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Innovation Ability and Performance of Police Personnel Through Knowledge Sharing Behavior, Precision Culture and Police Technical Education

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Abstract. *This study aims to analyze the influence of knowledge sharing practices, precision work culture, and police education on innovation capabilities, and their impact on personnel performance at the Bureau of Professional Development and Security (BIDPROPAM) of the KEPRI REGIONAL POLICE. The problem raised in this study is how innovation capabilities are influenced by knowledge sharing practices, precision work culture, and police education in an effort to improve personnel performance at the institution. This study uses an explanatory research type, with a data collection method through a survey using a Likert scale, where the scoring determination of respondents' answers ranges from 1 (strongly disagree) to 5 (strongly agree). The population in this study was all BIDPROPAM personnel of the KEPRI REGIONAL POLICE, totaling 83 people, and the sample used was all the same personnel. Data analysis was carried out using structural equation modeling (Structural Equation Modeling) with the Partial Least Square (PLS) approach. The results of the study indicate that: (1) the higher a person's knowledge sharing behavior, the higher their innovation capabilities; (2) the better the precision work culture, the better the innovation capability; (3) the higher the police education attended by personnel, the higher their innovation capability; and (4) the higher the personnel's innovation capability, the better their performance. These findings indicate the importance of developing a precision work culture, continuous police education, and knowledge sharing practices to improve innovation capability and ultimately improve personnel performance at BIDPROPAM POLDA KEPRI.*

Keywords: *Culture; Education; Knowledge.*

1. Introduction

The performance of police personnel is one of the most important factors in efforts to improve the effectiveness of law enforcement and security in a region. However, in recent years, the performance of police personnel at BIDPROPAM POLDA KEPRI has declined, thus requiring more attention in efforts to improve their performance.

In recent years, strategic management theory has introduced the concept of innovation capability as one of the factors that influence organizational performance. Innovation capability can be defined as the ability of individuals or organizations to develop innovative and effective solutions in response to environmental changes and challenges faced.

One of the phenomena faced by the police in an effort to improve the performance of its personnel is the challenge related to the diversity of tasks and roles that must be carried out by police members. The police are often faced with high pressure to respond to various security and public order problems. Their duties include law enforcement, crime prevention, maintaining public order, and various investigative activities. However, the diversity of tasks can be an additional burden for police personnel. They need to have broad skills and knowledge, and be able to adapt to changing situations.(Muradi, 2018).

Police personnel need to stay abreast of the latest developments in law, policing tactics and technology to carry out their duties effectively. This challenge requires investment in ongoing training and development, as well as good knowledge management within the police organisation. Knowledge sharing, as one aspect of knowledge management, provides opportunities for members of the organisation to share knowledge, techniques, experiences and ideas with each other.(Fayyaz et al., 2020). Receiving and understanding important information, creating new knowledge by focusing on previous knowledge, sharing, disseminating, and applying knowledge to achieve a task makes knowledge a continuous process.(Kengatharan, 2019).

Police education is a series of activities in which police personnel acquire the knowledge, skills and habits necessary to carry out the tasks assigned to them or which may be assigned.(Sloan & Paoline, 2021). The general purpose of police education is to improve performance, continuously adjust, adapt and improve employee knowledge, skills and abilities, avoid being outdated in knowledge, solve organizational problems, guide new employees, and prepare for career advancement and development.(Okhrimenko et al., 2021).

Reforming the police training system is one of the most important and difficult tasks in social transformation in various environments. Furthermore, police reform becomes especially difficult in post-crisis situations, where the implementation of reforms involves more than just technical solutions or external changes in the activities of police education institutions.

The success of work in each Unit is important for the achievement of the success of the police organization in achieving certain goals. The Quick Wins Precision Polri Program is a way for the Polri institution to make various improvements to its performance. The decline in public trust in the Polri institution is the main reason for the presence of this program, therefore the Polri is trying to take various steps and innovations through precise and measurable hard work, collectively institutionally.(Riadi & Kurniawati, 2022a).

The Precision Vision promoted by the Chief of Police, General of Police Listyo Sigit Prabowo, has received positive responses from various parties. The Precision concept, which stands for Predictive, Responsible, Transparency, and Fair, is considered capable of making police services more integrated, modern, easy, and fast. The Police, as an institution whose main task is to maintain public security and order, enforce the law, and protect and serve the community, is committed to serving by respecting local wisdom in Indonesian culture. Precision itself refers to four pillars of policy, 16 priority programs, 51 activities, 177 action plans, and 8 commitments in the Polri concept. Four transformations are the core of the

precise Polri, namely Organizational Transformation, Operational Transformation, Public Service Transformation, and Supervisory Transformation.(Tri Brata & Nashar, 2022a).

Organizational culture is accepted and continues to be tested, implemented and developed by all members of the organization(Hofstede, 1998). The role of leaders in implementing work culture is very important and plays a key role in creating a positive and productive work environment.(Schlesinger, 2017). Leaders can play a vital role in developing and training team members to align with the values of the work culture. They can provide support for the development of necessary skills and understanding.(Madi Odeh et al., 2023). One of the leadership styles that is considered appropriate in developing skills and understanding is(Thuan, 2020).

2. Research Methods

This type of research is conducted to test the hypothesis with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory that is used as a basis. In relation to the above, the type of research used is "Explanatory research" or research that is explanatory in nature, meaning that this research emphasizes the relationship between research variables by testing the hypothesis, the description contains a description but the focus lies on the relationship between variables, namely Innovation capability; knowledge sharing, precision work culture, police education and personnel performance (Singarimbun, 1982).

3. Results and Discussion

Respondent Description

Respondent description in research refers to the process of describing respondents based on predetermined characteristics.The respondents of this study wereall overpersonnel from the Bureau of Professional Development and Security (BIDPROPAM) of the KEPRI REGIONAL POLICE totaling 83 personnel.Respondent data was obtained from the results of distributing questionnaires.The research was conducted by distributing research questionnaires on 17-24 October 2024. This description contains relevant information about how the characteristics of respondents are viewed from the aspects of gender, age, education, and length of service.

Descriptive Analysis of Research Data

Descriptive analysis is a statistical analysis technique used to describe and summarize the basic characteristics of the data collected. Its main purpose is to provide an initial picture of patterns or trends in the data, so that one can understand the distribution and properties of the data before entering into more complex analysis.

The variable description is grouped into 3 categories, namely: low category, score = 1.00 - 2.33, medium category, score = 2.34 - 3.66 and high/good category, with a score of 3.67 - 5.00. The complete variable description is shown in the table.

In the overall police education variable, the mean value obtained was 3.88, which is in the good category range (3.67 – 5.00).). This means that respondents are of the view that the personnel are of the view that the Police Education that has been followed has a significant

impact on their work. The results of the data description on the Police Education variable were obtained with the highest mean value beingPersonnel happiness (3.95) and the lowest on the indicatorSkill acquisition (3.73).

In the overall innovation capability variable, the mean value obtained was 4.03, which is in the high/good category range (3.67 – 5.00).). This means that respondents are of the view that in general the personnel have good innovation capabilities. The results of the data description on the Innovation Capability variable obtained with the highest mean value is the indicatorNovelty in work completion (4.06) and the indicator with the lowest mean value is the indicatorNovelty in creating new programs. (3.99).

In the overall Personnel Performance variable, the mean value obtained was 3.98, which is in the high/good category range (3.67 – 5.00).). This means that in general the members have good performance. The results of the data description on the Personnel Performance variable obtained with the highest mean value is the indicatorCase handling (3.98) and the lowest on the indicatorCrime prevention (3.83)).

Evaluation of Measurement Model (Outer Model)

Evaluation of the measurement model (outer model) is a basic evaluation carried out inanalysisPLS. The purpose of this evaluation is to determine the validity and reliability of the indicators that measure latent variables.The validity criteria are measured using convergent and discriminant validity, while the construct reliability criteria are measured using composite reliability, Average Variance Extracted (AVE), and Cronbach Alpha.

Convergent Validity

Evaluation of the latent variable measurement model with reflective indicators is analyzed by looking at the convergent validity of each indicator. Convergent validity testing in PLS can be seen from the factor loading value (outer loading) of each indicator against its latent variable. Outer loading values above 0.70 are highly recommended (Ghozali, 2011).

1. Evaluation of the Measurement Model of Knowledge Sharing Behavior Variables

In this study, the measurement of the Knowledge Sharing Behavior variable is reflected through five indicators. Evaluation of the outer model or measurement model can be seen from the outer loading value of each indicator of the Knowledge Sharing Behavior variable as follows:

Outer Loading Table of Knowledge Sharing Behavior Constructs

No	Indicator	*Outer Loading*	Information
X1_1	Social Interaction	0.901	Valid
X1_2	Sharing experiences	0.858	Valid
X1_3	Informal Relationships	0.870	Valid
X1_4	Observation	0.749	Valid
X1_5	Shared Trust	0.810	Valid

The table above shows where all the loading values of the Knowledge Sharing Behavior indicator factors have values greater than the critical limit of 0.700. Thus, the Knowledge

Sharing Behavior variable (X1) can be formed or explained well or can be said to be convergently valid by the Social Interaction, Experience Sharing, Informal Relationships, Observation, and Shared Trust indicators.

2. Evaluation of Precision Work Culture Model

In this study, the measurement of the Precision Work Culture variable is reflected through four indicators. Evaluation of the outer model or measurement model can be seen from the outer loading value of each indicator of the Precision Work Culture variable as follows:

Outer Loading Table Precision work culture construct

No	Indicator	*Outer Loading*	Information
X2_1	Organizational Transformation	0.846	Valid
X2_2	Operational Transformation	0.894	Valid
X2_3	Public Service Transformation	0.773	Valid
X2_4	Supervision Transformation	0.751	Valid

The table and figure above show where all the loading values of the Precision Work Culture indicator factors have values greater than the critical limit of 0.700. Thus, the Precision Work Culture variable (X2) can be formed or explained well or can be said to be convergently valid by the indicators of organizational transformation, operational transformation, public service transformation, and supervisory transformation.

3. Evaluation of Police Education Model

In this study, the measurement of variablesPolice educationreflected through six indicators. Evaluation of the outer model or measurement model can be seen from the outer loading value of each indicator of the Precision Work Culture variable as follows:

Outer Loading Table ConstructPolice education

No	Indicator	*Outer Loading*	Information
X3_1	Skill acquisition	0.779	Valid
X3_2	Acquisition of new knowledge	0.832	Valid
X3_3	Learning experience	0.754	Valid
X3_4	Personnel happiness	0.852	Valid
X3_5	Efficiency	0.762	Valid
X3_6	Financial impact	0.786	Valid

The table and figure above show where all the loading values of the Police Education indicator factors have values greater than the critical limit of 0.700. Thus, the Police Education variable (X3) can be formed or explained well or can be said to be convergently valid by the indicators of Skills Acquisition, New Knowledge Acquisition, Learning Experience, Personnel Happiness, Efficiency, and Financial Impact.

4. Evaluation of Personnel Performance Variable Measurement Model

The measurement of the Personnel Performance variable in this case is reflected through four indicators. Evaluation of the outer model or measurement model can be seen from the outer loading value of each Personnel Performance variable indicator as follows:

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Personnel Performance Construct Outer Loading Table

No	Indicator	*Outer Loading*	Information
Y2_1	Case handling	0.733	Valid
Y2_2	Prevention of crime	0.827	Valid
Y2_3	Cross-sectoral coordination	0.724	Valid
Y2_4	Increasing public awareness of the dangers of criminal acts	0.872	Valid

The table above shows where all the loading values of the Personnel Performance indicator factors have values greater than the critical limit of 0.700. Thus, the Personnel Performance variable can be formed or explained well or can be said to be convergently valid by the indicators of Case Handling, Prevention of Criminal Acts, Cross-Sectoral Coordination, and Increasing Public Awareness of the Dangers of Criminal Acts.

According to the resultstestingconvergent validity on each variable above, it can be concluded that all indicators are declared valid, so they can be used as a measure of the variables in this study.

Discriminant Validity

*Discriminant validity*namely a measure that shows that the latent variable is different from other constructs or variables in theory and is proven empirically through statistical testing. Discriminant validity is measured by the Fornell Lacker Criterion, HTMT, and Cross loading. The test results on each variable can be explained as follows:

1. Fornell Lacker Criterion Test Results

Validity testing using the Fornell-Larcker Criterion is done by looking at the root value of the Average Variance Extract (AVE) compared to the correlation between constructs with other constructs. This test is fulfilled if the root of the AVE is greater than the correlation between variables.

Reliability Test

Reliability testing is a statistical method used to assess the consistency and stability of a measurement instrument in measuring a particular variable or construct. Reliability testing is important to ensure that the measurement instrument is reliable and produces consistent data. Reliability measurement in this case is carried out using 3 (three) methods, namely:

a. *Cronbach's alpha*

The most commonly known measure in measuring reliability is the Cronbach Alpha coefficient. The test provision is that if the Cronbach alpha value is > 0.70 then the construct can be said to have good reliability.

b. *Composite Reliability*.

Composite reliability shows the degree that indicates common latent (unobserved), so that it can show the block indicator that measures the internal consistency of the construct forming indicators, the accepted limit value for the Composite reliability level is 0.7.(Ghozali & Latan, 2015)

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c. *Average Variance Extracted*(AVE)

If the AVE value > 0.5 then the indicator used in the study is reliable, and can be used for research. It is better if the AVE measurement value is greater than 0.50.(Ghozali & Latan, 2015).

The results of Cronbach's Alpha, composite reliability, and AVE between constructs and their indicators can be seen in the following table:

Reliability Test Results Table

Variables	*Cronbach's alpha*	*Composite reliability*	*Average variance extracted (AVE)*
Precision work culture	0.834	0.890	0.669
Innovation capabilities	0.840	0.904	0.758
Personnel performance	0.798	0.869	0.626
Police education	0.888	0.911	0.632
Knowledge sharing behavior	0.894	0.922	0.704

Source: SmartPLS data processing (2024)

The table shows the results of the reliability test of each construct can be said to be good. This is evidenced by the AVE value of each construct > 0.5, the composite reliability and cronbach alpha values of each construct > 0.7. Referring to Chin's opinion in Ghozali (2011) then the results of the composite reliability of each construct can be used in the analysis process to show whether there is a relationship in each construct, because the results obtained have a value > 0.70, from the results above all variables have a composite reliability value > 0.7 meaning that they have a good reliability value and can be used for further research processes. Reliable shows that the indicators used in real research are in accordance with the real conditions of the research object.

Based on the results of the evaluation of convergent validity and discriminant validity of the variables and the reliability of the variables, it can be concluded that the indicators used can be declared valid and reliable as measures of research variables.

Analysis of Influence between Variables

This section presents the results of testing the research hypothesis that has been proposed in the previous chapter. To determine whether a hypothesis is accepted or not by comparing t count with t table with the condition that if t count > t table, then the hypothesis is accepted. The t table value for a significance level of 5% = 1.96. For more details in the section below.

Path Coefficients Table

Variable relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Precision work culture -> Innovation capability	0.284	0.284	0.118	2.409	0.016
Innovation capability -> Personnel performance	0.715	0.717	0.049	14,460	0.000
Police education -> Innovation capability	0.343	0.347	0.124	2,761	0.006

Knowledge sharing behavior -> Innovation capability	0.293	0.289	0.099	2.945	0.003

Source: Primary data processing with Smart PLS 4.1.0 (2024)

Based on the results of data processing with the PLS analysis above, the results of testing each hypothesis proposed in the previous chapter can be presented as follows:

1. Hypothesis Testing

H1: The higher a person's knowledge sharing behavior, the higher their innovation capability.

In testing hypothesis 1, the original sample estimate value was obtained at 0.293. This value proves that knowledge sharing behavior has a positive effect on personnel performance, the results of which are also strengthened by the results of the t-test which obtained the t-count value (2,945) > ttable (1.96) and p (0.003) < 0.05, so it can be said that there is a positive and significant influence of Knowledge Sharing Behavior on Innovation Capability. Thus, the first hypothesis stating that "The higher a person's Knowledge Sharing Behavior, the higher their innovation capability" can be accepted.

2. Hypothesis Testing

H2: The better the precision work culture, the better the innovation capability.

In testing hypothesis 2, the original sample estimate value was obtained at 0.284. This value proves that knowledge sharing behavior has a positive effect on innovation capability, the results of which are also strengthened by the results of the t-test which obtained the t-value (2,409) > ttable (1.96) and p (0.016) < 0.05, so it can be said that there is a significant influence of Knowledge Sharing Behavior on Personnel Performance. Thus, the second hypothesis stating that "The better the precision work culture, the better the innovation capability" can be accepted.

3. Hypothesis Testing

H3: The higher the police education that personnel receive, the higher their innovation capabilities will be.

In testing hypothesis 3, the original sample estimate value was obtained at 0.343. This value proves that police education has a positive effect on innovation capability. This is also reinforced by the results of the t-test which obtained a calculated t value (2.761) > t table (1.96) and p (0.006) < 0.05, so it can be said that there is a positive and significant effect of police education on innovation capability. Thus, the third hypothesis which states that "The higher the police education followed by personnel, the higher their innovation capability" can be accepted.

4. Hypothesis Testing

H4: The higher the innovation capability of personnel, the better their performance will be.

In testing hypothesis 4, the original sample estimate value was obtained at 0.715. This value proves that innovation capability has a positive effect on personnel performance. This finding is reinforced by the results of the t-test which obtained a calculated t value (14,460) > ttable (1.96) and p (0.000) < 0.05, so it can be said that there is a positive and significant influence

of Innovation Capability on Personnel Performance. Thus, the fourth hypothesis which states that "The higher the innovation capability of personnel, the better their performance will be." can be accepted.

Discussion:

1) The higher the knowledge sharing behavior (*knowledge sharing*) a person, the higher his innovation capabilities will be.

In this study, the measurement of the Knowledge Sharing Behavior variable is reflected through five indicators, namely Social Interaction, Sharing Experience, Informal Relationships, Observation, and Shared Trust, which are proven to be able to increase the Innovation Capability variable which is reflected through three indicators, namely Novelty in completing work, Novelty in creating new programs, and Development of abilities in problem solving.

The variable indicator of Knowledge Sharing Behavior with the highest loading value is Social Interaction, while the variable indicator of Innovation Capability with the highest loading value is Novelty in Completing Work. This finding shows that the better the social interaction carried out by police personnel, the greater its contribution to increasing novelty in completing work. This indicates that effective social interactions, such as discussions, team collaboration, and sharing experiences between personnel, can create a conducive work environment for sharing new ideas and innovative solutions. By strengthening social interactions, police organizations can encourage innovation in various aspects of work, such as developing case handling strategies, implementing new technologies, or improving operational processes. Novelty in completing work will ultimately increase the efficiency, effectiveness, and professionalism of police services to the community. Therefore, it is important for police institutions to encourage a culture of knowledge sharing through training programs, discussion forums, or digital platforms that support optimal social interactions between personnel.

The indicator of the knowledge sharing behavior variable with the lowest loading value is observation, while the indicator of the innovation capability variable with the lowest loading value is novelty in creating new programs. These results indicate that increasing the ability of personnel to conduct careful and systematic observations can contribute to increasing the level of novelty in creating new programs. That is, good observation allows personnel to understand emerging needs, analyze current trends, and identify relevant innovation opportunities. Thus, observation becomes an important foundation in the process of sharing knowledge, which is then integrated into the creation of new programs that are more innovative and in line with the needs of the organization. To achieve this, institutions need to provide training that strengthens observation and analysis skills, provides access to current information, and creates a work environment that supports collaboration and knowledge sharing among personnel.

Hypothesis 1 testing proves that knowledge sharing behavior has a positive effect on personnel performance, which means that the higher a person's knowledge sharing behavior, the higher their innovation capability.This study confirms previous research findings showing

that knowledge sharing can be an effective driver in enhancing innovation capabilities.(Akram et al., 2020; Almulhim, 2020; Castaneda & Cuellar, 2020; Fayyaz et al., 2020; Kmieciak, 2020; Kurniawan et al., 2020; Nham et al., 2020).

2) The better the precision work culture, the better the innovation capability.

In this study, the measurement of the Precision Work Culture variable is reflected through four indicators, namely organizational transformation indicators, operational transformation, public service transformation, and supervisory transformation, which are proven to be able to encourage innovation capabilities reflected through three indicators, namely Novelty in completing work, Novelty in creating new programs, and Development of capabilities in problem solving.

The indicator of the precision work culture variable that has the highest loading value is Operational Transformation, while the indicator of the innovation capability variable with the highest loading value is Novelty in Completing Work. These findings indicate that effective operational transformation, such as the implementation of more efficient work processes, digitalization of workflows, and optimal use of technology, can directly improve the organization's ability to produce new and innovative solutions in completing work. This means that organizations that are able to manage operational transformation well will not only improve work efficiency but also encourage the creation of relevant and contextual innovations. Thus, an approach that focuses on operational transformation can be an important strategy for developing a precision work culture that is aligned with innovation capabilities, thereby providing competitive advantage and increasing overall organizational productivity.

The indicator in the Precision Work Culture variable that has the lowest loading value is Supervisory Transformation, while in the Innovation Capability variable, the indicator with the lowest loading value is Novelty in Creating New Programs. These results indicate that an increase in the Supervisory Transformation aspect will have a positive impact on increasing Novelty in Creating New Programs. This means that the more effective an organization is in adopting more modern, adaptive, and technology-based supervision methods, the greater its ability to create innovative programs that are fresh and relevant to the needs of the times. This can be interpreted as meaning that effective supervision can encourage the birth of new ideas by minimizing inefficient practices, creating a conducive space for experimentation, and accelerating the process of developing more creative and innovative programs. Therefore, institutions need to pay more attention to optimizing supervision by implementing data-based and analytical systems and ensuring flexibility in responding to organizational dynamics, in order to improve overall innovation capabilities.

Hypothesis 2 testing proves that Knowledge sharing behavior has a positive effect on Innovation capability, which means that the better the precision work culture, the better the innovation capability. These results support the results stating that the Precision Police work culture, which stands for Predictive, Responsible, and Fair Transparency, is designed to improve the effectiveness and efficiency of police performance through a data-based and technology-based approach.(Riadi & Kurniawati, 2022a).

3) The higher the police education that personnel undergo, the higher their innovation capabilities will be.

In this study, the measurement of variables Police education reflected through six indicators: Skills acquisition, New knowledge acquisition, Learning experience, Personnel happiness, Efficiency, and Financial impact are proven to increase innovation capabilities reflected through three indicators, namely Novelty in completing work, Novelty in creating new programs, and Development of problem-solving capabilities.

The indicators in the Police Education variable show that Personnel Happiness has the highest loading value, while in the Innovation Capability variable, the indicator with the highest loading value is Novelty in Completing Work. These results indicate a strong positive relationship between the level of personnel happiness and their ability to generate innovative solutions and complete work in new and effective ways. This means that when police education is well designed and implemented, so that it can increase personnel happiness, it will affect the way they think creatively and innovate in completing their tasks. The happiness of personnel can spur enthusiasm, reduce stress, and create a conducive work environment for out-of-the-box thinking, thus having a direct impact on their ability to create new approaches in facing work challenges. Thus, police institutions can improve innovation capabilities through educational programs that not only focus on technical skills but also on the emotional and psychological well-being of personnel.

The variable indicator of Police Education with the lowest loading value is Learning Experience, while the variable indicator of Innovation Capability with the lowest loading value is Novelty in Creating New Programs. This finding indicates that the learning experience of personnel plays an important role in encouraging their ability to create new, innovative programs. In other words, the better the learning experience obtained by personnel during police education, the greater their ability to contribute to producing new, relevant and creative programs. Learning experiences include formal learning processes, practical training, and opportunities to face real challenges that provide practical insights and in-depth understanding. To improve innovation capabilities, police institutions need to strengthen learning experiences through solution-oriented curricula, the use of modern technology, and participatory and collaborative learning approaches. This will not only increase creativity in creating new programs, but also build a culture of innovation that supports continuous renewal in the police work environment.

Testing of hypothesis 3 proves that police education has a positive effect on innovation capability. Which means that the higher the police education followed by personnel, the higher their innovation capability will be.This research supports the results of previous researchers, such as those conducted by Tamsah et al (2020) Hani Al-Kassem (2021)highlights the impact of training and development on employee performance and productivity in public sector organizations.

4) *The higher the innovation capability of personnel, the better their performance will be.*

In this study, the measurement of the Innovation Capability variable is reflected through three indicators, namely Novelty in completing work, Novelty in creating new programs, and Development of problem-solving capabilities proven to encourage Personnel Performance in this case reflected through four indicators of Case Handling, Prevention of Criminal Acts, Cross-Sectoral Coordination, and Increasing Public Awareness of the Dangers of Criminal Acts.

The variable indicator of Innovation Capability that has the highest loading value is Novelty in Completing Work, indicating that the ability to generate new approaches in completing tasks is very important in the context of the organization. Meanwhile, the variable indicator of Personnel Performance with the highest loading value is Increasing Public Awareness of the Dangers of Criminal Acts, which reflects the effectiveness of personnel in carrying out educational and preventive functions through interaction with the community. These results indicate that the better the ability of an organization or individual to implement innovation in completing work—whether through technology, new work methods, or other creative approaches—the greater the impact on efforts to increase public awareness of the dangers of criminal acts. In other words, novelty in completing work acts as a driver that can strengthen the preventive and educational role of personnel, which ultimately contributes to the organization's success in creating a safer environment and increasing community participation in maintaining security. This underscores the importance of investing in the development of innovations that are relevant to personnel's operational tasks, as well as training that supports their ability to adapt to change and create innovative solutions that have a direct impact on public awareness.

The Innovation Capability variable indicator with the lowest loading value, namely novelty in creating new programs, and the Personnel Performance variable indicator with the lowest loading value, namely cross-sectoral coordination, provide an important picture of development priorities in the organization. These results indicate that increasing novelty in creating new programs can significantly contribute to improving cross-sectoral coordination. This means that when an organization is able to present new, innovative programs, this not only reflects the ability to innovate but can also increase awareness and involvement of the community and various stakeholders to support and be involved in cross-sectoral coordination efforts. In this context, program novelty can be a catalyst that strengthens synergy between sectors, reduces silos between institutions, and encourages the achievement of more effective personnel performance. Therefore, institutions need to encourage a culture of innovation that is oriented towards the development of new, relevant and strategic programs, while ensuring effective communication, training, and supporting facilities to improve cross-sectoral coordination capabilities, in order to achieve organizational goals holistically.

Proof of hypothesis 4 in this study proves that innovation capability has a positive and significant influence on personnel performance, which means that the better the innovation capability of personnel, the more it will encourage increased personnel performance. This result confirms the results of previous studies which state that innovation capability has a

significant influence on HR performance.(Chaithanapat et al., 2022; Hanaysha et al., 2022; Teixeira Filho et al., 2022).

4. Conclusion

From the differences in research results between the role of knowledge sharing on HR performance, the research problem that arises is "Innovation capabilities influenced by knowledge sharing practices, precise work culture, and police education, in an effort to improve personnel performance at the Bureau of Professional Development and Security (BIDPROPAM) POLDA KEPRI", so that the answers to the research questions that have been compiled are as follows: 1.The higher a person's knowledge sharing behavior, the higher their innovation capability. This means that when individuals are more active in sharing knowledge with colleagues, whether through discussion, training, or collaboration, their ability to create or implement innovation will increase. This is because sharing knowledge broadens horizons, encourages new ideas, and strengthens the ability to solve problems creatively. 2. The better the precision work culture, the better the innovation capability. This means that a work environment that prioritizes precision, accuracy, and efficiency can encourage personnel to be more innovative. A precision work culture provides a strong foundation for the development of new ideas that can be implemented effectively, because all processes are supported by clear discipline and work standards. 3. The higher the police education that personnel follow, the higher their innovation capability. This means that higher or higher quality police education can improve personnel's ability to innovate. Education provides new knowledge, skills, and approaches that personnel can use to face challenges in more creative and efficient ways.

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