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Improving knowledge sharing through intrinsic motivation in the integration of self determination theory and theory of reason for action

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ABSTRACT

One source of an organization's competitive advantage is knowledge. Knowledge plays an important role in innovation and performance in organizations in previous studies. The purpose of this study is to investigate the influence of motivation in knowledge sharing. This research is motivated by intrinsic factors (the joy of helping others). The Self Determination Theoty and Theory of Reason Action describe the mechanism. In order to describe the method by which motivation influences knowledge sharing, knowledge sharing intents are utilized. The findings of testing the hypothesis indicate that intrinsic desire positively influences knowledge sharing behavior and that knowledge sharing intentions are fully regulated.

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INTRODUCTION

Recently, knowledge management has garnered a great deal of attention (Ode & Ayaavo, 2020; Pellegiri et al., 2020; Antunes & Pinheiro, 2020). In the contemporary digital age, education is essential for success in the marketplace (Abbas, 2020)(Selwyn, 2010)(Share & Mamikonyan, 2020). Knowledge is defined by Shahzad et al. (2019) as an intangible and irreplaceable asset that a firm use as an effective competitive tool. Knowledge is something that is inherent in humans, therefore knowledge is not easily imitated because of the dynamic nature of humans. This is what causes knowledge resources to be difficult to duplicate and gives an advantage to the organization.

Many studies have demonstrated that knowledge influences organizational performance (Li et al., 20020; Muhammed & Zaim, 2020). To transform information into a competitive asset, a suitable utilization strategy is required, one of which is knowledge sharing. Nevertheless, knowledge sharing in businesses is challenging (Muafi, 2020). This will make it challenging to fulfill organizational performance objectives. Consequently, it is necessary to focus on the antecedents of knowledge sharing in order to expand it (Noruzy et al., 2013).

Knowledge sharing is the act of transforming one person's information into information that can be easily understood, processed, and utilized by others (Ipe, 2013). Bartol & Srivastava (2002) define knowledge sharing as the practice of exchanging pertinent information, ideas, suggestions, and expertise with others (individuals) (Augier et al., 2001). Knowledge sharing may occur both

vertically and horizontally (Muhammed & Zaim, 2020). Vertical knowledge sharing occurs between people and groups or organizations, whereas horizontal knowledge sharing occurs within an organization (Li et al., 2022).

According to the findings of Hung et al. (2011), knowledge sharing is motivated by both inner and extrinsic factors. In this study, the internal incentive that influences knowledge sharing is altruism, whereas the extrinsic reasons that impact knowledge sharing are reward, reputation, and reciprocity. Economic benefits have little influence on knowledge sharing, reputation has a considerable effect on knowledge sharing, and reciprocity has no effect on knowledge sharing, according to the findings of this study. Lin (2007) investigates the intrinsic and other extrinsic elements that impact knowledge sharing in another research. This study studied the intrinsic components of knowing self-efficacy and the pleasure of assisting others. In this study, the extrinsic elements are incentives and reciprocal benefits. Significantly influencing knowledge sharing are three (three) motivating factors: reciprocal advantages, knowledge self-efficacy, and the joy of assisting others. Yet, rewards have little effect on employees' attitudes and intentions about knowledge sharing. Contrasting findings were shown by Youssef et al. (2017), who found that rewards positively affected knowledge sharing. This study also indicates that organizational management's confidence and support might impact knowledge sharing. According to the meta-analysis done by Witherspon et al. (2013), the antecedents of knowledge sharing may be categorized into three groups: goals and attitudes, organizational culture, and rewards. In contrast to Lin (2007) and Youssef et al. (2017), the meta-analysis demonstrates that incentives influence knowledge sharing, intents & attitudes, and organizational culture. Based on the outcomes of the preceding discussion, this study attempts to incorporate mediating elements in the relationship between intrinsic motivations and knowledge sharing. Several studies have identified a variety of intrinsic factors that influence knowledge sharing, such as the joy of helping others (Olatokun & Nwafor, 2012), altruism (Hung et al., 2011), relatedness and individual reputation (Lin, 2007; Mojdeh et al., 2018), and knowledge self-efficacy (Lin, 2007) as one of the most frequently studied intrinsic motives.

This study emphasizes the intrinsic motivation of really wanting to serve others since it is deemed fitting for the Indonesian environment. According to Michailova and Hutchings (2006), individual conduct is rooted in a larger national cultural environment. The intrinsic motivation of pleasure derived from helping others is significant and amenable to study. This intrinsic motivation's process may be described through the mediation of knowledge-sharing goals. In several research about knowledge sharing, the significance of intent is frequently disregarded. Intentional knowledge sharing refers to the amount to which both individuals and management will exchange information (Witherspon et al., 2013). According to the findings of Reychav and Weisberg (2010), the intention to share information has a favorable influence on actual knowledge sharing.

This study use self-determination theory (SDT) to explicate the impact of intrinsic motivations on knowledge sharing. SDT may be utilized as a hypothesis to explain the impact of intrinsic motivations on knowledge sharing. Nonetheless, theory is not extensively employed in knowledge sharing research (Yoon & Rollan, 2012). Using reason-action theory, we can explain the mediating effect of knowledge sharing intents (tra). The reason for the occurrence of a given activity is purpose or intent. Using self-determination theory and reason action theory, the purpose of this study is to evaluate how intrinsic motivation might increase the sharing of information. Based on the foregoing explanation of the background and formulation of the problem, the following are the objectives of this study: Examining the influence of intrinsic motivation on knowledge sharing, Examining the mediating influence of the purpose to share information on the intrinsic motivation to feel content when assisting others by sharing knowledge.

This work is anticipated to contribute to the field of knowledge sharing research, particularly by providing further empirical evidence of the effect of intrinsic motivation on knowledge sharing. It is considered that differences in country culture might impact the outcomes of research on knowledge sharing, hence utilizing a sample of employees in Indonesia will enhance empirical data

(Fullwood et al., 2013). This research is anticipated to offer organizations and businesses with the knowledge necessary to promote knowledge sharing through intrinsic motivation.

RESEARCH METHOD

The data collection process in this study was carried out online or online. The questionnaire was translated into Indonesian and adapted to the research context, then the questionnaire was translated into an online form which was then distributed to respondents via email.

The data collected includes primary data because it is obtained directly from the respondents. This data is then processed to answer research questions and research hypotheses. From the process of collecting data obtained as many as 97 respondents. The data is then processed using the SPSS application to test the instrument and test the research hypothesis.

RESULTS AND DISCUSSIONS

The data collected is classified as primary data because it is obtained directly from the respondents, then processed to answer research questions and research hypotheses. Obtained as many as 97 respondents from the data collection process. Then it is processed with the SPSS application to test the instrument and test the research hypothesis. The characteristics of the research respondents were seen from gender, where men were 51.5% and women were 48.5%. Judging from the working period of less than 1 year as much as 13.4%; 1-3 years as much as 38.1%; 3-5 years as much as 29.9%; and those with a working period of more than 5 years as much as 18.6%. When viewed from the field of work, the private sector is as much as 25.8% and civil servants as much as 74.2%.

The research instrument study consisted of validity tests and reliability tests. The validity test determines whether the instrument can measure what is measured in this study, while the reliability test determines the internal consistency of the items in the questionnaire (Cooper and Schindler, 2011). Checking the validity of this study was carried out with construct validity. In this study, construct validity was measured in two steps: convergent validity was tested in the first step and discriminant validity was tested in the second step. The first stage, namely convergent validity, is carried out by looking at the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA) value and the factor loading of each question item. Statement items can be said to be valid if they meet factor loading ≥ 0.5, Kaiser-MeyerOlkin Measure of Sampling Adequacy (KMO MSA)> 0.5 and have been perfectly extracted. It was at this stage that the researcher entered all the question items into SPSS and carried out the Confirmatory Factor Analysis (CFA) test. The output in this process includes the value of KMO and loading factor. The results of the construct validity test for the KMO value of this research instrument were 0.820 and more than the minimum requirement of 0.5. Therefore, judging from the value of KMO, this research instrument is considered good. Furthermore, the CFA assessment in this study was carried out by considering factor loading. Based on the results of instrument testing, all question items meet the requirements, namely a minimum factor loading of 0.5.

Reliability testing is used to measure the consistency of research instruments (Hair et al., 2010). The research instrument is considered reliable when the respondents' answers to the questions posed have a consistent pattern. Reliability measurement is done by using Cronbach Alpha value. A variable is said to be reliable if it gives a Cronbach Alpha value > 0.60 (Sekaran & Bougie, 2013). The closer to 1 it indicates that internal consistency is considered high, which further indicates the reliability of the measurement instrument (Hair et al., 2010). Based on the reliability test results in Table 4, each variable has a Cronbach's alpha value of more than 0.6, namely the Enjoyment in helping others variable of 0.863, the Knowledge Sharing Intention variable of 0.925, the Knowledge sharing behavior variable of 0.940, so that all variables in this study said to be reliable. Thus, it can be concluded that the measurement items can be used for further analysis.

Using hierarchical regression analysis and adhering to Baron and Kenny's recommendation, the study hypothesis was examined (1986). The collected data indicate that::

Hypothesis 1

According to statistical study, the intrinsic motive to feel good about helping others has a favorable influence on sharing information (=0.340, p0.05). The results of the regression coefficients indicate that the variable intrinsic motivation to feel happy helping others can explain 5.6% (R2 = 0.056) of the variance in knowledge sharing behavior. These results indicate that the first hypothesis, which states that intrinsic motivation to feel happy helping others has a positive effect on knowledge sharing behavior, is supported. This indicates that the more a person's satisfaction from assisting others, the greater their motivation to share information. Indonesia is recognized as a collectivist society, which signifies a high degree of cohesion and unity among citizens. Assisting others fosters a sense of community inside a company.

Hypothesis 2

According to the results of a statistical investigation, the desire to share information entirely mediates the effect of intrinsic motivation to feel joyful when assisting others on the intention to share knowledge. The first step in testing mediation is to compare the independent variable to the dependent variable. (=0.340, p0.05) The findings of the investigation indicate that the intrinsic drive to feel good while assisting others has a favorable influence on knowledge sharing behavior. The second phase involves comparing the independent variables to the mediation. The findings of the research indicate that the intrinsic motive to feel good about helping others influences the intention to share information positively (=0.924, p0.05). The independent and mediating factors are examined simultaneously on the dependent variable in the third stage. The findings of the analysis indicate that intrinsic desire and the purpose to share information have a positive influence on knowledge sharing (=0.189, p0.01). The fact that the independent factors lose significance when regressed with the mediating variable indicates that the intention to share information is completely mediated. The regression coefficients indicate that the moderating variable may account for 14.8% of the variance in knowledge sharing behavior (R2 = 0.148). The second hypothesis is therefore supported. These results demonstrate that the purpose to share knowledge is crucial to the development of knowledge sharing behavior. Someone who enjoys assisting others may feel like assisting others, indicating that there is a desire or aim prior to information giving. A person who enjoys assisting others will typically engage in helpful activities, such as knowledge sharing. In contrast, subjective norms are composed of normative views and the drive to act in accordance with these normative beliefs. Subjective norms are beliefs of desired behavior expectations. As a coworker in an organization, the subjective expectation is that someone will volunteer knowledge for the greater good. This promotes the purpose of information exchange inside the organization. In the end, the effect of individual and subjective standards promotes the intention to share information, which will become the embryo of behavior involving knowledge sharing.

CONCLUSION

This study uses Self Determination Theory (SDT) to explain the influence of intrinsic motives on knowledge sharing. Intrinsic motivation to share knowledge for someone from time to time will always develop so that future research is expected to be able to capture this phenomenon through further research. This study uses respondents from various fields to collect variation data. Future research is expected to provide an overview of certain fields to be able to see the impact of the variables studied more clearly.

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