

Improving Human Resource Performance Based on Knowledge Sharing with Intrinsic Motivation as a Moderating Variable (A Study on Employees of the General Election Commission of Central Java Province)

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Abstract. *As organizations continue to evolve, the challenges associated with human resource management have become increasingly complex. A dynamic work environment necessitates that employees continuously adapt and enhance their capabilities. Within this context, knowledge constitutes a critical organizational asset. However, disparities in employees' levels of knowledge, if not effectively managed, may give rise to gaps that hinder overall organizational performance. Furthermore, suboptimal knowledge sharing practices may also impede organizational effectiveness, thereby underscoring the importance of intrinsic motivation among employees to achieve optimal performance. This study adopts a quantitative approach, emphasizing the analysis of numerical data through statistical methods. The population of this study consists of 84 employees at the General Election Commission of Central Java Province. The data utilized in this research are primary data, collected directly from respondents through the distribution of structured questionnaires. The results of the study indicate that knowledge sharing has a significant positive effect on HR performance. This suggests that higher levels of knowledge sharing lead to higher HR performance. However, intrinsic motivation was not found to moderate the effect of knowledge sharing on HR performance. The finding that intrinsic motivation is unable to moderate the relationship between knowledge sharing and HR performance provides a crucial managerial signal that internal motivation alone is insufficient to optimize the impact of knowledge exchange within an organization.*

Keywords: *Intrinsic; Knowledge; Motivation; Performance.*

1.Introduction

Human resources have a significant influence on determining an organization's progress. An organization is considered successful if it can manage its human resources effectively. Human resources within an organization are a crucial aspect in determining its effectiveness. Human resource management is nothing new in organizations and agencies. Human resource management must be prioritized because the key to a company's or agency's success lies not

only in technological excellence and funding. The most important factor is people. Therefore, an organization needs good human resources to support its goals and optimally improve its performance. As Hasibuan (2017) notes, an organization can operate effectively if supported by Human Resources (HR).

The role and challenges of human resource management continue to evolve and multiply as an organization grows. The more complex the tasks, the greater the environmental impact and the greater the uncertainty faced. In general, the most crucial aspect for an organization or company is knowledge, as it has the potential to provide various information and insights to employees and help them achieve their stated goals (Yuniarti, Mursidi, & Arifiani, 2023). Organizations can carry out their functions efficiently and effectively through the knowledge possessed by their human resources. However, we understand that each individual possesses a different level of knowledge. While knowledge is a resource that is already possessed within each individual, proper knowledge management is also needed so that it can be utilized effectively for valued purposes, such as using knowledge for work. Knowledge can also influence a company and influence service quality. Furthermore, according to Okky Orlando (2018) The rapid development of science and technology has also brought about changes in human resources within organizations. Knowledge sharing is a key element in knowledge management, as outlined by Syafitri et al. (2019).

Knowledge is viewed as an employee's personal asset, which needs to be collected, maintained, and passed down across generations within an organization. However, in practice, many individuals or employees simply retain their knowledge, leaving organizations vulnerable to stagnation and even loss of institutional memory, particularly when employees from across generations and diverse educational backgrounds demonstrate significant knowledge potential, and employee transfers, promotions, or job changes occur. Therefore, knowledge management practices are a crucial factor in strengthening employee motivation and achieving desired performance. Furthermore, a structured and sustainable knowledge sharing process is crucial in knowledge management. Knowledge-based theory emphasizes that individual knowledge must be transformed into organizational assets through knowledge sharing to improve collective performance. Knowledge sharing is defined as the sharing of experiences, information, and expertise among individuals within an organization (Davenport & Prusak, 1998; Wang & Noe, 2010). Knowledge sharing encourages innovation, accelerates problem-solving, and enhances collaboration among employees. Knowledge sharing is an activity or process carried out by each individual to share information about new knowledge or update existing knowledge (Pamuji, 2023). Knowledge sharing related to information will affect employee performance, as research by (Firdaus et al., 2023). Changes in employee performance can also be due to activities carried out by employees who are willing to share information and knowledge with their colleagues, which is commonly known as knowledge sharing (Sulistiyorini, et al., 2023).

On the other hand, work motivation is a psychological factor that influences an individual's willingness to work optimally. According to Darodjat (2015), motivation is a psychological

process that reflects the interaction between attitudes, needs, perceptions, and decisions that occur within a person. Motivation as a psychological process can arise due to factors within the person themselves, called intrinsic, or external factors, also called extrinsic factors. Work motivation is an internal drive that a person has to inspire or ignite enthusiasm in relation to the work environment, which ultimately leads to achievement. (Anggraini, 2023) explains that motivation is the desire to use high levels of energy from one's efforts to achieve organizational goals, taking into account the ability to meet several individual goals. Work motivation can be defined as an internal or external drive that influences a person to take action in achieving a certain goal (Robbins & Judge, 2017). Motivation can be intrinsic, which comes from within the individual such as personal satisfaction, a sense of responsibility, and a desire to help others (Deci & Ryan, 2000), or extrinsic, which comes from external factors such as rewards, recognition, or performance appraisal systems (Lin, 2007).

However, in practice, not all individuals are willing to actively share or donate their knowledge. Factors such as lack of motivation, low trust among employees, or lack of organizational support often act as obstacles (Wang & Noe, 2010). Therefore, it is important for organizations to understand how the knowledge sharing process can be fostered and the factors that influence it. Knowledge sharing efforts do not occur automatically; work motivation is required. Work motivation plays a crucial role in encouraging employees to open up spaces for collaboration, share experiences, and transfer expertise to colleagues. Some employees may be reluctant due to fear of losing personal advantage, lack of incentives, or low trust among colleagues. In this context, work motivation is a key factor that can drive knowledge sharing behavior (Brock et al., 2005).

Previous research has shown that work motivation, both intrinsic and extrinsic, has a positive relationship with knowledge sharing behavior (Osterloh & Frey, 2000; Lin, 2007). Highly motivated individuals tend to be more open, proactive, and willing to contribute to organizational learning processes. Conversely, a lack of motivation leads to low intentions to share knowledge, which can ultimately hinder innovation and improve organizational performance. Thus, work motivation plays a crucial role in driving knowledge sharing behavior in organizations.

Apart from the various factors that can influence human resource performance as explained above, there are also research gaps or differences in previous research results which can be seen in the table below, namely:

Table Research Gap Study

Variable Relationship	Researchers	Results
Knowledge Sharing on Human Resource Performance	Fitrina Afrianti, et al (2024)	<i>Knowledge Sharing</i> negatively impact performance
	Rustina Tamba, Ezza Nahrisah (2025)	<i>Knowledge sharing</i> has a positive and significant impact on employee performance

Intrinsic Motivation on Employee Performance	Desy Mardianty, Restu Hayati, Lintang Nur Agia, Prasetya Denny (2023)	Intrinsic motivation has an effect positive and significant towards employee performance
	Andhy Tri Adriyanto & Agus Prasetyo (2021)	Intrinsic Motivation does not have a significant effect on Work Productivity

The General Elections Commission (KPU), as an election organizing institution with a high level of work, while the KPU members are periodically appointed and change according to their terms of office, making employees highly vulnerable to losing institutional knowledge if the KPU Secretariat does not have an adequate knowledge management strategy that is permanent. This makes the secretariat (employees) the guardian of institutional continuity, maintaining and developing knowledge and bridging leadership transitions. The General Elections Commission (KPU) Secretariat plays a vital role in supporting the overall performance of the KPU, both at the central and regional levels. The secretariat's function is not merely administrative, but strategic, as it acts as the driving force that ensures the smooth running of the entire election process. The Secretariat provides technical and logistical administrative support and is responsible for the management of human resources, finance, state-owned assets, and information technology infrastructure. Technical knowledge related to the election stages is invaluable and crucial to record and share with future employees as the times evolve, knowledge evolves, or personnel changes occur due to transfers, promotions, or rotations of secretariat staff. The KPU's institutional structure consists of two main elements: commissioners (KPU members) who are appointed periodically, and a secretariat who is permanent. This fundamental difference poses challenges for all employees in maintaining knowledge and encouraging work motivation if not balanced with strong knowledge management through knowledge sharing.

Knowledge sharing in public organizations with high workloads and fluctuating work patterns, such as the Central Java Provincial General Elections Commission (KPU), is often not a top priority for employees. This situation indicates that even though knowledge is available, not all employees have strong enough intrinsic motivation to actively share experiences, best practices, and on-the-job learning with their colleagues. This aligns with self-determination theory, which states that intrinsic motivation plays a crucial role in encouraging individuals to engage in activities that are valuable to the organization without external coercion.

Based on these conditions, there is a gap between the potential of human resource knowledge and its utilization in improving organizational performance. Therefore, internal motivation from each individual is necessary to enable employees to maintain optimal performance.

Table Work Cycle of KPU Members and KPU Secretariat

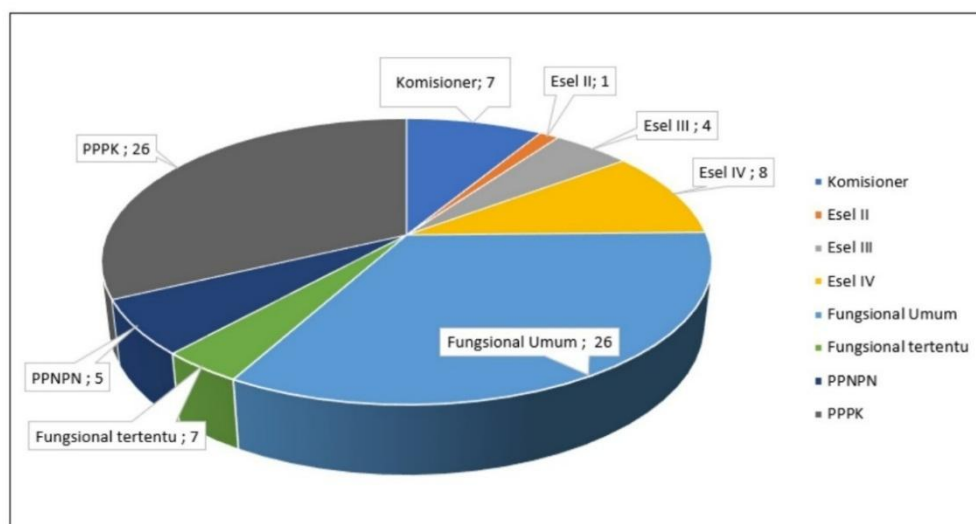
Aspect	KPU Members (Commissioners)	KPU Secretariat	Information
Institutional Characteristics	Periodic / 5 Years	Permanent / Fixed	Commissioners are replaced through selection; the

				secretariat remains in office for the entire term.
Recruitment Sources	Selection Team & Presidential Decree	ASN Government Employees	/	The commissioners come from the community; the secretariat from the bureaucracy.
Length of service	5 Years (max. 2 periods)	Until the retirement age / ASN rotation limit		KPU members have term limits; the secretariat has no term limits.
Authority	Policy & Decision Making	Technical & Administrative Implementation		The commissioners are strategic, the secretariat is operational.
Rotation Mutation	/ Not Applicable (replaced selection)	Can internal rotation / promotion		The secretariat is more structurally stable.
Relation to Institutional Memory	High risk of memory loss	Guardian of memory continuity		The secretariat plays a role in documenting knowledge.

Source : Law Number 7 of 2017 concerning General Elections and Law Number 20 of 2023

Quantitatively, the human resource strength of the Central Java Provincial KPU until the end of December 2025 will be 84 (Eighty Four) people, which can be classified based on position, as follows:

Kekuatan SDM KPU Provinsi Jawa Tengah Berdasarkan Jabatan



Source : 2025 personnel data in the KPU Personnel Management Information System application

Tables show that age differences cause a knowledge gap between generations, as seen from the percentage of employee education levels. Senior employees' tacit knowledge has not been fully documented and systematically transferred. Meanwhile, younger employees tend

to be technologically adaptive but still lack institutional experience. Furthermore, the tendency towards differences in employee education levels also significantly influences the culture of knowledge sharing based on work practices. Often, knowledge gained from technical guidance, training, and election-stage experiences is often individual and has not been optimally disseminated. It is known that at the Central Java Provincial General Elections Commission (KPU), several problems exist: a suboptimal structured knowledge-sharing mechanism, a knowledge gap between employee generations, fluctuating work motivation, especially after the election stage, and knowledge sharing not yet being part of individual performance indicators. Furthermore, differences in employee status result in unequal access to competency development, differences in motivation, career security, and welfare.

2. Research Methods

This research uses a quantitative approach, with the aim of strengthening the hypothesis through hypothesis testing, which aims to strengthen the theory and provide a foundation. Therefore, this research is an explanatory research type, meaning it is associative in nature, aiming to determine the relationship between two or more variables (Sugiyono 2012). Research that aims to explain the hypothesis testing with the aim of confirming or strengthening the hypothesis in order to strengthen the theory used as a foundation. Quantitative research emphasizes the analysis of numerical data processed using statistical methods (Azwar, 2013).

3. Results and Discussion

3.1. Description of Research Respondents

To facilitate understanding and interpretation of research data in tabular form, descriptive statistics are used. Descriptive statistics are used to obtain information about the characteristics of respondent identity data, presented in the form of a summary of the arrangement or arrangement of data in tabular form.

1) Description of Respondent Gender

Based on the primary data that has been processed, the results of the distribution of respondents based on gender in this study can be seen in the following table:

Table Number of Respondents by Gender

Gender	Amount	Percentage (%)
Man	48	57.1
Woman	36	42.9
Total	84	100%

Source: Data Processing Results, 2026

Based on Table above, it can be seen that the number of male respondents was 48 respondents or 57.1%, while the number of female respondents was 36 respondents or 42.9%. Therefore, it can be concluded that the majority of respondents were male. This

indicates that the Central Java Provincial General Election Commission (KPU) had more male Human Resources participating as respondents in this study because the number of male employees was more dominant and the data collection process was easier for this group, both due to communication factors, openness, and their presence at the research location during data collection.

2) Respondent Age Description

Based on the primary data that has been processed, the results of the distribution of respondents based on the age of respondents in this study can be seen in the following table:

Table Number of Respondents by Age

Age	Amount	Percentage (%)
20-30 Years	17	20.2
31-40 years old	29	34.5
41-50 years old	20	23.8
51-60 years old	18	21.4
Total	84	100%

Source: Data Processing Results, 2026

Based on table above, it can be seen that the number of respondents aged 21-30 years was 17 people or 20.2%, respondents aged 31-40 years were 29 people or 34.5%, respondents aged 41-50 years were 20 people or 23.8% and respondents aged 51-60 years were 18 people or 21.4%. This indicates that inGeneral Election Commission of Central Java Provincehave more Human Resources aged 31-40 years, which indicates thatGeneral Election Commission of Central Java Provincemany have quite experienced Human Resources.

3) Respondent's Education Description

Based on the primary data that has been processed, the results of the distribution of respondents based on the level of education of respondents in this study can be seen in the following table:

Table Number of Respondents Based on Education

Education	Amount	Percentage (%)
High School or Equivalent	17	20.2
D3	13	15.5
S1	46	54.8
S2	8	9.5
Total	84	100%

Source: Data Processing Results, 2026

Based on table above, it can be seen that the number of respondents with a high school education was 17 people or 20.2%, respondents with a D3 education were 13 people or 15.5%, respondents with a bachelor's degree were 46 people or 54.8% and respondents with a master's degree were 8 people or 9.5%. This indicates that inGeneral Election Commission

of Central Java Provincemore Human Resources with final education, namely S1, who have a fairly high level of competence.

4) Respondent's Length of Work Description

Based on the primary data that has been processed, the results of the distribution of respondents based on the length of time the respondents have worked in this study can be seen in the following table:

Table Number of Respondents Based on Length of Service

Length of work	Amount	Percentage (%)
1-5 Years	20	23.8
6-10 Years	19	22.6
11-15 Years	30	35.7
16-20 Years	15	17.9
Total	84	100%

Source: Data Processing Results, 2026

Based on table above, it can be seen that the number of respondents with a length of service of 1-5 years is 20 people or 23.8%, respondents with a length of service of 6-10 years is 19 people or 22.6%, respondents with a length of service of 11-15 years is 30 people or 35.7% and respondents with a length of service of 16-20 years is 15 people or 17.9%. This indicates that inGeneral Election Commission of Central Java Provincemore Human Resources with 11-15 years of work experience, which means they already have quite a long work experience.

3.2. Research result

1) Outer Model Testing

The data collection technique in this study was a questionnaire distributed directly by the researcher. This questionnaire was used to evaluate the validity of each question item in the research questionnaire. This study used the SEM method based on Partial Least Squares (PLS) as a data processing technique and to evaluate the reliability of the construct variables in the analysis model. The following is a diagram of the outer path of the PLS model:

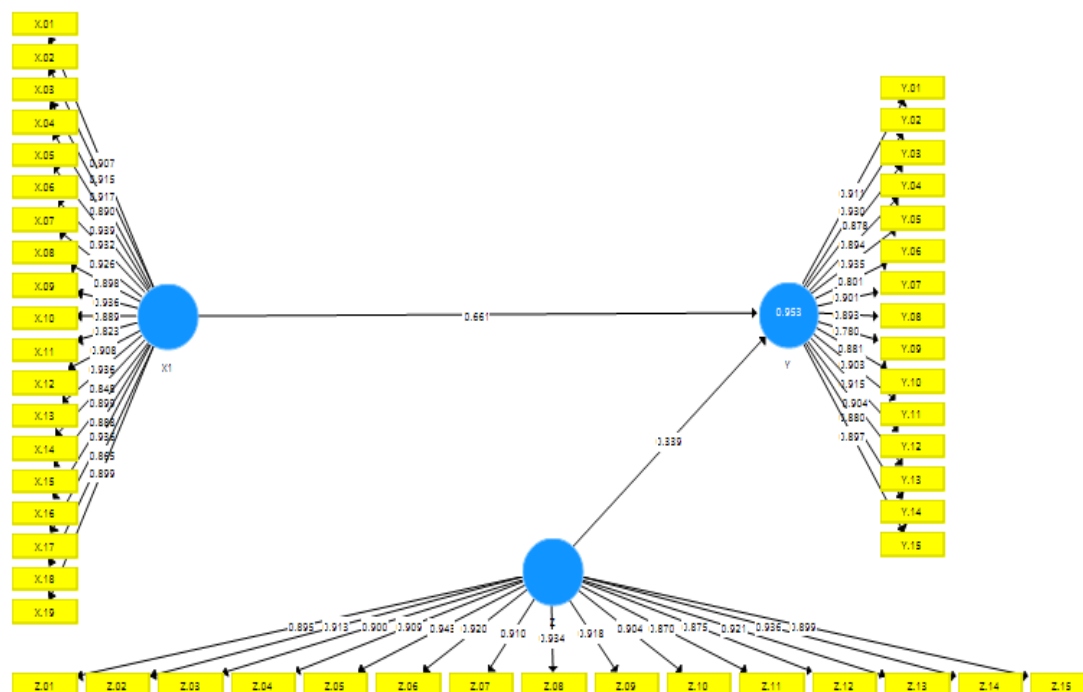


Figure Outer Model Path Diagram

Source: Processed Primary Data, 2026

This study uses several criteria for data analysis techniques with SmartPLS version 3.0, namely to assess the outer model consisting of convergent validity, discriminant validity, and reliability.

2) Convergent Validity Test

Convergent validity was tested using the SmartPLS program, which can be seen in the factor loading values or average variance extracted (AVE) values for each construct indicator. Outer loading values ranging from 0.6 to 0.7 are acceptable, provided the related indicator is not the sole indicator of the construct, allowing other indicators to be used as comparisons. The following shows the outer loadings and Average Variance Extracted (AVE) values.

The results of the validity test show that the outer loading value of all indicators for each variable in this study is > 0.7 . Therefore, it can be interpreted that all indicators have achieved valid validity. In addition to the validity test, there is a discriminant validity model measured by the square of the AVE. The model has better discriminant validity if the square root of the AVE for each construct is greater than the correlation between the two constructs in the model. A good AVE value is required to have a value greater than 0.50. In this study, the AVE value and the square root of the AVE for each construct can be shown in the following table:

Table Root Average Variance Extracted (AVE)

No.	Variables	AVE value	AVE Root
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1.	Knowledge Sharing(X)	0.816	0.988
2.	Intrinsic Motivation (Z)	0.828	0.985
3.	HR Performance (Y)	0.788	0.981

Source: Processed Primary Data, 2026

Based on Table above, all constructs show that the square root of the AVE value has exceeded the AVE value. This value has met the requirements according to the specified minimum AVE value limit, namely 0.50. Therefore, it can be seen that the square root of the AVE value for each construct is appropriate.

3) Reliability Test

In SmartPLS 3.0, reliability testing can be performed using two methods: Cronbach's alpha and composite reliability. Cronbach's alpha measures the reliability limits of a construct, while the composite reliability measures the actual reliability of a construct. Good indicator reliability can be seen from Cronbach's alpha and composite reliability values, which are greater than 0.70. The following table shows Cronbach's alpha and composite reliability.

Table Cronbach's Alpha and Composite Reliability

No.	Variables	Cronbach's Alpha	Composite Reliability	Information
1.	Knowledge Sharing(X)	0.987	0.988	Reliable
2.	Intrinsic Motivation (Z)	0.985	0.986	Reliable
3.	HR Performance (Y)	0.981	0.982	Reliable

Source: Processed Primary Data, 2026

Table above shows that all latent variables have Cronbach's alpha and composite reliability values > 0.70. Therefore, it can be concluded that the measuring instrument is reliable and consistent.

4) Goodness of Fit (GoF) Index Test (Inner Model)

Goodness of Fit The Goodness of Fit (GoF) Index is used to test the suitability of observation results with the frequencies obtained based on expected values. The Goodness of Fit (GoF) Index has certain value criteria: 0.02 (small), 0.15 (medium), and 0.36 (large). To measure the overall fit, it can be calculated using the following formula:

$$\text{Goodness of Fit} = \sqrt{\text{AVE} \times R^2}$$

Information:

AVE : MarkAverage Variance Extracted(AVE) / Number of Average Variance Extracted (AVE) indicator values

R2 : MarkR-squared/ Number of R-squared indicator values

$$\text{Goodness of Fit} = \sqrt{\text{AVE} \times R^2}$$

$$\text{Goodness of Fit} = \sqrt{0,810 \times 0,952}$$

$$\text{Goodness of Fit} = \sqrt{0,771}$$

$$\text{Goodness of Fit} = 0.878$$

The calculation above shows that the Goodness of Fit (GoF) Index in this study is 0.878 or > 0.36. It can be concluded that there is a match between the observation results and the frequencies obtained based on the expected values.

The purpose of influence testing is to evaluate the direct effects using the original sample value and the T-statistic. The original sample value is useful for determining the direction of positive or negative influence and the extent of the independent variable's influence on the dependent variable. The T-statistic is useful for estimating the relationship between latent variables using the bootstrapping method. If the T-statistic is greater than 1.989 (two-tailed), the measurement indicator can be considered significant. The table showing the results of the hypothesis testing is as follows:

Table Hypothesis Testing Results

No.	Variables	Original Sample	T-Statistic	P-Values	Information
1.	Knowledge Sharing →HR Performance	0.652	5,156	0,000	Accepted
2.	Knowledge Sharing →Human Resource Performance (With Intrinsic Motivation Moderation)	-0.009	0.665	0.507	Rejected

Source: Processed Primary Data, 2026

Table above shows the results of hypothesis testing which can be interpreted as follows:

1) The Influence of Knowledge Sharing on HR Performance

Based on the calculation results, it shows that knowledge sharing has a significant effect on HR performance, with an original sample value of 0.652, a large t-statistic value of 5.156 > 1.989 and a large p-value of 0.000 < 0.05. It can be concluded that the better the knowledge sharing, the better the HR performance, so it can be said that H1 is accepted.

2) The Role of Intrinsic Motivation as a Moderator in the Influence of Knowledge Sharing on HR Performance

Based on the calculation results, it shows that the role of intrinsic motivation in moderating knowledge sharing on HR performance, with an original sample value of -0.009, a large t-statistic value of 0.665 < 1.989 and a large p-value of 0.507 > 0.05. It can be concluded that

intrinsic motivation is not able to moderate the influence of knowledge sharing on HR performance, so it can be said that H2 is rejected.

3.3. Discussion

1) The Influence of Knowledge Sharing on HR Performance

The results of this study indicate that knowledge sharing has a significant positive impact on human resource performance. This confirms that knowledge sharing is not simply a simple social interaction, but a crucial instrument for boosting productivity. Statistical findings demonstrate that the higher the intensity and quality of knowledge sharing among employees, the higher their performance. Employees in an environment that supports information transparency tend to be more competent in completing complex tasks because they have access to the knowledge base of their colleagues.

The results of this study confirm the first hypothesis, which states that the more intensive the practice of knowledge sharing is carried out, the greater the performance achievements of individuals and organizations. Theoretically, this phenomenon strengthens the resource-based view (RBV), where knowledge is identified as a strategic asset capable of creating competitive advantage. In the Central Java General Elections Commission (KPU) environment, which has complex regulations and a high workload, especially in the lead-up to the election, knowledge transfer, both explicitly through technical documents and implicitly (tacitly) through discussions among colleagues, is a key catalyst in accelerating the employee learning curve. When an employee is willing to share their understanding regarding logistics management or voter data updates, this not only reduces the risk of administrative errors (preventing human error) but also increases collective operational efficiency, ultimately leading to optimized human resource performance.

In depth, this influence is driven by the fulfillment of five key indicators in the knowledge sharing variable. First, a strong intention to share knowledge among employees creates a proactive atmosphere, where each individual no longer views knowledge as a personal strength to be kept to themselves (knowledge hoarding), but rather as a collective asset. Second, the high intensity of interaction between divisions at the Central Java General Elections Commission (KPU) facilitates the transfer of both tacit (experience) and explicit (documents/regulations) competencies. Third, the existence of harmonious informal relationships outside the formal bureaucratic structure has proven effective in breaking down communication barriers, allowing solutions to technical challenges to be found more quickly through relaxed but substantive dialogue. Fourth, the willingness to share insights, especially from senior employees to juniors regarding technical election procedures, ensures the continuity of work quality and minimizes human error. Finally, trust is a crucial foundation; without trust among colleagues, the knowledge sharing process will be hampered by suspicion. At the Central Java KPU, high levels of trust ensure that shared information is accurate and credible, which ultimately systematically improves data accuracy, speed of service, and the overall quality of employee work.

The findings of this study provide significant empirical support and align with a series of previous studies that place knowledge management as a key determinant of organizational performance in both the public and private sectors. These results confirm the findings of research conducted by Wily Saputra & Marno Nugroho (2023), which stated that organizations that are able to manage information flow well will have higher flexibility and adaptability. The consistency of these results with previous studies indicates that regardless of the organizational entity's location, knowledge sharing mechanisms remain the most effective instrument for transforming individual intellectual capital into superior organizational performance. This alignment also emphasizes that increasing employee capacity through knowledge collaboration is far more sustainable than simply relying on one-way instructions within a rigid bureaucratic structure. Thus, the results of this study at the Central Java Provincial General Elections Commission (KPU) further strengthen the theoretical proposition that the stronger the culture of knowledge sharing developed, the more optimal the resulting human resource performance in achieving the organization's strategic targets.

2) The Role of Intrinsic Motivation as a Moderator in the Influence of Knowledge Sharing on HR Performance

The results of this study indicate that intrinsic motivation is unable to moderate the effect of knowledge sharing on human resource performance. Statistically, the interaction between knowledge sharing and intrinsic motivation does not have a significant additional impact on performance improvement. This means that the level of intrinsic motivation possessed by employees does not change the magnitude of the influence that knowledge sharing has on their performance. In other words, knowledge sharing continues to improve performance independently, regardless of the level of internal passion or personal satisfaction felt by the individual during the process.

Conceptually, intrinsic motivation is often considered a variable that can strengthen the influence of knowledge sharing on performance because internal drives such as personal satisfaction, interest, and a sense of challenge should make someone more effective in utilizing the knowledge received. Logically, if an employee has a strong desire to learn from within themselves, then the knowledge shared by colleagues will be absorbed and implemented much more optimally to achieve superior performance. Intrinsic motivation is expected to act as a multiplier, ensuring that the knowledge shared does not stop at the information stage, but is transformed into productive actions.

The results of this study indicate that the interaction between an individual's internal drive and knowledge sharing activities does not have a significant escalatory impact on performance. Theoretically, even if an employee has a high level of passion, interest, and inner satisfaction in their work (intrinsic motivation), this does not automatically strengthen or weaken the effectiveness of knowledge sharing on their performance. This phenomenon can be explained by the characteristics of the workload at the General Elections Commission (KPU), which tends to be administrative-procedural and tightly bound by regulations and rigid

election stages. Under these conditions, knowledge sharing is carried out more as a means of fulfilling standard operating procedures (SOPs) to ensure data accuracy and legal compliance, so that personal motivation factors are no longer a determining factor that amplifies this relationship. The performance of KPU employees is determined more by technical accuracy and collective time management than by fluctuations in individual motivation during the information exchange process.

The rejection of the second hypothesis, which states that intrinsic motivation strengthens the influence of knowledge sharing on HR performance, provides an empirical indication that an individual's internal drive does not necessarily act as a catalyst in this relationship within the Central Java Provincial General Elections Commission (KPU). Theoretically, even if employees have high levels of inner satisfaction or self-actualization, these factors are unable to significantly escalate the impact of knowledge sharing on performance due to the dominance of stronger external and structural factors. The characteristics of work at the KPU, which is highly bound by regulations, seasonality with final and binding deadlines, and strict adherence to Standard Operating Procedures (SOPs), cause knowledge sharing behavior to be more mechanistic and professionally obligatory rather than the result of voluntary drives triggered by intrinsic motivation. In situations where the workload is very high and legal risks, employees tend to share information due to the demands of functionality and technical coordination to avoid administrative errors, so that the existence of intrinsic motivations such as the pleasure of helping or personal interest loses its relevance as a reinforcing variable (moderator).

4. Conclusion

Based on the research analysis that has been described previously, the following conclusions have been obtained: The results of the study indicate that knowledge sharing has a significant effect on HR performance at the Central Java Provincial General Elections Commission (KPU). Knowledge sharing has a crucial and real role in improving human resource performance in the organization. By accepting this hypothesis, it can be concluded that the more active employees are in distributing technical information and experience to colleagues, the more collective competence will increase which will linearly impact the optimal achievement of human resource performance. The results of the study indicate that intrinsic motivation is not able to moderate the effect of knowledge sharing on HR performance at the Central Java Provincial General Elections Commission (KPU). This finding indicates that for Central Java Provincial General Elections Commission employees, internal drives such as personal satisfaction or self-actualization are not determining factors that moderate the effectiveness of knowledge sharing in improving performance.

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