

THE INFLUENCE OF KNOWLEDGE SHARING BEHAVIOR ON INNOVATIVE WORK BEHAVIOR OF EMPLOYEES AT CLASS IIB YOGYAKARTA WOMEN'S CORRECTIONAL INSTITUTION



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ABSTRACT

The existence of knowledge-sharing behavior allows the knowledge base of correctional employees to increase and gives rise to opportunities for new ideas and encourages innovative work behavior of employees. The purpose of this research is to determine the influence of knowledge-sharing behavior on the innovative work behavior of employees at the Lembaga Pemasyarakatan Perempuan Kelas IIB Yogyakarta. This research uses quantitative methods with a non-probability sampling technique of 63 employees. The data analysis techniques were processed using IBM SPSS version 25. The results of the determination test shows that the knowledge sharing behavior variable has an influence of 47.5% on the innovative work behavior variable, while the remaining 52.5% is influenced by other variables not explained in this research. From the results of this research, it can be concluded that there is a positive and significant influence between knowledge-sharing behavior and innovative work behavior in the Class IIB Yogyakarta Women's Correctional Institution.

Keywords: Knowledge Sharing Behavior; Innovative Work Behavior;
Class IIB Yogyakarta Women's Correctional Institution



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INTRODUCTION

Government institutions are public sector entities that have an important role in providing services for the benefit of the community, implementing development, and carrying out government functions effectively and efficiently in order to realize good governance (Tuasikal, 2019). The government has issued regulations related to the Grand Design of Bureaucratic Reform 2010-2025 through Presidential Regulation Number 81 of 2010. The aim is to realize corruption-free practices, increase accountability and organizational capacity, and provide excellent service to the community (Monoarfa, 2012).

The government is trying to build an Integrity Zone (ZI) as a form of optimizing the bureaucratic system from the smallest work unit in the regions to the central government. In line with the three main objectives of the government above, this regulation is expected to realize a Corruption-Free Area (WBK) and a Clean Serving Bureaucratic Area (WBBM) in each work unit. To provide awards to Ministries that provide the best public services, the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB) routinely holds the Public Service Innovation Competition every year. In 2021, the Ministry of Law and Human Rights managed to enter the Top 45 Public Service Innovations, but in 2022 and 2023 it was not included in the Top 45 General Group Innovations and Outstanding Achievement of Public Service (Natalisa, 2022).

Class IIB Yogyakarta Women's Correctional Institution is one of the technical implementation units of correctional institutions under the Ministry of Law and Human Rights which has the main task and function of fostering Correctional Inmates (WBP) and serving the community. In order to provide excellent service, Class IIB Yogyakarta Women's Correctional Institution strives to commit to encouraging the bureaucratic reform program that has been initiated by the Ministry of Administrative and Bureaucratic Reform. Class IIB Yogyakarta Women's Correctional Institution strives to develop WBK and WBBM work units. The development of WBK and WBBM is a benchmark for organizational performance in realizing corruption-free practices, increasing organizational accountability and capacity, and providing excellent service to the community.

Table 1
WBK/WBBM Data for Prisons/Detention Centers of the Yogyakarta Regional Office for 2019-2023

No	Institutions	WBK	WBBM
1	Class IIB Bantul Detention Center	2019	-
2	Class IIA Yogyakarta Narcotics Penitentiary	2019	-
3	Class IIA Yogyakarta Detention Center	2020	-
4	Class II Yogyakarta Juvenile	2020	-
5	Class IIB Wates Detention Center	2020	-
6	Class IIB Wonosari Penitentiary	2020	-
7	Class IIB Sleman Penitentiary	2021	-
8	Class IIA Yogyakarta Penitentiary	2023	-
9	Class IIB Yogyakarta Women's Correctional Institution	-	-

Source: Data processed by the author, 2024

Based on table 1, it shows that the Class IIB Yogyakarta Women's Correctional Institution is the only Technical Implementation Unit of Prisons/Detention Centers at the Regional Office of the Ministry of Law and Human Rights of the Special Region of Yogyakarta that has never achieved the WBK/WBBK predicate in the last 5 years. There are several evaluation notes from the Assessment Team of the Regional Office of the Ministry of Law and Human Rights of the Special Region of Yogyakarta regarding the reasons why the Class IIB Yogyakarta Women's Correctional Institution cannot achieve WBK or WBBM. The Evaluation Worksheet is contained in the Minutes of the 2023 WBK Evaluation of the Class IIB Yogyakarta Women's Correctional Institution. Based on the information contained in the Evaluation Worksheet, it explains that the Class IIB Yogyakarta Women's Correctional Institution has not replicated the innovations they have made. In addition, existing innovations have not been able to improve the performance and quality of public services. Based on the innovation data, it also shows that the innovative work behavior of employees at the Class IIB Yogyakarta Women's Correctional Institution is low.

The fact that occurred at the Class IIB Women's Correctional Institution in Yogyakarta, the low innovative work behavior is likely caused by low knowledge sharing behavior. Knowledge sharing behavior is a reciprocal process between individuals in exchanging knowledge that aims to create new knowledge or solutions to a problem (Van Den Hooff & Ridder, 2004). This low knowledge sharing behavior arises as a result of limited human resource competency development. The success of an organization in providing effective services depends on human resources. Human resources have the function of creating, managing, and using other resources. The important factors that influence human resources in supporting organizational success are related to the quantity and quality of humans (Ananda, 2023).

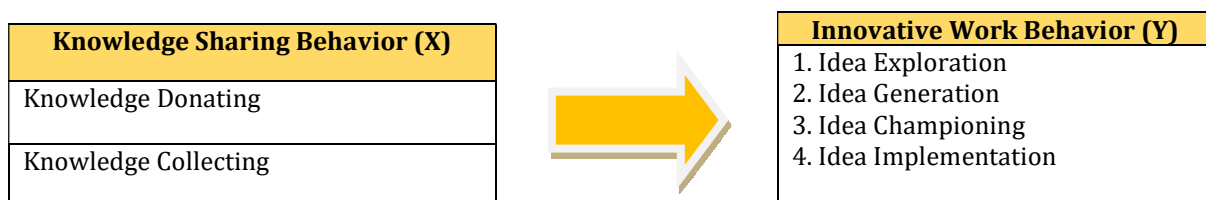
Based on the description above, the problem is the reason for researchers to conduct research related to the influence of knowledge sharing behavior on innovative work behavior of employees at Class IIB Yogyakarta Women's Correctional Institution.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Based on Phung, V.D's research (2019) on "how knowledge sharing leads to innovative work behavior: A moderating role of transformational leadership" states that knowledge sharing behavior can provide benefits to universities through the creation and institutionalization of innovative work behavior to maximize organizational capabilities. In a quantitative study with a sample of 785 academic staff at four public universities in Vietnam, it was shown that knowledge sharing behavior has a positive and significant influence on the innovative work behavior of academic staff at the University of Vietnam by 0.38. In addition, transformational leadership positively moderates the influence of knowledge sharing behavior on the innovative work behavior of academic staff at the University of Vietnam.

Furthermore, the research of Khorakian et al., (2019) stated that innovation is considered the key in organizations to achieve competitive advantage. In public organizations, innovation is important to help realize organizational goals and respond to expected changes in society, through product creation and service provision. The results of the study statistically show that knowledge sharing behavior has a positive and significant effect on innovative work behavior. While ethical behavior has a weak effect on innovative work behavior of employees in public organizations in the Metropolitan City of Iran.

Based on research by Pandanningrum and Nugraheni (2021), innovative work behavior is an individual action that is directed at initiating and introducing new ideas, production processes, or procedures in the organization. As a result, innovative employees can contribute more to the success of the organization in providing services to the public, especially at the Investment and One-Stop Integrated Service Office of Central Java Province. The existence of innovative employees certainly requires the role of knowledge. Knowledge has an important role in designing new strategies in the organization by increasing employee competence. The results of the study show that knowledge sharing behavior has a positive and significant effect on innovative work behavior. This means that the better the knowledge sharing behavior is carried out, the more it will result in the innovative work behavior of employees in the agency increasing. Employees who are willing to exchange and share knowledge can stimulate their thinking processes resulting in new, innovative ideas.



Source: Van Den Hooff & Ridder (2004); De Jong & Den Hartog (2010)

Picture 1
Research Framework

Hypotheses

- H₀ : There is no influence of knowledge sharing behavior on the innovative work behavior of employees at the Class IIB Yogyakarta Women's Correctional Institution.
- H_a : There is an influence of knowledge sharing behavior on the innovative work behavior of employees at the Class IIB Yogyakarta Women's Correctional Institution.

METHOD

This study uses quantitative method with a non-probability sampling technique of 63 employees. The data collection technique was carried out using direct questionnaire distribution to employees. There are 21 statements that are used as indicators in this study. The data analysis technique used is through normality tests, simple linear regression tests, significance tests, and determination tests processed using IBM SPSS software version 25.

RESULTS AND DISCUSSION

Based on Table 2, the results of the significance test between the variable of knowledge sharing behavior and the variable of innovative work behavior of employees at the Class IIB Yogyakarta Women's Correctional Institution are obtained. The table data shows that the level of significance or probability is 0.000. The significance test has a condition that if the significance value is less than 0.05 then H₀ is rejected and H_a is accepted, which indicates a simultaneous influence between the independent variable and the dependent

variable. While H_0 is accepted and H_a is rejected if the significance value is more than 0.05 or which indicates that there is no simultaneous influence between the independent variable and the dependent variable. The results of the significance test show that the significant value is $0.000 < 0.05$, which means that there is an influence of knowledge sharing behavior on the innovative work behavior of employees at the Class IIB Yogyakarta Women's Correctional Institution.

Table 2
Significance Test Results

<i>ANOVA^a</i>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6596.521	1	6596.521	123.423	.000 ^b
	Residual	4329.166	81	53.446		
	Total	10925.687	82			

a. Dependent Variable: Innovative Work Behavior

b. Predictors: (Constant), Knowledge Sharing Behavior

Source: Data Analyzed, 2024

The results of the data analysis show that the percentage of influence given by the variable of knowledge sharing behavior on innovative work behavior is obtained from the determination test, where in this study the R square value (r^2) is 0.475 which shows how much influence the variable of knowledge sharing behavior as a whole can affect the rise and fall of the variable of innovative work behavior. Based on the R square value, it shows that the percentage of the influence of knowledge sharing behavior on the innovative work behavior of employees at the Class IIB Yogyakarta Women's Correctional Institution is 47.5%. While the remaining 52.5% is influenced by other variables that are not explained in this study. This indicates that there are still other variables that have an influence on the variable of innovative work behavior of employees at the Class IIB Yogyakarta Women's Correctional Institution besides knowledge sharing behavior.

Table 3
Determination Test Results

<i>Model Summary^b</i>					
	Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1		.689 ^a	.475	.467	2.641

a. Predictors: (Constant), Knowledge Sharing Behavior

b. Dependent Variable: Innovative Work Behavior

Source: Data Analyzed, 2024

Research conducted by Pratama et al. (2021) shows that organizational justice is another factor that influences employees' innovative work behavior. Organizational justice has a positive and significant effect on knowledge sharing by 75.9%. The importance of fair treatment by the organization will encourage employees' willingness to contribute innovative ideas. The fair behavior in question is in the form of providing fair salaries, fair leadership decisions, and how leaders treat employees well.

Several previous studies have explained the relationship between distributive justice and innovative work behavior. The relationship between distributive justice and

innovative behavior is predominantly described through social exchange theory. According to Cole in Baskoro et al. (2021), positive relationships that occur within an organization by leaders and their members result in a work environment of mutual understanding.

Social exchange theory also explains that interactions between individuals in an organization to make exchanges are based on motivation to get rewards (Baskoro et al., 2021). Cropanzano et al. (2001) stated that organizational justice can meet the psychological needs of employees. So, when an organization has treated its employees fairly, employees have an obligation to reciprocate through their extra work behavior.

Furthermore, the results of the research conducted by the researcher are in line with the results of previous studies which state that knowledge sharing behavior also has a positive influence on innovative work behavior. Previous studies include research conducted by Phung (2019) found that knowledge sharing behavior has a positive and significant influence on the innovative work behavior of academic staff at the University of Vietnam.

The results of research from Khorakian et al., (2019) show that knowledge sharing behavior has a positive and significant influence on the innovative work behavior of employees in public organizations in the Metropolitan City of Iran. The results of research by Pandanningrum and Nugraheni (2021) explain that knowledge has an important role in designing new strategies in organizations by increasing employee competence. This competency improvement can be done through knowledge sharing behavior between employees. The results of the study show that knowledge sharing behavior has a positive and significant effect on innovative work behavior. This means that the better the knowledge sharing behavior is carried out, the more it will result in the innovative work behavior of employees in the agency increasing. Employees who are willing to exchange and share knowledge can stimulate their thinking process so that they produce new, innovative ideas.

Basically, knowledge sharing behavior is an action that refers to the provision of information, ideas, knowledge between employees to carry out a specific task function (Wang & Liang in Hassan et al., 2018). According to Van Den Hooff & Ridder (2004), knowledge sharing behavior is a reciprocal process between individuals in exchanging knowledge that aims to create new knowledge or solutions to a problem. The essence of knowledge sharing behavior can also be interpreted as the exchange of information between teams or individuals in the workplace to advance an organization. Therefore, it is important for the author to measure employee perceptions related to knowledge sharing behavior in order to determine the extent to which this knowledge sharing behavior is carried out by employees at the Class IIB Yogyakarta Women's Correctional Institution.

From the results of the data analysis conducted by the researcher on the variable of knowledge sharing behavior as a whole, it shows a moderate category with a frequency of 42 respondents with a percentage of 66.7%. The results of employee perceptions with a moderate category indicate that the management of competency development at the Class IIB Yogyakarta Women's Correctional Institution and interactions between employees in daily life are quite good, but there may be some aspects that need to be improved. Employees feel that there is room for improving interactions between employees because they are sometimes hampered by high workloads. In addition, limited time and opportunities also hinder the reproduction of their knowledge.

The first dimension of the knowledge sharing behavior variable is knowledge donating, which obtained the results of perception in the low category with a frequency

of 30 respondents with a percentage of 47.6%. Knowledge donating refers to communication behavior that occurs when an individual transfers or shares the knowledge they have to others. Based on the data and researcher identification, there is an employee perception in the knowledge donating dimension with a low category. It is known that 30 respondents in the low category are respondents with a relatively young age, namely in the range of 18-27 years and 28-37 years with an average work period of 1-5 years and a high school education background. Respondents in this group do not have much experience or adequate competence with a work period of less than 5 years. The lack of experience, knowledge, and insight possessed by this group makes this group reluctant to share knowledge with other employees.

In addition, the limited opportunity for employees to do knowledge donating is one of the inhibiting factors for knowledge sharing behavior. Employees are relatively ignorant of their surroundings because of the relatively high workload. Excessive workloads make employees trapped in a tiring daily routine without having the time or energy to share their knowledge with others. They become more focused on completing their tasks rather than thinking of new ways to improve the efficiency or quality of the services provided. This workload not only reduces their ability to interact with each other, but also hinders them from creating opportunities for innovative ideas to encourage work units to achieve the WBK/WBBM predicate.

Furthermore, the knowledge collecting dimension as the second dimension in the knowledge sharing behavior variable has a perception in the moderate category with a frequency of 50 respondents and a percentage of 79.4%. The knowledge collecting dimension refers to communication behavior that occurs when an individual tries to collect knowledge from others to increase their insight. The results of the data analysis show that the knowledge collecting dimension at the Class IIB Yogyakarta Women's Correctional Institution tends to be in the moderate category. Employee perceptions in the moderate category mean that in general the employee's initiative to collect and find out about knowledge that they do not yet know has been carried out quite well. Collecting knowledge in this case is through asking colleagues, seminars, and from various other sources.

Based on the data and researcher identification, there is an employee perception on the knowledge collecting dimension with a moderate category. It is known that as many as 50 respondents who are in the moderate category are respondents with a majority of work experience under 15 years. Respondents in this group strive to continue to collect their knowledge through learning and asking questions. This is also supported by the Kemenkumham Corporate University program. The Kemenkumham has created the Kemenkumham Corporate University program as a knowledge management strategy and civil servant competency development management through an integrated approach system to support strategic goals and realize the achievement of performance targets. This competency development can be done individually and there is a target of Study Hours which is determined each year. In one year, employees are targeted to meet 20 Study Hours. And the "Rumah Belajar" feature has also been developed by the Kemenkumham to facilitate civil servants to learn independently through access to these features.

Meanwhile, there is an employee perception in the knowledge collecting dimension with a low category. It is known that 13 respondents who are in the low category are respondents with a work period of more than 15 years. Respondents in this group are generally older employees. This allows them to feel that they are quite senior in the work environment and they have minimal ability to use technology properly in

accessing knowledge, both from other sources and through the Kemenkumham Corporate University program. It is hoped that with this program, employees can develop their competencies and apply best practices in their work through the creation of innovative ideas.

Innovation is a fundamental factor for every organization to achieve competitive advantage (Hitt & Keats in Ismail et al., 2020). Innovation can be created if members of an organization have high innovative work behavior. Innovative work behavior is an act of creating, presenting, and using new ideas that are planned in an organization to provide benefits to the organization (Janssen, 2000). According to De Jong & Den Hartog (2010), innovative work behavior is an action taken by someone for the benefit of the organization and involves the active participation of individuals in an organization. This innovative work behavior consists of four dimensions, namely idea exploration, idea generation, idea championing, and idea implementation.

From the results of the data analysis conducted by the researcher, the overall innovative work behavior variable shows a moderate category with a frequency of 35 respondents with a percentage of 55.6%. These results indicate that innovative work behavior at the Class IIB Yogyakarta Women's Correctional Institution tends to be in the moderate category. Employee perceptions in the moderate category indicate that employees have a fairly good willingness to be innovative in their performance, but there may be some aspects that need to be improved. With the majority of respondents in the moderate category, the Class IIB Yogyakarta Women's Correctional Institution can consider strategies to strengthen the culture of innovation within the organization. This perception can be influenced by factors within the organization itself, such as employee awareness in exploring issues related to work, creating ideas in work practices, support from various parties, and implementation of existing innovations.

Data processing carried out on the first dimension in the innovative work behavior variable is idea exploration which obtained the results of perception in the moderate category with a frequency of 35 respondents with a percentage of 55.6% in the moderate category. These results indicate that innovative work behavior at Class IIB Yogyakarta Women's Correctional Institution tends to be in the moderate category. Employee perceptions in the moderate category indicate that employees have a fairly good work willingness to be innovative in their performance, but there may be some aspects that need to be improved. This is indicated by the use of modern and interactive communication technology. One of the effective means of communication that has been proven to increase interaction between employees is the use of *WhatsApp* groups. This group is not only a routine communication medium, but also a vital platform for sharing current issues related to work, including the latest news and innovations in correctional management.

The ease of access and simplicity of using *WhatsApp* allows employees from various levels and units to interact with each other in real time. In this group, employees can quickly disseminate information, exchange ideas, and provide input on issues faced daily. This creates an environment conducive to brainstorming and collaboration, which in turn spurs innovation in the work process. Moreover, this interaction helps in building a sense of ownership and shared responsibility for the improvement and efficiency of services provided to the community. With this innovative work spirit, employees are more motivated to try new and more efficient methods, which will ideally lead the prison to better operational standards.

The second dimension of the innovative work behavior variable is the idea generation dimension which obtained a low category perception with a frequency of 44

respondents with a percentage of 69.8%. The low category perception held by Class IIB Yogyakarta Women's Correctional Institution employees shows that the process of idea generation or creation of new ideas by employees is hampered by the tendency of employees to be too comfortable with their daily routines. Habits that are already strongly embedded in carrying out routine tasks make them reluctant to seek and adopt new, more innovative methods. This creates a static work environment, where opportunities for change and improvement are very limited.

This condition develops due to several factors. One of them is the lack of encouragement and incentives to experiment and take risks. In an environment that does not encourage creativity, employees tend to avoid initiatives that could disrupt the status quo and prefer to stick with what is known and considered safe. This tendency is reinforced by the lack of adequate resources and support to implement new ideas. As a result, employees are reluctant to leave their comfort zones for fear of potential failure and the impact it will have on their job stability.

This mindset has a negative impact on the overall performance of the organization. Innovation is key to improving services and operations within prisons, and without new ideas being generated and tested, it is very difficult to achieve significant improvements. This is also a major obstacle in prisons' efforts to achieve the predicate of Corruption-Free Area (WBK) and Clean and Serving Bureaucracy Area (WBBM). These predicates require real demonstration of practices that include adherence to high standards, transparency, and quality service.

The idea championing dimension, which is the third dimension of the innovative work behavior variable, is in the medium category of perception with a frequency of 44 respondents with a percentage of 69.8%. The idea championing dimension refers to support from the work environment for the development of an innovative idea. The medium category of perception at Class IIB Yogyakarta Women's Correctional Institution shows that efforts to encourage support for innovative ideas have reached a significant level thanks to strong support from colleagues and a positive work environment. In this environment, every innovative effort made by employees is not only recognized but also appreciated, creating an atmosphere that supports the creation of sustainable innovation.

The Head of Class IIB Yogyakarta Women's Correctional Institution has played a key role in encouraging this innovative climate by providing open support for new initiatives. The positive and proactive attitude of the Head of Prison towards input and new ideas provides a clear signal to all employees that innovation is appreciated and is an important part of the organization's strategy to improve and advance services. In addition, the formation of the Integrity Zone (ZI) team, which was inaugurated through a letter of instruction from the Head of the Prison, is another concrete step that shows the prison's commitment to achieving the predicate of Corruption-Free Area (WBK) and Clean Serving Bureaucracy Area (WBBM). The ZI team consists of employees who are not only dedicated but also have a good track record in implementing best practices in the workplace. This team is tasked with overseeing and ensuring the implementation of various innovations and reforms needed in order to meet the criteria set to obtain the predicate.

However, despite significant progress in providing support for innovative activities, Class IIB Yogyakarta Women's Correctional Institution has yet to achieve the WBK/WBBM predicate. One of the main challenges is to effectively integrate these innovations at all operational levels. Often, constraints such as limited resources, dynamic policy changes, and challenges in changing long-standing work behaviors and habits become obstacles to gaining comprehensive support. There needs to be closer

cooperation between units and continuous improvement of employee capacity to ensure that innovations can be successfully implemented and bring about positive, measurable changes.

The last dimension in the innovative work behavior variable is the idea implementation dimension which has a perception in the moderate category with a frequency of 44 respondents with a percentage of 69.8%. The perception in the moderate category in this dimension shows that in Class IIB Yogyakarta Women's Correctional Institution there are real and ongoing efforts to implement innovative ideas that encourage positive change and service improvement. This commitment can be seen from the initiative to introduce new services and expand the reach of communication through the use of social media, such as the institution's official Instagram account. This effort not only increases transparency and interaction with the community, but also provides a platform to educate and disseminate relevant information regarding activities and programs run by the correctional institution.

Active involvement in social media and the development of new services show that prisons are striving not only to adapt to changing times, but also to lead in innovation related to correctional management. These innovations cover various aspects of operations and services to the community and inmates, including improving the quality and speed of services, as well as the use of technology for work efficiency.

However, the implementation of these innovative ideas is not without challenges. One of the biggest obstacles is the limited competence of existing human resources. This is an obstacle to further internal development of applications or technology, which ultimately requires institutions to rely on services from third parties. This dependence on external service providers not only increases costs, but also often delays the implementation process due to the limited budget allocated for such development.

Although various innovations have been implemented and there has been significant progress in how prisons operate and interact with the community, there is still a long way to go to achieve the predicate of Corruption-Free Area (WBK) and Clean and Serving Bureaucracy Area (WBBM). To truly achieve and maintain these standards, prisons need to improve their internal capabilities, optimize budget allocations for innovation, and perhaps most importantly, build the capacity of existing human resources so that they are more capable of innovating independently.

CONCLUSION AND SUGGESTION

The main objective of this study was to determine the influence of knowledge sharing behavior on the innovative work behavior of employees at the Class IIB Yogyakarta Women's Correctional Institution. Based on the results of data analysis conducted by researchers, it shows that the r value is 0.689, it can be concluded that there is a positive effect of knowledge sharing behavior on the innovative work behavior of employees at the Class IIB Yogyakarta Women's Correctional Institution. The level of influence of knowledge sharing behavior on the innovative work behavior of employees at the Class IIB Yogyakarta Women's Correctional Institution is 47.5%, while the remaining 52.5% is influenced by other variables. This can be explained that employee job satisfaction at the Class IIB Yogyakarta Women's Correctional Institution is also influenced by other variables besides the knowledge sharing behavior variable, so further research is needed regarding what variables influence employee innovative work behavior besides the knowledge sharing behavior variable.

Based on the results of the analysis conducted by the researcher regarding the influence of knowledge sharing behavior on the innovative work behavior of employees

at the Class IIB Yogyakarta Women's Correctional Institution, the suggestions that can be given by the researcher are as follows : There needs to be an application of punishment for employees who do not fulfill the Study Hours of the Kemenkumham Corporate University program. As is known, employees must fulfill 20 Study Hours every year. However, no punishment has been determined for not fulfilling the JP. The suggestion that can be given by the researcher is through cutting performance allowances for employees who do not fulfill the Study Hours so that employees have the motivation to do knowledge donating or knowledge collecting to each other.

Class IIB Yogyakarta Women's Correctional Institution needs to re-evaluate the allocation of human resources. And ensure that the number of existing employees is in accordance with the needs and capacity of the organization. If possible, additional recruitment needs to be carried out to reduce the high workload.

Related to the low idea generation of employees at Class IIB Yogyakarta Women's Correctional Institution, the suggestion that can be given by the researcher is that the agency needs to provide incentives and awards for innovative ideas or effective new methods that they have successfully created. This can be in the form of public recognition, bonuses, or opportunities to participate in further training and development.

Furthermore, it is important to establish a system that allows and supports the testing of new ideas on a smaller scale before implementing them widely, thereby reducing risk and increasing employee confidence in engaging in change. With a more proactive approach to innovation, Class IIB Yogyakarta Women's Correctional Institution has great potential to overcome existing challenges and ultimately achieve WBK/WBBM standards, and become an example of a modern and efficient correctional institution.

Research on knowledge sharing behavior and its influence on other variables is still very rare in public organizations such as in the correctional field. Therefore, in the future it would be better if further research was conducted on the influence of knowledge sharing behavior on other variables needed to improve organizational achievement.

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