wDW2DwAAQBAJ&oi=fnd&pg=PR3&dq=mohtar+2019+indikator+motivasi&ots= SX74W4C-me&sig=7NNCeyB9MZs9etcbA8008NkHb20&redir_esc=y#v=onepage&q&f=false)
- Kristine, E. (2017). Pengaruh kepuasan kerja dan komitmen organisasi terhadap kinerja melalui

- motivasi kerja pegawai alih daya (outsourcing) di PT. Mitra Karya Jaya Sentosa. *Jurnal EKSEKUTIF*, 14(2), 384–401.
- Kuzu, Ö. H., & Özilhan, D. (2014). The Effect of Employee Relationships and Knowledge Sharing on Employees' Performance: An Empirical Research on Service Industry. *Procedia - Social and Behavioral Sciences*, 109(January), 1370–1374. <https://doi.org/10.1016/j.sbspro.2013.12.639>
- Lumbantobing, P. (2011). *Manajemen Knowledge Sharing Berbasis Komunitas* (S. Mardi & Wahyunarso (eds.); 1st ed.). Knowledge Management Society Indonesia.
- Mohammad Reza Azadehdel, Farzin Farahbod, M. A. J. (2013). The Relationship between Knowledge Sharing, Innovation, and Performance of Manufacturing and Trading Companies in Guilan Province Mohammad. *Interdisciplinary Journal of Contemporary Research in Business*, 5(3), 543–570.
- Nurchahyo, S. A. (2020). Peran Knowledge Sharing, Learning Organization Dan Kapabilitas Inovasi Individual Terhadap Kinerja Karyawan. *Jurnal Ekonomi Dan Bisnis*, 21(2), 84. <https://doi.org/10.30659/ekobis.21.2.84-96>
- Nurchahyo, S. A., & Wikaningrum, T. (2020). Peran Knowledge Sharing, Learning Organization Dan Individual Innovation Capability Terhadap Kinerja Karyawan. *Jurnal Ekonomi Dan Bisnis*, 21(2), 1–25.
- Rose, R. C., Naresh, K., & Gua, P. O. (2009). The Effect Of Organizational Learning On Organizational Commitment, Job Satisfaction And Work Performance. *The Journal of Applied Business Research*, 25(6), 55–66.
- Rosmaini, & Tanjung, H. (2019). Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 1–15. <https://doi.org/10.30596/maneggio.v2i1.3366>
- Saeed. (2016). The Impact of Job Satisfaction and employee education on employee efficiency\*. In *Journal of Resources Development and Management* (Vol. 1, Issue 1, pp. 1–8). *Journal of Resources Development and Management*.
- Saeraya, T., & Saragih, R. (2018). PENGARUH MOTIVASI KERJA TERHADAP KINERJA KARYAWAN DI PT PLN (PERSERO) APJ BANDUNG. *E-Proceeding of Management*, 5, 1107–1114.
- Salam, A. (2013). Pengaruh Budaya Organisasi, Kepemimpinan dan Motivasi Terhadap Kinerja: Studi Kasus Pada PT. PLN (Persero) Area Pelayanan dan Jaringan Yogyakarta. *Jurnal Ekonomi Syari'ah STIA Alma Ata Yogyakarta*, III(1), 1–14.
- Setiarso. (2017). Penerapan Knowledge Management pada Organisasi. <https://doi.org/10.1016/B978-012370624-9/50005-0>
- Siahaan, S., & Bahri, S. (2019). Pengaruh Penempatan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 16–30. <https://doi.org/10.30596/maneggio.v2i1.3402>
- Yousef Obeidat, B., Bahjat Abdallah, A., Osama Aqqad, N., Akhoershiedah, A. H. O. M., & Maqableh, M. (2017). The Effect of Intellectual Capital on Organizational Performance: The Mediating Role of Knowledge Sharing. *Communications and Network*, 09(01), 1–27.

<https://doi.org/10.4236/cn.2017.91001>

- Sumarni, M. (2021). Peran Motivasi Dalam Memediasi Pengaruh Pengalaman Kerja dan Kompetensi terhadap Pengembangan Karir Pegawai di PT PLN (Persero) Divisi Sistem dan Teknologi Informasi Operasional Sumatera (Doctoral dissertation).
- Aristanto, D. B. (2017). Pengaruh Knowledge Sharing Terhadap Individual Innovation Capability dan Kinerja Karyawan (studi pada PT. PLN (persero) unit induk pembangunan sulawesi bagian utara). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 5(2).
- Soekiman, J. S. (2007). PENGARUH KOMPENSASI, MOTIVASI DAN KEPUASAN KERJA TERHADAP KELUAR MASUK PEGAWAI (LABOUR TURNOVER) PADA PT. ASURANSI ABC SURABAYA. *EKUITAS (Jurnal Ekonomi dan Keuangan)*, 11(4), 451-472.
- Soekiman, JFX. Susanto (2020) The Effects of Human Capital and Strategic Partners On Strategic Planning and Organizational Performance (Study at PT Segar Murni Utama). In: The 2nd International Conference on Business and Banking Innovations (ICOBBI) 2020, 14 - 15 Agustus 2020, STIE Perbanas Surabaya.
- Sedarmayanti, M. P. (2001). Sumberdaya Manusia dan Produktivitas Kerja Karyawan. Bandung, Refika Aditama. View in ( Google Scholar).
- Sedarmayanti, Rahadian, N. (2018). Hubungan Budaya Kerja dan Lingkungan Kerja terhadap Peningkatan Kinerja Pegawai pada Lembaga Pendidikan Tinggi. *Jurnal Ilmu Administrasi (JIA)*, Vol. XV, 63-77. <https://doi.org/10.31113/jia.v15i1.133>.