

Attitude Towards Knowledge Sharing as a Mediator in Understanding the Impact of Extrinsic Motivation, Intrinsic Motivation, Other Motivations, and OCB on the Performance of Police Officers

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ABSTRACT: Leaders are crucial in influencing members' motivation and improving organizational performance. In the National Police, member performance is vital to maintaining public trust. Motivations such as expected corporate rewards and satisfaction in knowledge sharing can influence knowledge-sharing behavior. Other factors, including confidence, leadership, and information technology, affect members' knowledge-sharing abilities. Organizational Citizenship Behavior (OCB) reflects members' commitment and positive contribution to the organization and is closely related to motivation and knowledge sharing. Therefore, improving performance through motivation, knowledge sharing, and OCB is crucial in the National Police, which upholds public security and order. This study investigates the role of attitude towards knowledge sharing in linking motivation, OCB, and Polri members' performance in Southeast Sulawesi. By doing so, we hope to improve the service and image of the National Police. The literature review includes the Knowledge-Based View (KBV), which stresses the importance of knowledge in creating a competitive advantage. The Social Exchange Theory (SET) views employee behaviors as the result of social exchange and knowledge sharing. Extrinsic and intrinsic motivation are central to knowledge-sharing behavior, whereas OCB includes voluntary behavior that supports organizations. The research was conducted at the Regional Police Office of Southeast Sulawesi Province, involving members of the National Police. The study lasted for four months, with a sample of 338 people. Data was collected through questionnaires and interviews. The results of data analysis using the Structural Equation Model (SEM) method show that extrinsic motivation, intrinsic motivation, and other motivational factors influence knowledge-sharing attitudes in organizations. Organizational civic behavior also affects knowledge-sharing attitudes. The relationship between Motivation, OCB, and performance of members of the National Police is not direct, but instead through the mediation of knowledge-sharing attitudes. Therefore, knowledge-sharing is a crucial factor linking motivation and behavior with significant performance outcomes in the context of the National Police, supporting the effectiveness of such organizations in maintaining public security and order.

Keywords: Extrinsic Motivation, Intrinsic Motivation, Other Motivational, Attitudes Towards Knowledge Sharing, OCB, And Performance

1. INTRODUCTION

One of the essential factors in improving organizational performance is motivation. According to Sedarmayanti [54], motivation is an internal and external force that drives a person to act, and the resilience of the leader strongly influences this level of motivation and becomes the basis of a person's motivation to behave, which generally comes from economic motives or other motives such as worship. Mc. Clelland [19] also emphasized the importance of leadership in motivating employees because this can increase their morale and commitment to the organization. Thus, the motivation provided by leaders significantly impacts employee performance and overall organizational welfare.

In a study entitled "Factors Influencing Knowledge Sharing Behavior of Police Officers in Ibadan Metropolis, Nigeria" [31], motivation is divided into extrinsic, intrinsic, and other types.

Extrinsic motivation consists of two aspects, namely "Expected Organizational Rewards," which include the belief in receiving rewards such as salary incentives, bonuses, promotions, and job security, and "Reciprocal Benefits," which describes the attitude of sharing knowledge as a form of reciprocity, where members who contribute to the organization also expect to get help from others.

Intrinsic motivation also consists of "Knowledge self-efficacy," which focuses on the belief that knowledge sharing can help solve work problems and increase efficiency, and "Enjoyment In helping others," which highlights the satisfaction of Police members in helping others by sharing knowledge.

In addition to these two types of motivation, other factors influence knowledge-sharing behavior. The first is "trust," which is considered the primary foundation for knowledge sharing because it builds a willingness to listen and absorb knowledge from others. The second is "Leadership," an essential factor in motivating Police members to share knowledge. The third is "Information Technology," which plays a role in influencing members' ability to share knowledge, where information technology can support or hinder the process of sharing knowledge.

Another factor that has a significant impact in the context of organizations is *Organizational Citizenship Behavior* (OCB). Several studies, such as [2][15][53], have shown that motivation affects performance and OCB. OCB is a member-organization behavior that includes positive actions not explicitly seen in formal tasks, such as helping co-workers or contributing selflessly to the organization's good.

OCB reflects the positive attitude and commitment of organizational members to mutual success. Therefore, OCB becomes critical in achieving better work performance and maintaining good relations between members and the organization. *Organizational Citizenship Behavior (OCB)* is a tangible manifestation of the commitment and positive contribution of corporate members that not only focuses on formal tasks but also the common welfare and effectiveness of the organization.

The Industrial Revolution 4.0 developing today has forced organizations to adapt to continuous changes. Not only must the organization change, but also the employees must be able to adapt. Knowledge sharing is critical to this adaptation process, which can significantly improve organizational service quality. A strong *knowledge-sharing* culture in an organization can support employees through training in discussion groups and knowledge exchange. Through individual and group actions in sharing and exchanging knowledge, management can create better competitiveness and improve the ability and understanding of organizational members, which will ultimately result in more productive performance [39].

Good performance is the key to achieving organizational goals, and corporate management has an essential role in improving the performance of its employees. Factors such as work motivation and knowledge sharing affect employee performance. Employee performance refers to their ability to carry out duties and responsibilities well and contribute to the organization's progress. This performance reflects organizational changes [1]. Employee performance includes the quality and quantity of work that follows their responsibilities, making it a crucial factor for the organization's success and the individual employees. Therefore, it is essential to maintain and improve performance in the organization's context.

Perkap No. 13 of 2015 defines Polri performance as the achievement or ability of an employee within the National Police to support and carry out their primary duties and functions [51]. The National Police state officially regulates the central authorities and responsibilities of the National Police by Law Number 2 of 2002 [50], which affirms that the National Police is responsible for maintaining public security and order, enforcing the law, and providing protection, protection, and services to the community. The National Police, safety, and services to the community must synergize with the community, and public assessment of the performance of the National Police dramatically affects the image of the institution. Currently, many observers report a noteworthy decline in the image quality of the National Police.

The Regional Police of Southeast Sulawesi Province has tried to increase the motivation of its members by implementing several incentives and rewards by the Police Law and applicable regulations in the Police. These efforts involve awarding award certificates to outstanding members of the National Police, giving members the right to choose task forces based on their achievements, and providing rewards in the form of positions and promotions periodically if the member's performance is considered reasonable by the leadership. In addition, the Southeast Sulawesi Police Chief also gave awards to members who continued their higher-level education. Although these efforts have been implemented, the motivation of members of the Southeast Sulawesi Provincial

Police has still not reached an optimal level, which is reflected in the results of the Performance Management System assessment, which shows that the overall performance of Polri members has not reached the maximum level.

Based on data from the Performance Management System of the Regional Police HR Bureau (Polda) Sultra, there are 7,771 members of the Police in the Southeast Sulawesi Regional Police, which is still a small percentage when compared to the Personnel Composition List (DSP) of 18,812 people or 41.30% which includes personnel in the Sultra Police Station and the rank and file Police. In this study, respondents were selected from members of the National Police who had served for more than two years. The results of interviews with members of the National Police, such as Kompol La Juna, show that motivation is fundamental in serving the community and sharing knowledge, which impacts the performance appraisal of Polri members. The interview with Iptu Ribka highlighted the importance of competence in improving motivation and achievement, although sometimes focusing on self-improvement can interfere with administrative services. The third interview with Ipda Safkam Sakti showed the challenges of playing a dual role as a member of the National Police and head of a family that can reduce motivation and performance, especially when feeling exhausted.

Based on this phenomenon, this study aims to examine performance improvement, knowledge sharing, Organizational Citizenship Behavior (OCB), and the performance of Polri members in the Southeast Sulawesi Provincial Police. This part is done to make improvements and performance improvements, which are essential for the organization, including in policing. Therefore, this study is entitled "The Role of Attitude Towards Sharing Knowledge in Mediating the Influence of Extrinsic Motivation, Intrinsic Motivation, Other Motivations, and OCB on the Performance of Members of the Southeast Sulawesi Regional Police." These variables are interrelated and can help organizational elements achieve optimal work performance. It is also important to note that in the organization of the National Police, the intention of sharing knowledge is not included in the research variables because the principles of discipline, hierarchy, and loyalty in the National Police encourage members to share knowledge according to the orders of superiors. However, it may be challenging for members with relevant knowledge.

2. LITERATURE REVIEW

2.1. Knowledge-Based View (Kbv)

Corporate resources, as described by [10][47], include all assets owned by a company, both tangible and intangible. Intangible resources fall into the category of human resources, such as managers and employees, as revealed by Rauch [49]. This collaboration between tangible and intangible resources can produce a sustainable competitive advantage. In this context, an understanding of the role of employees as critical assets in organizations has led to a knowledge-based view of the company. Knowledge-Based View (KBV) extends the company's resource-based theory (RBT), providing a solid theoretical basis for organizational intellectual capital. *Knowledge-Based View (KBV) is derived from the Resource-Based View (RBV)* and shows that knowledge in its various forms is of resource interest [16]. The basic assumptions of firm knowledge-based theory are derivations from the resource-based view of firms. Furthermore, according to Barney [9], the knowledge-based approach of firms outlines the following distinctive characteristics:

1. Knowledge holds the most strategic meaning in the company.
2. Production activities and processes at the enterprise involve the application of knowledge.
3. The individuals in the organization are responsible for creating, holding, and sharing knowledge.

2.2. Social Exchange Theory (SET)

Social exchange theory is a significant conceptual paradigm in understanding employees' work behavior in organizations. Its history can be traced [40] introduced it. Since then, the theory has developed and contributed to

various disciplines, including anthropology [13]. Central to social exchange theory is the understanding that social exchange involves a series of interactions that create obligations [22] and describes the relationship between social commitment and perceptions of justice. Blau [13] also emphasized that social exchange encourages the perception of equality of goals in the future. In this view, fair and balanced treatment perceptions influence employee motivation and commitment to work and the organization. Mauss [40] showed that this theory helped understand the relationship between leaders and subordinates and the factors that influence the level of commitment. Positive and negative exchanges with individuals and organizations, including leaders and the organization itself, significantly impact employee behavior and adherence to goal achievement [14].

2.3. Knowledge Sharing

Knowledge is a concept that describes an individual's belief in interpreting and managing a certain amount of information by combining it with other knowledge, translating it, and finally taking action [20]. Van den Hoof and De Ridder [57] define knowledge sharing as a reciprocal process in which individuals exchange tacit and explicit knowledge to create new knowledge or solutions. This definition emphasizes two critical aspects: providing knowledge by communicating personal intellectual capital to others and gathering knowledge by consulting with colleagues to share information and intellectual capital owned. Connelly and Kelloway [17] define knowledge sharing as behavior that includes the exchange of information or assistance with other colleagues.

According to the research [56], knowledge-sharing factors can be grouped into three aspects. First, individual elements are essential in influencing knowledge sharing, as innovative information exchange requires encouragement from every individual in the organization. Secondly, organizational factors, especially management support, affect organizational knowledge significantly. Third, technological factors also have an essential role [27]. Information and communication technology (ICT) is closely related to knowledge sharing. ICT enables rapid search, access, and retrieval of information and supports communication and collaboration between employees within the organization. Integrating these three factors can facilitate effective knowledge sharing in an organization.

In the context of this study, two indicators influence knowledge sharing in organizations. First, the attitude toward knowledge sharing indicator includes two sub-indicators. The first sub-indicator is anticipated extrinsic rewards, which believe employees will receive tips when they help the company achieve its goals. These rewards include salary incentives, bonuses, promotions, or job security. The second sub-indicator is anticipated reciprocal relationships, which reflect the reciprocal relationships between individuals or groups in an organization involving exchanging gifts, goods, services, or favors. In this mutual relationship, there is an obligation to repay what has been given by the helping party. Second, the Intent knowledge-sharing indicator significantly influenced the knowledge-sharing behavior among Police members. These indicators include easily transformable explicit knowledge in formal form, systematic language, and implicit knowledge embedded in individual experience and encompassing personal beliefs, perspectives, and principles [43].

2.4. Motivation

Motivation is a crucial factor influencing human behavior in human resource management. This term refers to the drives, desires, supports, or needs that motivate individuals to act and behave according to predetermined goals. Motivation comes from the Latin word "movemore," which means to push or move. According to Mathis and Jackson [38], in the context of management, motivation is related to how to direct the potential of subordinates so that they are willing to work productively to achieve organizational goals. Meanwhile, Andries and Sauermann [21] suggest that employee attitudes influence motivation in dealing with work situations. In this context, motivation creates energy that directs individuals toward achieving organizational goals. In other words, motivation is a factor that drives a person to act and behave according to the cause of the emergence of behavior intending to achieve higher status, power, and recognition, as well as increase the ability and willingness of the individual [38].

Motivation indicators in the context of members of the National Police are divided into three types, namely extrinsic Motivation, intrinsic Motivation, and other motivations. Extrinsic motivation involves giving organizational rewards to members of the National Police as the main driver, with two subcategories, namely Expected

Organizational Rewards, which include incentives such as salary, bonuses, rewards, promotions, and job security, and Reciprocal Benefits that create mutual debt between contributing members of the National Police with the knowledge that supports the organization. On the other hand, intrinsic motivation is rooted in the belief that knowledge sharing can solve work problems and improve work efficiency, divided into Knowledge self-efficacy, which focuses on confidence in sharing knowledge, and Enjoyment In helping others, which creates satisfaction in helping others. Other motivations include a trust that encourages knowledge-sharing, leadership that is essential in guiding team members, and information technology that influences technology skills and knowledge-sharing competencies. All these factors contribute to the Motivation of Polri members to share knowledge, which in turn can affect the effectiveness of their organizations [3][29][32][44].

2.5. Organizational Citizenship Behaviour

Organizational Citizenship Behavior (OCB) is not contained in an employee's formal job description but plays a role in supporting the social and [48]. OCB is a voluntary behavior contributing to organizational success. Dubrin [5] refers to it as behavior that helps an organization without the promise of specific rewards. In conclusion, OCB is a behavior that arises within the individual, is carried out outside formal duties, and has an essential role in achieving organizational goals.

The Organizational Citizenship Behavior (OCB) model, first introduced by Organ in 1990 [48], identifies five key indicators of OCB. Altruism includes the voluntary behavior of employees who help or defend other individuals or groups within the organization, such as assisting co-workers facing task difficulties. Second, conscientiousness describes the behavior of employees who show high responsibility for their work and are willing to work overtime to complete projects on time. Sportsmanship includes positive behavior in the face of pressure or injustice in the organization without complaining or harming others. Fourth, courtesy describes polite and ethical attitudes in social interactions in the workplace, such as saying hello and respecting the opinions of others. Finally, civic virtue includes the active involvement of employees in organizational activities or initiatives aimed at improving organizational performance, such as being a member of an employee committee to improve working conditions. These five indicators reflect that employee volunteer behavior positively impacts the organization. Organ argues that OCB is essential to creating a healthy and productive work climate within the organization.

2.6. Performance

Performance in the organization's context results from work in quality and quantity achieved by employees in carrying out duties according to their responsibilities[1][4][41]. Performance can also refer to work performance or performance [4]. Although there are some editorial differences in definition, all experts agree that performance means achieving better performance to achieve organizational goals legally and ethically and not breaking the law [41].

In this study, police performance is measured based on indicators set in the Regulation of the Chief of the National Police of the Republic of Indonesia Number 02 of 2018 [50]. These indicators cover several essential aspects, among others, leadership that expects a member of the National Police to have a strong leadership spirit, the ability to build a good social network, communication skills, mature emotional control, the ability to become an agent of change that contributes to people's lives, high integrity, a good spirit of empathy for the interests of the general public, efficient administrative management capabilities, innovative attitude in carrying out tasks, and independence in working both individually and in teams. All these indicators are an essential basis for evaluating the performance of members of the National Police (Regulation of the Chief of the National Police of the Republic of Indonesia Number 02 of 2018)[50].

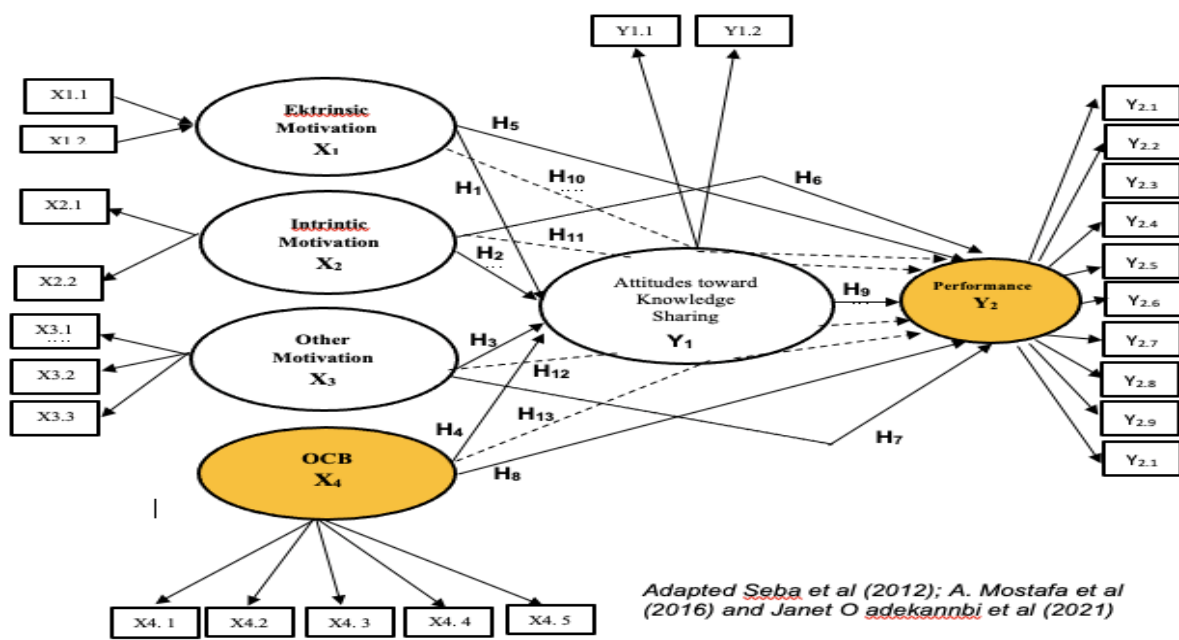


Figure 1. Theoretical Model of Research Development

2.7. Hypothesis

- H1: Extrinsic Motivation Has a Positive and Significant Effect on Attitudes towards Knowledge Sharing
- H2: Intrinsic Motivation has a positive and significant effect on Attitudes Towards Knowledge Sharing
- H3: Other motivations have a positive and significant effect on Attitudes toward Knowledge Sharing
- H4: Organizational Citizenship Behavior (OCB) has a positive and significant effect on Attitudes Towards Knowledge Sharing
- H5: Extrinsic Motivation has a positive and significant effect on Police Performance
- H6: Intrinsic Motivation has a positive and significant effect on Police Performance
- H7: Other motivations have a positive and significant effect on Police Performance
- H8: Organizational Citizenship Behaviour (OCB) has a positive and significant effect on Police Performance
- H9: Attitudes Towards Knowledge Sharing have a significant effect on Police Performance
- H10: Extrinsic Motivation Positively and Significantly Affects Police Performance through Attitudes Towards Knowledge Sharing
- H11: Intrinsic Motivation Positively and Significantly Influences Police Performance through Attitudes Towards Knowledge Sharing
- H12: Other motivations have a positive and significant influence on Police Performance through Attitudes Towards Knowledge Sharing

H13: Organizational Citizenship Behavior (OCB) has a positive and significant effect on Police Performance through Attitudes Toward Knowledge Sharing

3. METHOD

This research was conducted within the Regional Police Office of Southeast Sulawesi Province, with respondents who were Members of the Indonesian National Police serving at the Southeast Sulawesi Regional Police Office (Polda Sultra). This study aims to explore the understanding of attitudes and intentions of knowledge sharing in the context of motivational mediation, both extrinsic and intrinsic, as well as other motivations, as well as their impact on Organizational Citizenship Behavior (OCB) in the performance of members of the National Police Polda Sultra. The research time was carried out for four months. The study population consisted of 2167 members of the Southeast Sulawesi Regional Police, except 274 members who had less than two years of service in the Southeast Sulawesi Regional Police Office. In determining the sample, the author used the Slovin formula with a clearance level (e) of 5% to obtain a sample size of 338 people.

This study's data type is quantitative, which can be measured or calculated directly in numbers or numbers. The quantitative data needed is the number of members of the Indonesian National Police serving in Polda Sultra. The data sources used consist of two types: primary data collected directly by researchers from members of the Indonesian Regional Police at Polda Sultra, and secondary data, which is supporting data compiled in the form of documents, documentation, and questionnaires distributed. The data collection method used in this study is by distributing questionnaires to respondents, which are designed as closed questionnaires with several alternative answers, as well as through interviews with respondents who are considered to have relevant knowledge of the substance of this research study.

In this study, the data measurement scale used was the Likert scale. The use of the Likert scale in this study is based on the following considerations [24]: the Likert scale has many conveniences, has high reliability in explaining subjects based on perception, is flexible compared to other techniques, and can be applied in various research situations and conditions. The Likert scale consists of five points, where answers with low weights are given a score of 1, while those with high weights are given a score of 5.

The data analysis method used in this study is descriptive inferential statistics using the concept of *Structural Equation Model (SEM) with a Partial Least Square (PLS) program* using *Smart PLS, Microsoft Excel, and SPSS 16.0*. This study used empirical testing techniques based on Partial Least Square (PLS) with the help of PLS innovative software. The goodness of fit testing is carried out at the variable or outer model measurement stage by assessing the estimated value of the loading factor. All latent variables in this study are measured using reflective indicators so that the measurement model can be evaluated through convergent validity. Convergent validity is considered fulfilled if the estimated loading value is more significant than 0.70 and the critical ratio (CR) significance value is at a confidence level of 95% or $\alpha=0.05$, according to the guidelines provided by [58]. Furthermore, discriminant validity evaluation is also carried out by checking the Average Variance Extracted (AVE) value, which should be greater than 0.50, and the composite reliability value, which should be greater or equal to 0.70. The goodness of Fit for the inner model is assessed by looking at the presentation of the variants described by the model, specifically the R-square for the oxygen variable. This assessment helps measure the extent to which the model can explain the value of observations and estimate their parameters. In addition, the Q-square value is also used to determine the predictive relevance of the model, with the $Q\text{-square}>0$ value indicating that the model has predictive relevance. In contrast, the $Q\text{-square}<0$ value indicates the lack of predictive significance in the model.

Structural Model and Hypothesis testing in this study adopt the bootstrap resampling method described by [58]. This technique has advantages in testing hypotheses on parameters β , γ , and λ because it does not require the assumption of a normal distribution in the data and does not require a larger sample than the original sample. Hypothesis testing aims to determine whether the hypothesis proposed in this study is acceptable or rejected. The significance criterion used is to look at the critical point value (CR) $p\text{-value} \leq 0.05$ ($\alpha = 0.05$), which indicates that the estimated parameter in hypothesis testing has a significance level of 95%. The results showed that the outer

model has significance, meaning that the indicators used to measure latent variables can be considered valid and trustworthy.

4. RESULT

4.1. Measurement of Extrinsic Motivation variables

Table 1. Outer Loading of Extrinsic Motivation Variables

Indicators	Outer Loading	T-Statistics	p-value
ME1	0.792	26.473	0.000
ME2	0.745	20.764	0.000
ME3	0.805	30.448	0.000
ME4	0.829	34.289	0.000
ME5	0.824	41.063	0.000

Source: processed data (2023)

Table 1 shows that the five indicators used in measuring extrinsic motivation variables have an adequate level of validity. All hands, including the indicator (ME4) reflecting actions triggered by threats or penalties, show significant outer loading with values greater than 0.70. This assessment is reinforced by the results of the t-statistical test, where the indicator (ME4) has a t-statistical value of 34,289 with a p-value of 0.000, indicating its significance in measuring extrinsic motivation. Furthermore, the analysis showed that the indicator (ME4) had the highest outer loading with a score of 0.829, indicating that behavior triggered by threats or punishments had the most significant contribution in reflecting extrinsic motivation variables. On the other hand, the indicator (ME2) reflecting the drive to gain recognition from others also had a considerable contribution, albeit with a lower outer loading value of 0.745. Thus, the positive and significant correlation between the five indicators proves the validity of the measurement of extrinsic motivation variables, with (ME4) being the most potent dominant indicator in measuring extrinsic motivation.

4.2. Measurement of Intrinsic Motivation Variables

Table 2. Outer Loading Intrinsic Motivation Variables

Indicators	Outer Loading	T-Statistics	p-value
Mi1	0.801	24.009	0.000
Mi2	0.838	29.641	0.000
Mi3	0.828	25.632	0.000
Mi4	0.832	33.513	0.000
Mi5	0.836	33.969	0.000

Source: processed data (2023)

The measurement results obtained from the model analysis show that the five indicators used in this study have a high level of validity in reflecting intrinsic motivation variables. These indicators have significant outer loading estimated values, with values greater than 0.70. Notably, "personal satisfaction is the main motivation for me to take action" (Mi2) is the most potent indicator in measuring intrinsic motivation, with an outer loading value of 0.838, a t-statistic of 29,641, and a p-value of 0.000. Personal satisfaction is dominant in encouraging individuals to take more intrinsic actions. On the other hand, the indicator "driven to take action because I enjoy the process myself" (Mi1), despite having a lower outer loading value (0.801), still makes a significant contribution, reflecting 80.1% of the variation in intrinsic motivation. Overall, the results of this analysis show that the five indicators are positively and significantly correlated in measuring intrinsic motivation variables.

4.3. Measurement of Other Motivational Variables

Table 2. Outer Loading Other Motivational Variables

Indicators	Outer Loading	T-Statistics	p-value
ML1	0.781	26.912	0.000
ML2	0.746	23.184	0.000
ML3	0.820	32.732	0.000
ML4	0.805	29.958	0.000
ML5	0.829	34.335	0.000
ML6	0.828	39.564	0.000
ML7	0.802	30.674	0.000
ML8	0.841	45.966	0.000
ML9	0.767	23.653	0.000

Source: processed data (2023)

The results of the measurement model analysis show that all nine indicators used in this study can be considered valid for measuring other motivational variables. This validity is evident through significant outer loading estimates on all other motivation indicators, with values exceeding the 0.70 limit. Among these indicators, "feeling comfortable and able to use information technology available at work" (ML8) emerged as the most potent indicator in measuring motivation, with an outer loading of 0.841, a t-statistic of 45,966, and a p-value of 0.000. the ability to use information technology in the workplace is dominant in motivating individuals towards their actions. On the other hand, the indicator "trust built among colleagues at work" (ML2), despite having a lower outer loading value (0.746), still made a significant contribution, reflecting 74.6% of other motivational variations. These findings support that all nine indicators have a positive and significant correlation in measuring other motivational variables.

4.4. Measurement of organizational Citizenship *behavior variables*

Table 3. Outer Loading Variables *Organizational citizenship behavior*

Indicators	Outer Loading	T-Statistics	p-value
OCB1	0.787	26.845	0.000
OCB2	0.767	22.511	0.000
OCB3	0.749	19.337	0.000
OCB4	0.779	21.756	0.000
OCB5	0.755	18.005	0.000
OCB6	0.733	15.067	0.000
OCB7	0.727	13.641	0.000
OCB8	0.814	21.381	0.000
OCB9	0.784	12.465	0.000
OCB10	0.810	14.523	0.000
OCB11	0.702	11.283	0.000
OCB12	0.770	12.601	0.000
OCB13	0.706	12.848	0.000
OCB14	0.796	13.194	0.000
OCB15	0.800	13.780	0.000

Source: processed data (2023)

The results of the measurement model analysis show that the fifteen (15) indicators used in this study can be considered valid for measuring organizational citizenship behavior (OCB) variables. This validity is evident through significant outer loading estimation values on all OCB indicators, with values exceeding the overall 0.70 limit. Among these indicators, "harmonious relationships between colleagues in the workplace" (OCB8) emerged as the most potent indicator in measuring OCB, with an outer loading of 0.814, a t-statistic of 21,381, and a p-value of 0.000. The harmonious relationships between colleagues in the workplace play a dominant role in driving organizational citizenship behavior. On the other hand, the indicator "attend company meetings actively and contribute to discussions" (OCB11), despite having a lower outer loading value (0.702), still makes a significant contribution, reflecting 70.2% of the OCB variation. These findings support that all fifteen indicators have a positive and significant correlation in measuring organizational citizenship behavior variables.

4.5. Measurement of Knowledge-Sharing Attitude Variables

Table 4. Outer Loading Variable Knowledge Sharing Attitude

Indicators	Outer Loading	T-Statistics	p-value
SBP1	0.880	49.475	0.000
SBP2	0.884	54.644	0.000
SBP3	0.881	40.295	0.000
SBP4	0.784	21.149	0.000
SBP5	0.804	23.789	0.000

Source: processed data (2023)

Based on the results of the measurement model analysis that has been carried out, the five indicators used in this study are valid for measuring the variable of knowledge-sharing attitude. This validity is confirmed through the estimated outer loading factor in all indicators of the knowledge-sharing variable, which have values that exceed the limit of 0.70. Notably, the "others without immediate benefit" indicator (SBP2) emerged as the most potent indicator in measuring knowledge sharing, with an outer loading of 0.884, a t-statistic of 54,644, and a p-value of 0.000. attitudes towards sharing knowledge without direct benefit have a dominant role in this context. In addition, the indicator "believe that knowledge sharing can improve collaboration and innovation in the work environment or organization" (SBP4), despite having a lower outer loading value (0.784), still made a significant contribution, reflecting 78.4% of the variation in knowledge sharing attitudes. In conclusion, these findings confirm that the five indicators have a significant positive relationship in measuring the variable attitude toward knowledge sharing.

4.6. Variable Measurement of Police Member Performance

Table 5 Outer Loading of Police Member Performance Variables

Indicators	Outer Loading	T-Statistics	p-value
KAP1	0.759	20.157	0.000
KAP2	0.770	27.104	0.000
KAP3	0.792	21.809	0.000
KAP4	0.854	39.574	0.000
KAP5	0.848	38.500	0.000
KAP6	0.845	36.228	0.000
KAP7	0.872	44.924	0.000
KAP8	0.834	32.459	0.000
KAP9	0.710	15.369	0.000

Source: processed data (2023)

Based on the results of the measurement model analysis that has been carried out, the nine indicators used in this study can be considered valid for measuring the variables of Police Member Performance. This validity is confirmed through the estimated outer loading value on all variable indicators of Police Member Performance, which overall has a value that exceeds the limit of 0.70. Notably, the indicator "good ability to organize and manage administrative documents and data" (KAP7) emerged as the most potent indicator in measuring Police Officers' Performance, with an outer loading of 0.872, a t-statistic of 44,924, and a p-value of 0.000. the ability to manage

administrative documents and data has a dominant influence in assessing the performance of police members. Meanwhile, the indicator "able to work independently without much supervision from superiors" (KAP9), despite having a lower outer loading value (0.710), still made a significant contribution, reflecting 70.1% of the variation in Police Member Performance. In conclusion, these findings reinforce that the nine indicators have a positive and meaningful relationship in measuring the variables of Police Member Performance.

4.7. AVE Measurement, AVE Roots, and Correlation Between Research Variables

Table 6. AVE, AVE Roots, and Correlation Between Research Variables

Variable	AVE	AVE root	Performance Members of the Police	Attitude towards Knowledge Sharing	Extrinsic Motivation	Intrinsic Motivation	Other Motivations	Organizational Citizenship Behavior
Police Performance	0.658	0.811	1.000					
Attitude towards knowledge sharing	0.718	0.848	0.403	1.000				
Extrinsic Motivation	0.639	0.799	0.102	0.163	1.000			
Intrinsic Motivation	0.684	0.827	0.175	0.174		1.000		
Other Motivations	0.644	0.803	0.292	0.417			1.000	
Organizational Citizenship Behavior	0.587	0.766	0.115	0.162				1.000

Source: processed data (2023)

The test results in Table 5.18 show that all latent constructs in this study show good discriminant validity. In addition, the \sqrt{AVE} value of each latent variable also exceeds the correlation between that latent variable and other latent variables, which is still above the 0.50 correlation limit. This finding indicates that constructs such as extrinsic Motivation, intrinsic Motivation, other motivations, organizational citizenship behavior, and knowledge-sharing attitudes in this study have solid discriminant validity. Therefore, it can be concluded that the latent constructs used in this study have unique characteristics and can describe the research phenomenon or problem well.

Table 7. Composite Reliability

Variable	Composite reliability	Information
Performance Police Member	0.937	Reliable
Extrinsic Motivation	0.879	Reliable
Intrinsic Motivation	0.886	Reliable
Other Motivations	0.931	Reliable
<i>Organizational Citizenship Behavior</i>	0.955	Reliable
Attitude towards knowledge sharing	0.909	Reliable

Source: processed data (2023)

Based on the presentation of data in Table 7, it can be seen that the *composite reliability* value of all research variables is > 0.70. These results show that each variable has met *composite reliability*, so it can be concluded that all variables have a high *internal consistency reliability*.

Table 8. Cronbach Alpha

Variable	Cronbach's alpha
Performance Police Member	0.934
Extrinsic Motivation	0.861
Intrinsic Motivation	0.885
Other Motivations	0.931
Organizational Citizenship Behavior	0.951
Knowledge sharing attitude	0.902

Source: processed data (2023)

Based on the presentation of data in Table 5.20 above, it can be seen that the Cronbach alpha value of each research variable is > 0.60 . These results show that each research variable meets the requirements of Cronbach *alpha*, so it can be concluded that all variables have a high *internal consistency reliability*.

4.8. Inner Model Evaluation

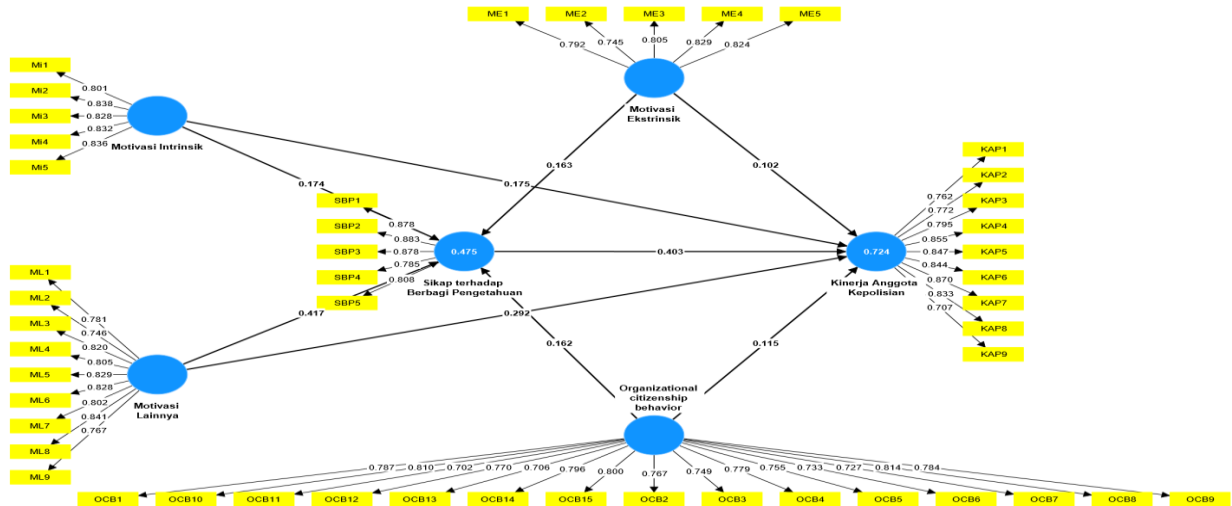


Figure 2. Inner Model PLS Analyst

Table 9. Goodness-of-fit Test

Variable	R-square
Police Performance	0.724
Knowledge Sharing Attitude	0.475

Source: processed data (2023)

The results of data analysis in Table 5.21 revealed that the R-square (coefficient of determination) for the Police Member Performance variable was 0.724. These results indicate that approximately 72.24% of the variation in police performance can be explained by extrinsic Motivation, intrinsic Motivation, other motivations, organizational citizenship behavior, and attitudes toward knowledge sharing. Furthermore, the R-square for the knowledge-sharing attitude variable is 0.475, which suggests that approximately 47.5% of the variation in knowledge-sharing attitudes can be explained by extrinsic Motivation, intrinsic Motivation, other motivations, and organizational citizenship behavior. A goodness-of-fit assessment is done by calculating the Q-square value, which indicates the extent to which the model fits the data. The Q-square calculation result is 0.855, which indicates that the research model can explain about 85.5% of the diversity of research data. In comparison, the remaining 14.5% is explained by other factors outside the model. Thus, the data model of this study has a good goodness of Fit.

Table 10. Path Coefficient

Hypothesis	Direct Influence	Coefficient	CR.	P-values	KET
H1	Extrinsic Motivation -> Attitude towards Knowledge	0.163	3.584	0.000	Accepted
H2	Intrinsic Motivation -> Attitude towards Knowledge	0.174	2.312	0.021	Accepted
H3	Other Motivations -> Attitudes towards Knowledge	0.417	5.990	0.000	Accepted
H4	Organizational citizenship behavior -> Attitude of Knowledge Sharing	0.162	2.594	0.010	Accepted
H5	Extrinsic motivation -> Police Member Performance	0.102	3.444	0.001	Accepted
H6	Intrinsic motivation -> Police Member Performance	0.175	4.127	0.000	Accepted
H7	Other Motivations -> Police Member Performance	0.292	5.540	0.000	Accepted
H8	Organizational Citizenship Behavior -> Police Member Performance	0.115	2.005	0.045	Accepted

H9	Attitude towards Knowledge Sharing -> Police Mem Performance	0.403	5.692	0.000	Accepted
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Source: processed data (2023)

H1: Extrinsic Motivation has a significant effect on knowledge-sharing attitudes

The test results showed a significant influence of extrinsic motivation on knowledge-sharing attitudes. The value of the coefficient is 0.163, with a t-count of 3.584 (more remarkable than the t-table of 1.96) and a significant level of p-value of 0.000 (< 0.05). Therefore, the first hypothesis (H1) is accepted.

H2: Intrinsic Motivation has a significant effect on knowledge-sharing attitudes

The test results showed a significant influence of intrinsic motivation on knowledge-sharing attitudes. The value of the coefficient is 0.174, with a t-count of 2.312 (more excellent than the t-table of 1.96) and a significant level of p-value of 0.021 (< 0.05). Therefore, the second hypothesis (H2) is accepted.

H3: Other motivations have a significant effect on knowledge-sharing attitudes

The test results showed a significant influence of other motivations on knowledge-sharing attitudes. The value of the coefficient is 0.417, with a t-count of 5.990 (more incredible than the t-table of 1.96) and a significant level of p-value of 0.000 (< 0.05). Therefore, the third hypothesis (H3) is accepted.

H4: Organizational Citizenship Behavior Has a Significant Effect on Knowledge Sharing

The test results show a significant influence of organizational citizenship behavior on knowledge-sharing attitudes. The value of the coefficient is 0.162, with a t-count of 2.594 (more incredible than the t-table of 1.96) and a significant level of the p-value of 0.010 (< 0.05). Therefore, the fourth hypothesis (H4) is accepted.

H5: Extrinsic Motivation Has a Significant Effect on Police Members' Performance

The test results showed a significant effect of extrinsic motivation on the performance of police officers. The value of the coefficient is 0.102, with a t-count of 3.444 (more remarkable than the t-table of 1.96) and a significant level of p-value of 0.001 (< 0.05). Therefore, the fifth hypothesis (H5) is accepted.

H6: Intrinsic Motivation Has a Significant Effect on Police Members' Performance

The test results showed a significant effect of intrinsic motivation on the performance of police officers. The value of the coefficient is 0.175, with a t-count of 4.127 (more remarkable than the t-table of 1.96) and a significant level of p-value of 0.000 (< 0.05). Therefore, the sixth hypothesis (H6) is accepted.

H7: Other motivations have a significant effect on police performance

The test results showed a significant influence of other motivations on the performance of police members. The value of the coefficient is 0.292, with a t-count of 5.540 (more remarkable than the t-table of 1.96) and a significant p-value of 0.000 (< 0.05). Therefore, the seventh hypothesis (H7) is accepted.

H8: Organizational Citizenship Behavior Has a Significant Effect on Police Member Performance

The test results show a significant influence of organizational citizenship behavior on the performance of police members. The value of the coefficient is 0.115, with a t-count of 2.005 (more remarkable than the t-table of 1.96) and a significant level of p-value of 0.045 (< 0.05). Therefore, the eighth hypothesis (H8) is accepted.

H9: Knowledge Sharing Has a Significant Effect on Police Members' Performance

The test results showed a significant influence of knowledge-sharing attitudes on the performance of police members. The value of the coefficient is 0.403, with a t-count of 5.692 (more remarkable than the t-table of 1.96) and a significant level of p-value of 0.000 (< 0.05). Therefore, the ninth hypothesis (H9) is accepted.

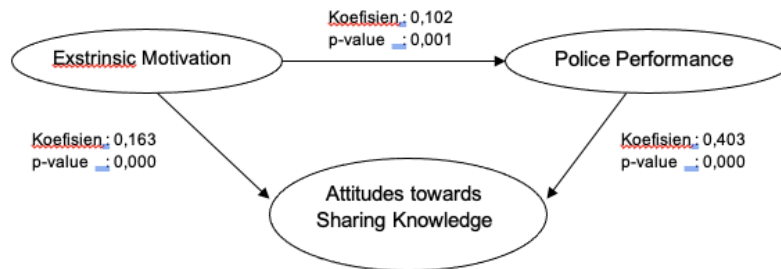


Figure 3. Mediation Model 1

Based on Figure 3, knowledge-sharing attitudes can mediate the influence of Extrinsic Motivation on the performance of police members. The analysis results obtained a path coefficient value of 0.163 and $p\text{-value} = 0.000$ between extrinsic Motivation towards Knowledge Sharing Attitudes, while knowledge sharing attitudes and police performance acquired path coefficient values of 0.403 and $p\text{-value} = 0.000$. From the multiplication of the two path coefficients, the magnitude of indirect influence is 0.066. Since the value of the direct effect is more excellent (0.102) than the value of indirect impact (0.066) with a $p\text{-value}$ of 0.006 less than 0.05, the hypothesis that the influence of extrinsic motivation on the performance of police officers is mediated by the tenth hypothetical knowledge-sharing attitude (H10) is accepted.

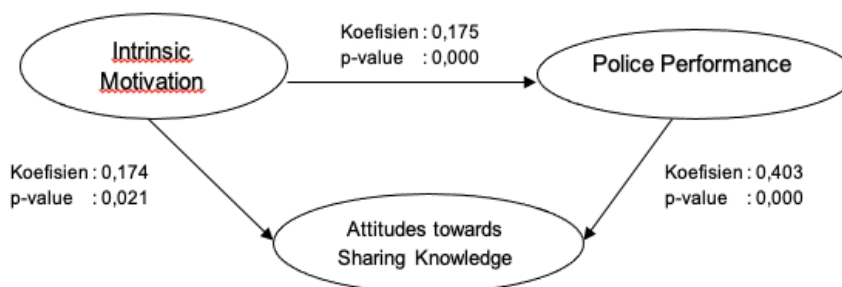


Figure 4. Mediation Model 2

Figure 4 concludes that knowledge-sharing can mediate intrinsic motivation's influence on police performance. The analysis showed a significant positive relationship between intrinsic motivation and knowledge-sharing attitude, with a path coefficient of 0.174 and $p\text{-value} = 0.021$. Furthermore, knowledge-sharing attitudes also significantly positively impact police performance, with a path coefficient value of 0.403 and $p\text{-value} = 0.000$. In this context, the indirect effect of intrinsic motivation on police performance through Knowledge Sharing is 0.070. However, it is essential to note that the direct influence of intrinsic motivation (0.175) is more dominant than the indirect influence (0.070). Therefore, the hypothesis that intrinsic motivation affects police performance through the mediation of knowledge-sharing attitude (H11) is accepted based on a $p\text{-value}$ smaller than 0.05.

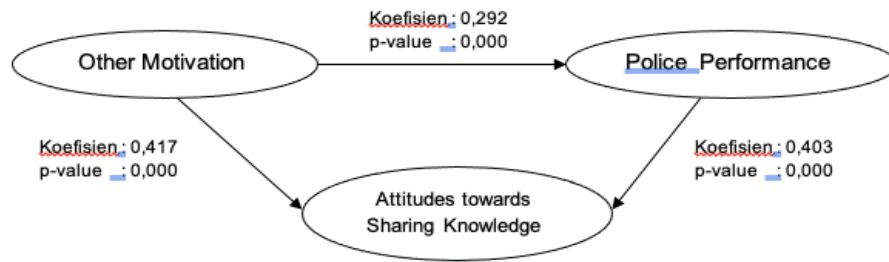


Figure 5. Mediation Model 3

Figure 5 concludes that knowledge-sharing has a mediating role in linking the influence of other motivations to police performance. This finding is supported by the analysis results, which show a significant relationship between other Motivations and Knowledge Sharing Attitudes, with a path coefficient of 0.417 and p-value = 0.000. Furthermore, knowledge-sharing attitudes also significantly positively impact police performance, with a path coefficient value of 0.403 and p-value = 0.000. This study also revealed that the indirect influence of other motivations on the performance of police members through the mediation of Knowledge Sharing Attitudes was 0.168. However, it is essential to note that direct effects from other motivations (0.292) are more dominant than indirect influences (0.168). Therefore, the hypothesis that other motivations affect the performance of police officers through the mediation of knowledge-sharing attitude (H12) is accepted based on a p-value smaller than 0.05.

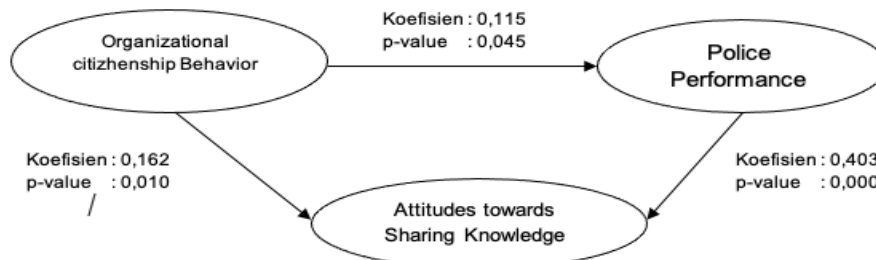


Figure 6. Mediation Model 4

In the context of this study, based on the stages described by Ghazali (2011: 211), it can be concluded that the attitude of sharing knowledge has a significant role as a mediator in linking the influence of organizational citizenship behavior on the performance of police members. This finding is supported by the analysis results, which show a strong relationship between other Motivations and Knowledge Sharing Attitudes, with a path coefficient value of 0.162 and p-value = 0.010. In addition, the results also revealed that knowledge-sharing attitudes have a significant positive impact on police performance, with a path coefficient value of 0.403 and p-value = 0.000. Indirect influence analysis showed a value of 0.065, while the direct influence of organizational citizenship behavior (was 0.115). However, a p-value of 0.020, less than 0.05, indicates that the hypothesis that organizational citizenship behavior on police performance is mediated by knowledge sharing (H13) is accepted.

CONCLUSION

1. Extrinsic motivation positively impacts knowledge-sharing attitudes within organizations, according to research. Gift-giving and rewards are examples of outside encouragement that can influence these attitudes.

2. Research confirms that internal drives such as personal satisfaction or interest in knowledge topics significantly influence knowledge-sharing attitudes. Other motivations significantly influence knowledge-sharing attitudes: Motivational factors other than extrinsic and intrinsic have also been shown to influence knowledge-sharing attitudes, possibly including factors such as altruism or social responsibility.

3. The behavior of employees in an organization, known as Organizational Citizenship Behavior, can significantly affect their attitude toward sharing knowledge. Employees exhibiting positive behaviors, such as assisting colleagues or participating in organizational activities, can benefit from their willingness to share knowledge within the organization.

4. Extrinsic incentives may improve police performance through additional motivation.

5. Intrinsic motivation positively impacts police performance; satisfaction with tasks affects work outcomes.

6. Other motivational factors positively influencing police performance have yet to be fully described. Other motivational factors positively influencing police performance have yet to be fully explained.

7. Organizational Citizenship Behavior significantly impacts Police Member Performance within the policy context. Organizational Citizenship Behavior significantly affects Police Member Performance within the policy context.

8. Positive attitudes towards knowledge sharing significantly influence police member performance. Collaboration and knowledge exchange are essential in a policing context.

9. In police member performance, there is a significant relationship between extrinsic motivation, intrinsic motivation, and organizational citizenship behavior with police member performance. However, this relationship is not direct but occurs through the mediation of knowledge sharing.

10. The results found that extrinsic Motivation (Motivation derived from external factors such as rewards or pressure) has a significant favorable influence on the performance of police officers. However, this influence does not occur directly. Conversely, the impact of extrinsic motivation on the performance of police members is more influenced by the attitude of sharing the knowledge they have. In other words, when police officers have a positive attitude toward knowledge sharing, their extrinsic motivation drives performance improvement.

11. The results of this study show that intrinsic Motivation (Motivation derived from internal satisfaction and interest in tasks) also has a significant favorable influence on the performance of police officers. Like H10, its effects are not immediate. Intrinsic motivation exerts a more significant impact on performance when accompanied by a positive attitude toward knowledge sharing.

12. The results showed that other motivational factors also had a significant influence on the performance of police members. This motivation also influences performance through mediating knowledge-sharing attitudes. Although the impact is not as significant as the direct impact, there is still a significant favorable influence on performance when considering knowledge-sharing perspectives.

13. The results of this study highlight the role of organizational citizenship behavior in influencing the performance of police officers. The results confirmed that organizational citizenship behavior also positively impacted performance, but this impact was more significant when there was a supportive knowledge-sharing attitude.

When considering motivation (whether it be extrinsic, intrinsic, or otherwise) and its impact on organizational citizenship behavior and police officer performance, it is essential to also take into account knowledge-sharing

attitudes. These attitudes are a crucial link that connects motivation and behavior with meaningful performance results in policing.

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