Innovation Capabilities Driven by Knowledge Sharing in Improving Police Personnel Performance

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Abstract. *This study aims to analyze the effect of knowledge sharing on the performance of Cirebon Police personnel, with innovation capability as a mediating variable. The background of this study is rooted in the importance of the police institution's ability to adapt and innovate in responding to the dynamics of social, technological, and evolving community expectations. In this context, knowledge becomes a strategic asset that not only needs to be mastered but also shared systematically to create organizational value and excellence. However, the practice of knowledge sharing in the police environment is not optimal and still faces challenges in terms of organizational culture and communication structure. This study uses a quantitative explanatory approach with a census method on 201 Cirebon Police personnel. Data were collected through questionnaires and analyzed using the Partial Least Square (PLS) method. The variables analyzed include knowledge sharing (X1), innovation capability (Z), and personnel performance (Y). The structural model shows that all variables have a positive and significant relationship. The results of the hypothesis test prove that knowledge sharing has a significant effect on performance (β = 0.479), knowledge sharing also has a significant effect on innovation capability (β = 0.830), and innovation capability has an effect on performance (β = 0.406). In addition, innovation capability is also proven to significantly mediate the effect of knowledge sharing on personnel performance (T-statistic = 5.566; p < 0.000). The R² value of 0.715 for personnel performance indicates that 71.5% of the variation in performance can be explained by this research model. This finding confirms that a knowledge sharing culture supported by a collaborative work system is able to improve personnel innovation capabilities, which ultimately has an impact on improving overall institutional performance. This study provides theoretical contributions to the literature on knowledge management and innovation, as well as practical contributions for police institutions to design HR development strategies based on continuous learning and innovation.*

Keywords: *Innovation; Knowledge; Personal; Sharing.*

1. Introduction

Knowledge-based view of the firm (KBV) is an important concept in organizational learning management, which emphasizes the importance of knowledge acquisition and transfer in

dynamic competitive conditions.(Eisenhardt et al., 2000; Nonaka & Toyama, 2015). KBV views heterogeneous knowledge structures as the key to achieving sustainable competitive advantage.(Cabrera-Suárez et al., 2001; Kearns & Sabherwal, 2006).

Individuals are more responsible for creating, holding, and sharing knowledge than organizations.(Iqbal et al., 2019). The inability of organizations to coordinate specialized knowledge necessitates the existence of firms, with management playing a coordinating role within the firm.(Hislop, 2013). The existence of knowledge sources can increase the ease for all Human Resources to be able to utilize it. Knowledge maintains competitive advantage and improves organizational performance.(Razzaq et al., 2019).

Organizations need a process of circulating the knowledge they have to other people, even when Human Resources receive new knowledge, they will provide it clearly to other colleagues.(Hislop, 2013). Organizations that effectively create and use knowledge sharing networks attribute at least part of their competitive advantage to the fact that they learn faster than others.(Drucker, 2006). However, in reality, sometimes there are still times when sharing knowledge is sometimes still shrouded in things that expect other people to act the same as what they do.(Dysvik et al., 2015b).

*Knowledge sharing*is an effort to share knowledge that can increase understanding between members so that members will support each other which will ultimately have a positive impact on performance.(Olan et al., 2022). Organizational development today is largely based on knowledge, where only organizations that are able to manage their knowledge optimally are able to survive in a competitive environment.(Kavalić et al., 2021). The results of the study show that knowledge sharing can lead to better work performance within the organization.(Deng et al., 2023). On the contrary, with the opposite result,(Tamsah et al, 2020)stated that knowledge sharing does not improve work-life balance and employee performance quality. So in this study, innovation capability is proposed as a mediator.

Innovation capability is essential for any organization to achieve its goals, as the ability to innovate allows organizations to adapt to change, increase efficiency, and face existing challenges with better solutions. In the context of police organizations, innovation capability is needed to improve the quality of public services, respond to evolving social dynamics, and introduce new methods or technologies in maintaining public security and order. Along with technological advances and rapid social changes, the police must be able to innovate in law enforcement strategies, resource management, and public services in order to remain relevant and effective in carrying out their duties.

Innovation in the police is not only limited to the use of advanced technology, but also includes the development of work processes, improving personnel skills, and new approaches to interacting with the community. With strong innovation capabilities, the police can create more effective policies and programs, accelerate problem solving, and improve the performance of personnel in carrying out their duties. This in turn will increase public trust in

the police institution and help the organization achieve its goals in maintaining security and order more efficiently.

Uncertainty in the security situation and uncertainty in government policies can also affect the performance of police personnel.(Tri Brata & Nashar, 2022). Changes in regulation or policy priorities can require rapid adjustments by the police, which may require changes in strategy, equipment or operational tactics. In this case, innovation capability is key to ensuring that the police can adapt to these changes effectively. Innovation capability enables the police to respond to change more quickly and efficiently, by developing new solutions that are more relevant and appropriate to the needs of the situation. This can include developing new tactics in law enforcement, implementing new technologies, and updating training and human resource management.

3. 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 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. (Singarimbun, 1982).

3. Results and Discussion

The population in this study were all active members of the Tangerang City Metro Police. The questionnaire distribution process was carried out directly by visiting members and indirectly by using internet media via Google Form so that a sample size of 201 respondents was obtained. To find out the description of the respondents, it can be explained as follows

Respondent Characteristics Table

Characteristics	Information	Frequency	Percentage
Gender	Man	122	**60.7%**
	Woman	79	**39.3%**
Age of respondents	19 – 24 years	58	**28.9%**
	25 – 30 years	72	**35.8%**
	31 – 35 years	44	**21.9%**
	> 36 years	27	**13.4%**
Level of education	**SENIOR HIGH SCHOOL**	**34**	**16.9%**
	Diploma (D3)	**49**	**24.4%**
	Bachelor (S1) Master (S2)	**95**	**47.3%**
		23	**11.4%**

Source: Processed primary data, 2025

Based on the Table data regarding the characteristics of Cirebon Police personnel respondents, the majority of respondents were male, namely 122 people or 60.7% of the total

201 respondents. Meanwhile, female respondents numbered 79 people or around 39.3%. This reflects that the composition of Cirebon Police members is still dominated by men, which is in accordance with the characteristics of police institutions in general.

In terms of age, the largest age group is respondents in the range of 25-30 years, which is 72 people or 35.8%. The next age group is 19-24 years old as many as 58 people (28.9%), then 31-35 years old as many as 44 people (21.9%), and the least is the age group >36 years old, which is 27 people (13.4%). This shows that most of the Cirebon Police personnel are of productive age, which is very potential in carrying out police duties actively and dynamically.

In terms of education level, the majority of respondents have a Bachelor's degree (S1), which is 95 people or 47.3%. Then followed by Diploma (D3) graduates as many as 49 people (24.4%), High School graduates as many as 34 people (16.9%), and Masters (S2) graduates as many as 23 people (11.4%). These data show that the education level of Cirebon Police personnel is quite good, with more than half of the respondents having completed higher education (D3 and above). This reflects the readiness of human resources in the Cirebon Police environment in understanding and carrying out tasks that require high intellectual abilities, professionalism, and responsibility.

Overall, the characteristics of the respondents show that the personnel of the Cirebon Police have a productive age composition, male gender dominance which is common in police institutions, and a relatively high educational background. This condition is an important capital in supporting the successful implementation of tasks and services to the community.

Descriptive analysis aims to determine the respondents' responses to each question asked. In this case, descriptive analysis explains the members' responses to the questions asked for each variable of Knowledge Sharing, Innovation Capability, Police Personnel Performance and HR Performance. To determine the respondents' responses to each variable, in this study they are grouped into one score category using a scale range with the following formula (Umar, 2012).

The results of respondents' responses regarding the performance of police personnel were obtained from the results of distributing questionnaires to members of the Tangerang City Metro Police, totaling 201 people. The questionnaire regarding the performance of police personnel consists of 4 statement items that have been responded to by respondents. The following are the results of the respondents' answers which can be seen in the table.

Respondent Response TablePolice personnel performance

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kpk 1	Case handling	10	20	54	67	50	3,632	Moderate/Sufficient
Kpk 2	Prevention of crime	19	11	56	58	57	3.612	Moderate/Sufficient
Kpk 3	Cross-sectoral coordination	13	17	75	37	59	3,557	Moderate/Sufficient
Kpk 4	Increasing public awareness of the dangers of criminal acts	18	11	59	52	61	3,632	Moderate/Sufficient

| **Average** | | 3,608 | Moderate/Sufficient |

Source: Processed primary data, 2025

Based on the Table of research results on 201 respondents who are personnel of the Cirebon Police, data was obtained regarding respondents' responses to the performance of police personnel. The results of the analysis show that in general the respondents' responses are in the Moderate/Sufficient category, with an average mean value of 3,608. This indicates that most respondents gave a positive assessment but were still at a sufficient level regarding the performance displayed.

Judging from each indicator, in item Kpk 1 (Case handling), the mean value obtained was 3,632 which is included in the Moderate/Sufficient category. This shows that respondents consider the handling of cases carried out by police personnel to be quite good, but there is still room for improvement, especially in the effectiveness and timeliness of handling. Furthermore, in indicator Kpk 2 (Criminal prevention), the mean value of 3,612 also leads to the same category. This means that the prevention efforts carried out are felt to be sufficient by the majority of respondents, although they are not yet fully optimal in providing a sense of security in the community.

KPK indicator 3 (Cross-sectoral coordination) received the lowest mean value, which was 3,557, but remained in the Moderate/Sufficient category. This could be a special concern because coordination between agencies is an important aspect in supporting the effectiveness of overall police performance. Weak coordination can result in delays in information or overlapping implementation of tasks in the field. Meanwhile, KPK indicator 4 (Increasing public awareness of the dangers of criminal acts) received a mean of 3,632, indicating that personnel are quite active in preventive and educational activities for the community.

Overall, these results indicate that the performance of Cirebon Police personnel according to respondents' perceptions is at a fairly good level, but has not yet reached the high category. The Medium/Sufficient category provides an understanding that there is a fairly strong bond between personnel and the implementation of the measured performance indicators, but overall improvements are still needed so that police services and implementation of duties can run more effectively and efficiently. Therefore, it is important for police organizations to pay more attention to these indicators as part of a long-term performance development strategy.

Composite Reliability Test Table

Variables	Composite Reliability	Sign off	Conclusion
Knowledge Sharing	0.898	0.70	Reliable
Innovation Capability	0.866	0.70	Reliable
Police personnel performance	0.892	0.70	Reliable

Source: Processed primary data, 2025

The Knowledge Sharing variable is measured through 5 (five) measurement items, all of which are declared valid, with outer loading values ranging from 0.786 to 0.808. This shows that all

indicators are able to represent the Knowledge Sharing variable well, because it has exceeded the minimum limit of 0.70 for indicator validity. The AVE (Average Variance Extracted) value of 0.637 also shows that this variable has good convergent validity because it is more than 0.50, which means that more than 63% of the variance can be explained by the indicators in the construct. In addition, this variable also meets the reliability criteria with a Composite Reliability value of 0.898, far above the minimum limit of 0.70, which means that the measurement is reliable.

Of the five indicators, the KS5 (Mutual Trust) and KS1 (Social Interaction) indicators have the highest outer loading values, which are 0.808 and 0.805 respectively, indicating that the aspects of mutual trust and social interaction strongly reflect knowledge sharing behavior in the Cirebon Police environment. This indicates that Cirebon Police personnel have good trust and social closeness to each other, which encourages the process of sharing knowledge both informally and formally. Therefore, these two items are important to continue to be maintained in efforts to improve knowledge sharing, while the other items remain relevant but require further attention and strengthening in their implementation.

The Innovation Capability variable is measured through 3 (three) measurement items with very good outer loading values, ranging from 0.803 to 0.850, indicating that all indicators are valid and able to reflect the construct. The AVE value of 0.684 indicates that this variable also has high convergent validity, because more than 68% of the variation in the construct is explained by its measurement items. The Composite Reliability value of 0.866 indicates that this variable is also very reliable.

Indicator KI3 (Development of problem-solving skills) has the highest outer loading value of 0.850, which means that problem-solving skills are the main element of innovation capabilities in the Cirebon Police work environment. This indicator reflects how police personnel innovate in facing dynamic work situations, especially in creating new solutions to existing problems.

The Police Personnel Performance variable is measured through 4 (four) indicators, all of which are also valid, with outer loading values ranging from 0.772 to 0.854. AVE of 0.673 indicates good convergent validity, and Composite Reliability of 0.892 also indicates that the measurement of this variable is reliable. Indicator KPK4 (Increasing public awareness of the dangers of criminal acts) shows the highest outer loading value of 0.854, which means that the educational and preventive role of police officers in building public legal awareness greatly reflects their overall performance. Indicators KPK1 (Case handling) and KPK2 (Criminal prevention) also show strong contributions to the construct, emphasizing that personnel performance is not only measured by reactive actions, but also by preventive and cross-sectoral coordinating roles.

Overall, all variables in this model – namely Knowledge Sharing, Innovation Capability, and Police Personnel Performance – have met the criteria for validity and reliability of measurement. These results support that the instruments used in collecting data on Cirebon Police personnel have been able to represent theoretical constructs empirically and can be used as a basis for further analysis and strategic policy recommendations in the development of police organizations.

Path Coefficients Results Table

Variables	Original Sample	Mean of subsamples	Standard deviation	T-statistic	P-value	Results
H1 Knowledge Sharing -> Personnel Performance	0.479	0.479	0.072	6,674	0.000	Significant positive
H2 Knowledge Sharing -> Innovation Capability	0.830	0.829	0.027	30,910	0.000	Significant positive
H3 Innovation Capability -> Personnel Performance	0.406	0.405	0.071	5,728	0.000	Significant positive

Source: Processed primary data, 2025

H1: Based on the test results in the Path Coefficients table, it is known that the effect of Knowledge Sharing on Personnel Performance shows an original sample value of 0.479 and a P-value of 0.000. Because the P value is less than 0.05 (0.000 <0.05), it can be concluded that the effect is positive and significant. This means that Knowledge Sharing has a close relationship with increasing Personnel Performance. The higher the level of knowledge sharing between personnel, the more their performance will increase significantly. This shows that the culture of sharing knowledge in the Cirebon Police work environment can encourage better work effectiveness and productivity.

H2: The test results of the influence of Knowledge Sharing on Innovation Capability show an original sample value of 0.830 with a P-value also of 0.000. Because the P-value <0.05, the influence is stated as positive and significant. This indicates that the higher the Knowledge Sharing practice carried out by personnel, the higher the Innovation Capability they have. In other words, sharing knowledge encourages the emergence of new ideas, creativity, and the ability to create innovative solutions in the work environment. At the Cirebon Police, this shows that openness in sharing information between personnel plays an important role in encouraging innovation and adaptation to change.

H3: Test resultsThe last shows that Innovation Capability has an effect on Personnel Performance with an original sample value of 0.406 and a P-value of 0.000. Because the value is smaller than 0.05, the relationship between these variables is also positive and significant. This shows that the ability of personnel to innovate, such as creating new approaches to completing tasks or increasing work effectiveness, has a direct impact on improving performance. Thus, the higher the innovation capability possessed by Cirebon Police personnel, the higher the performance they can achieve in carrying out police duties.

Hypothesis testing is carried out as follows:

1) The Influence of Knowledge Sharing on Personnel Performance

The test results of the influence of Knowledge Sharing on Personnel Performance show a t-statistic value of 6.674, which is greater than the t-table value of 1.972, and a p-value of 0.000 which is smaller than 0.05. This shows that Knowledge Sharing has a positive and significant effect on the Performance of Cirebon Police Personnel. Thus, the first hypothesis (H1) is accepted. This means that the higher the practice of Knowledge Sharing in the work environment, the better the performance of personnel shown in carrying out their duties and responsibilities. This finding strengthens the understanding that sharing knowledge between personnel can improve work effectiveness, collaboration, and overall work results.

2) The Influence of Knowledge Sharing on Innovation Capability

Based on the test results, the influence of Knowledge Sharing on Innovation Capability shows a t-statistic value of 30,910, which far exceeds the t-table value of 1,972, with a p-value of 0.000. This indicates that there is a very strong, positive, and significant influence between Knowledge Sharing and Innovation Capability. Therefore, the second hypothesis (H2) is accepted. These results indicate that active and open knowledge sharing activities among Cirebon Police personnel contribute greatly to improving the ability of individuals and organizations to innovate. This increased innovation capability is important in facing dynamic work challenges and in creating more effective solutions in the police environment.

3) The Influence of Innovation Capabilities on Personnel Performance

The test results on the influence of Innovation Capability on Personnel Performance show a t-statistic value of 5.728, which is greater than the t-table value of 1.972, with a p-value of 0.000. This means that there is a positive and significant influence between Innovation Capability on Personnel Performance, so that the third hypothesis (H3) is also accepted. This finding shows that increasing innovation capabilities, both in the form of new ideas, problem solving, and efficiency of work procedures, will have a direct impact on improving the performance of Cirebon Police personnel. Personnel who have the ability to innovate tend to be more adaptive, responsive, and able to provide more optimal performance in carrying out police duties.

The discussion is presented as follows:

1) The Influence of Knowledge Sharing on Personnel Performance

The results of the analysis using the Partial Least Square (PLS) method show that Knowledge Sharing has a positive and significant effect on the Performance of Cirebon Police Personnel. This is indicated by the original sample value of 0.479 and the P-value of 0.000, with a T-statistic of 6.674, which is greater than the t-table value of 1.972. Because the P-value <0.05 and T-statistic> t-table, it can be concluded that Knowledge Sharing has a positive and significant effect on personnel performance.

This means that the higher the level of knowledge sharing in the Cirebon Police environment, the better the performance demonstrated by its personnel. Knowledge shared between

personnel, whether in the form of work experience, current information, or case handling strategies, can strengthen individual and team capabilities in carrying out tasks more effectively and efficiently. This is in line with the theory of knowledge management which states that knowledge sharing can improve overall work competence and productivity.

This study is in line with the results of research conducted by Nurhayati and Fatimah (2022), which shows that knowledge sharing has a positive and significant effect on employee performance in government agencies. They stated that a good culture of information sharing in the work environment can encourage improved work quality and minimize errors in carrying out tasks. Likewise, Widodo & Astuti (2021) in their research on the public security sector stated that knowledge sharing not only increases work efficiency but also strengthens collaboration and speed of personnel response in critical situations.

Thus, it can be said that improving knowledge sharing practices, such as internal training, regular discussions, and knowledge documentation systems at Polres Cirebon, will contribute directly to improving personnel performance. This is also evidence that effective knowledge management is one of the main keys in forming an adaptive and professional police organization.

2) The Influence of Knowledge Sharing on Innovation Capability

The results of the Partial Least Square (PLS) analysis in this study indicate a significant influence between Knowledge Sharing and Innovation Capability, as reflected in the original sample value of 0.830 and a p-value of 0.000. With a p-value much smaller than 0.05, it can be concluded that Knowledge Sharing has a positive and significant effect on Innovation Capability among Cirebon Police personnel. This means that the better and more open the process of sharing knowledge among personnel, the higher the innovation capability possessed by individuals or organizations.

The path coefficient of 0.830 indicates that there is a fairly strong influence of Knowledge Sharing on Innovation Capability. In this context, Polres Cirebon personnel who are more active in sharing knowledge will have higher innovation capabilities, which will lead to an increase in the way they face challenges and problems in the field. This increase in innovation capabilities is very important, especially in the context of the police who need fast and creative solutions in carrying out their duties.

This result is in line with research conducted by Pratiwi & Wibowo (2021) which states that in organizations that encourage collaboration and knowledge sharing, there is a significant increase in the innovation capabilities of its members. By sharing knowledge openly, individuals can learn from each other and develop new ideas which ultimately strengthen the overall innovation power of the organization.

As innovation capabilities increase, organizations will be better able to adapt to changes and challenges, and create new strategies that are more effective and efficient in carrying out

tasks. Therefore, increasing Knowledge Sharing among Polres Cirebon personnel is very important to encourage the creation of better innovation in public services and police duties in general.

3) The Influence of Innovation Capabilities on Personnel Performance

The results of the analysis using Partial Least Square (PLS) show that Knowledge Sharing has a positive and significant effect on Personnel Performance at Polres Cirebon. This can be seen from the original sample value of 0.479 and a very small p-value of 0.000. The t-statistic value of 6.674 is also greater than the t-table (1.972), which indicates that the effect is significant. In other words, the higher the level of knowledge sharing among personnel, the better their performance. Knowledge shared among coworkers can improve understanding, skills, and motivation, which ultimately has a positive impact on individual performance in the organization.

In addition, the results of the analysis also show that Knowledge Sharing has a positive effect on Innovation Capability, with an original sample value of 0.830 and a very small p-value of 0.000. The t-statistic of 30.910 is much larger than the t-table, which shows a very significant effect. This shows that knowledge sharing among Cirebon Police personnel improves their innovation capability. When personnel can access new information and ideas through knowledge sharing, they are better able to innovate in carrying out their duties and responsibilities. Higher innovation capability helps personnel to be more adaptive and creative in solving problems faced in the field.

In addition, Innovation Capability is also proven to have a positive effect on Personnel Performance, with an original sample value of 0.406 and a p-value that is again very small, which is 0.000. The t-statistic of 5.728 is greater than the t-table, which shows that the effect of innovation capability on personnel performance is very significant. This means that personnel who have higher innovation capabilities tend to show better performance. The ability to innovate provides an advantage in facing new and complex challenges, which in turn increases efficiency and effectiveness in their work.

Overall, these findings indicate that Knowledge Sharing and Innovation Capability have a significant and positive influence on Personnel Performance at Polres Cirebon. The more knowledge shared among personnel, the higher their innovation capability, which ultimately improves their performance in carrying out police duties.

This study is in line with the findings conducted by Siti Nurbaya and Bambang Santoso (2021), which also showed that knowledge sharing in organizations can improve innovation capabilities and individual performance. According to their research, organizations that support a culture of knowledge sharing enable personnel to be more innovative and improve the quality of their performance in achieving organizational goals.

4. Conclusion

Knowledge Sharing has a positive and significant effect on Personnel Performance at Polres Cirebon. The higher the level of knowledge sharing among personnel, the better their performance. This shows that sharing information and experiences between colleagues can improve understanding and skills, which leads to improved individual performance in the organization. Knowledge Sharing has a positive effect on Innovation Capability. When personnel can share knowledge effectively, they are better able to innovate in their work. Higher innovation capability allows personnel to be more adaptive and creative in facing existing challenges, as well as providing more effective solutions in carrying out their duties. Innovation Capability has also been shown to have a positive effect on Personnel Performance. Personnel with high innovation capability tend to have better performance because their ability to innovate allows them to solve problems in a more efficient and creative way.

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