



EXTRINSIC MOTIVATION, KNOWLEDGE SHARING, AND INNOVATIVE BEHAVIOR: A MODEL FOR ENHANCING EMPLOYEE PERFORMANCE

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Abstract

This study aims to examine the influence of extrinsic motivation and knowledge sharing on employee performance, with innovative behavior as a mediating variable. The approach used is quantitative, with an explanatory research design. Data were collected from 65 employees of a construction company via questionnaires and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The study shows that extrinsic motivation and knowledge sharing positively contribute to innovative behavior and that innovative behavior significantly influences employee performance. Recognizing these findings can inspire researchers and practitioners to foster motivation and knowledge sharing for better performance. However, knowledge sharing does not directly affect performance, and innovative behavior does not mediate the relationship between extrinsic motivation and performance. Conversely, innovative behavior has been shown to act as a significant mediating variable in influencing knowledge sharing and employee performance.

Keywords: extrinsic motivation; knowledge sharing; innovative behavior; employee performance; construction sector

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INTRODUCTION

The construction industry is a key driver of the economy, as a labor-intensive, project-oriented sector that supports the growth of other sectors such as building materials, transportation, and property. According to data from the Centra Statistcs Agency (BPS, 2024). Indonesia's economic structure is still dominated by the manufacturing, trade, and construction sectors. The manufacturing sector accounted for the largest share, at 18.67%, while the construction sector contributed 10.51% to the national GDP. The following data shows the contribution of economic sectors to the national gross domestic product in 2024.

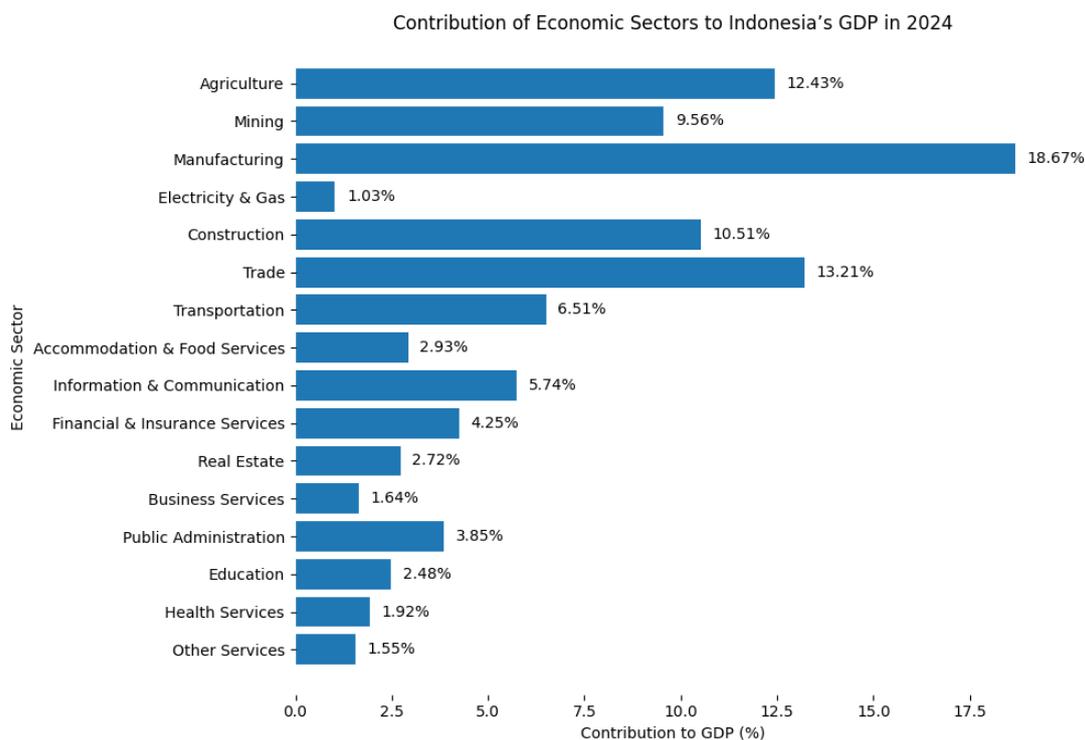


Figure 1. Contribution of Economic Sectors to National Gross Domestic Product (GDP) in 2024

Figure 1 above shows that the construction sector is not the most significant contributor to national gross domestic product, but it does play a strategic role, exerting a multiplier effect on various economic sectors. Optimizing this contribution depends heavily on employee performance. However, the magnitude of economic contribution is highly dependent on human resources as the front line in project operations, including extrinsic motivation factors, knowledge sharing, innovative behavior, employee performance.

Companies in the construction sector exhibit unique, dynamic, and high-risk characteristics. Research by (Ikulopati et al., 2024) suggests that employee performance is crucial for the success of the construction industry. Additionally, research by (Baskoro, 2024) found that innovative behavior in employees—such as problem-solving skills, adaptability to new technologies, and effective coordination across project teams—has a significant positive impact on employee performance in construction companies.

(Francis & Anthony, 2023) explain that extrinsic motivators, such as compensation, rewards, and job security, are the main drivers of employee engagement in teams in the construction sector, which often faces time pressure and high risks. Based on UU No 2 Tahun 2017 concerning Construction Services and the Indonesian National Work Competency Framework Standards (SKKNI), it is explained that human resource management must be strengthened through competency development, reward systems, and a culture of knowledge sharing. Policy implementation can include increasing extrinsic motivation through fair incentives and rewards, as well as encouraging knowledge sharing to facilitate the transfer of technical skills and experience among employees. This condition can inspire new ideas to improve efficiency, quality, and work safety.

(Youngfu et al., 2019) highlighted that knowledge sharing through the exchange of technical knowledge and experience among project team members can significantly increase the creation of new, more effective, and innovative solutions. The implementation of knowledge sharing provides a source of knowledge that encourages employees to generate and implement new ideas, thus fostering innovative behavior and ultimately improving employee performance (Osman et al., 2016).

In the construction sector, extrinsic motivation through incentives, rewards, and recognition can encourage employees to be more disciplined, productive, and focused on results, thus improving performance (Karatepe, 2013);(Hashiguchi et al., 2021). According to (Nuta et al., 2025), performance can be improved effectively and efficiently through the sharing of knowledge, experience, and technical skills, enabling

employees to complete tasks more efficiently and adapt quickly to project challenges. Furthermore, innovative behavior, reflecting the ability to apply new ideas to solve technical problems, is necessary to improve employee productivity and performance (Deng et al., 2022).

Employee performance is reflected in improvements in the quality and quantity of task execution, as defined by individual responsibilities. The Ability-Motivation-Opportunity (AMO) Theory explains that performance is influenced by ability, motivation (including extrinsic motivation), and opportunities provided by the organization (Hindra, 2023). In line with this, Expectancy Theory (Vroom) emphasizes that employees will strive hard if they believe their efforts will result in good performance and be followed by desired rewards (Tejay & Winkfield, 2025). In the construction sector, employee performance is a key indicator of project success, both in terms of timeliness, cost, and quality. Organizations with highly adaptable employees will be able to survive crises and capitalize on opportunities more quickly (Hasyim, 2025). Research shows that employees with high extrinsic motivation tend to perform more optimally because they are driven by incentives, bonuses, and awards offered by the company (Djunaid, 2023).

Campbell (1990) cited in (Mayangsari et al., 2020), stated that organizational goal achievement is influenced by employee performance, which is determined by ability, motivation, and job opportunities. In the construction sector, project success is determined by employee performance, reflected in individual abilities to increase productivity and teamwork effectiveness. However, in reality, a pre-survey conducted by researchers with 30 respondents yielded an average score of 71, <75. Performance was assessed using five leading indicators: work quality, work quantity, punctuality, attendance, and cooperation. Measured using a Likert scale of 1-5, low performance is indicated by the ability to collaborate, indicating a lack of team cohesion and solidarity in construction project implementation.

In the context of digital transformation, innovative behavior is crucial to the adoption of modern technology in the construction sector. Extrinsic motivation, in the form of a fair, achievement-oriented external reward system, is a crucial factor in optimizing employee performance in construction companies (Valio & Gonzalez, 2017). Furthermore, Research by (Hashiguchi et al., 2021) suggests that extrinsic motivation will be most effective when companies integrate reward systems, incentives, and professional recognition fairly and transparently. Employee engagement in work depends on external stimulation, given that construction sector employees perform tasks that require high cognitive skills.

Knowledge sharing plays a crucial role in the construction sector by enhancing Absorptive Capacity (ACAP), an individual's ability to absorb, adapt, and utilize new knowledge. (Imran et al., 2018) demonstrated that significantly improving ACAP can improve employee and project performance, as project teams work more efficiently, innovate, and adapt to project dynamics. Effective knowledge sharing, therefore, fosters collective learning and overall project success. Furthermore, (Zhou et al., 2023) found that knowledge sharing fosters the integration of individual experience and skills into team activities, enhancing project adaptability, collaboration, and problem-solving, leading to optimal performance.

Innovative behavior, which includes the creation, promotion, and implementation of new ideas, enables organizations to improve efficiency, service quality, and competitiveness. Knowledge sharing facilitates organizational learning processes, enriches new ideas, and lays the foundation for innovation, making organizations more adaptive and performing better under conditions of uncertainty (Ştefan et al., 2024).

Extrinsic motivation plays a crucial role in achieving sustainable performance improvement during uncertain times of business transformation (Ibrahim & Abiddin, 2024). Research (Dinesh Babu et al., 2024) indicates that, in addition to its direct impact on performance, extrinsic motivation also encourages innovative behavior. When companies reward creative ideas and offer innovation-based incentives, employees are more motivated to seek new solutions and generate ideas that are innovative and meaningful, ultimately improving performance.

(Sulistiawan & Andyani, 2020) stated that knowledge sharing is positively correlated with innovative work behavior. Research by (Hepu et al., 2023) emphasized that through knowledge sharing, employees gain a broader understanding, complete work more effectively, generate new ideas, and ultimately drive improved performance. Knowledge sharing allows employees to gain technical experience and previous solutions, but

without innovative behavior, knowledge stops at the level of understanding and does not contribute to performance. Through innovative behavior, employees translate shared knowledge into concrete actions, thereby improving performance (Rafiquea et al., 2022).

This study examines various factors influencing employee performance in the construction sector, specifically investigating the Influence of extrinsic motivation and knowledge sharing on employee performance, and the role of innovative behavior as a mediating variable. Although the relationship between extrinsic motivation, knowledge sharing, and performance has been extensively researched, the results remain inconsistent. Rahmah et al. (2023) found that knowledge sharing did not affect performance, indicating limited competence as an explanatory factor in this context. Marwan et al. (2021) measured performance as a general and administrative outcome through work efficiency and the achievement of routine tasks. Furthermore, innovative behavior as a mediating variable in the construction sector is rarely examined, even though construction projects demand high levels of collaboration and adaptability from employees to generate new, creative ideas (Y. Zhang & Zheng, 2018). Therefore, this study fills this Research gap by examining innovative behavior as a mediating variable in the Influence of extrinsic motivation and knowledge sharing on employee performance in the construction sector

The results of this study are intended to contribute to the development of human resource management by enriching theoretical understanding of the relationships between the variables studied. Beyond theoretical contributions, this study offers practical benefits to company management by developing strategies to improve individual employee performance continuously. The novelty of the study is demonstrated through a conceptual framework that includes innovative behavior as a mediating variable and through its location in a construction company, a rare setting for similar studies.

The hypotheses formulated in this study are: extrinsic motivation influences employee performance; knowledge sharing influences employee performance; innovative behavior influences employee performance; extrinsic motivation influences innovative behavior; knowledge sharing influences innovative behavior; extrinsic motivation influences employee performance through innovative behavior; knowledge sharing influences employee performance through innovative behavior as an intervening variable.

METHOD

A quantitative explanatory approach was used to examine the influence of extrinsic motivation and knowledge sharing on employee performance, with innovative behavior as a mediator in construction company employees. Data collection using a survey method and data analysis techniques, namely Structural Equation Model Analysis based on Partial Least Squares (SEM-PLS), was deemed adequate for testing relationships among latent variables in complex, predictive models (Hair, Joseph F et al., 2021).

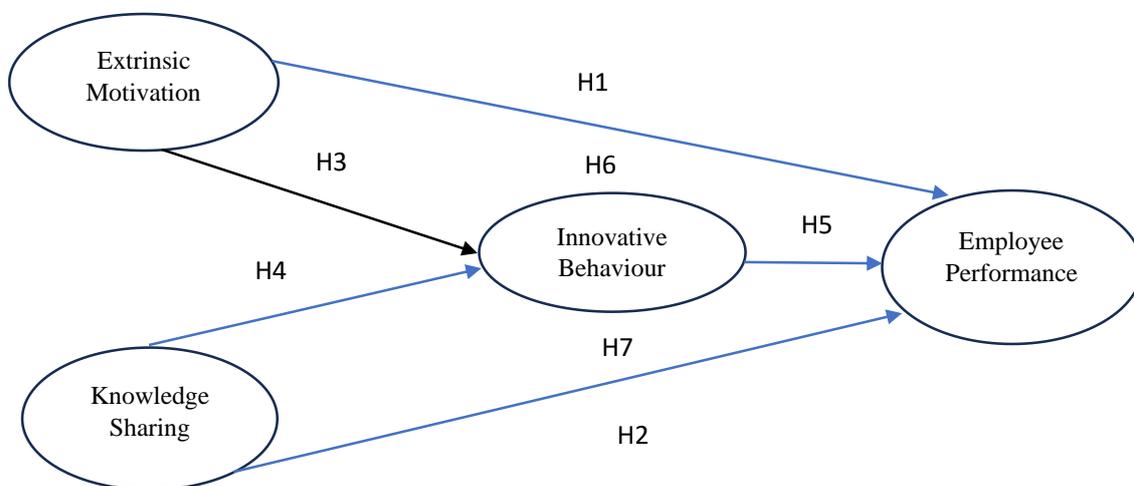


Figure 2. Research Framework

The study population comprised 185 construction company employees. The sampling method used the Isaac and Michael Table approach (Sugiyono, 2019) with a 5% error rate, resulting in 65 respondents. The proportional random sampling technique was used to ensure proportional representation of each population group. Data collection was conducted through a closed-ended questionnaire with 42 statement items, using a 1-5 Likert scale, covering indicators of extrinsic motivation, knowledge sharing, innovative behavior, and employee performance. The validity and reliability of the research instrument were tested to ensure data accuracy and consistency. Convergent validity was assessed through factor loading, Average Variance Extracted (AVE), and Composite Reliability (CR), where all indicators showed loading > 0.70, AVE > 0.50, and CR > 0.70 (Hair, Joseph F et al., 2021). Discriminant validity was tested using the Fornell-Larcker and Heterotrait-Monotrait Ratio (HTMT) criteria, which showed that the square root of the AVE was greater than the correlation between constructs, and the HTMT was <0.85. Internal reliability was measured using Cronbach's Alpha and Composite Reliability, both exceeding the 0.70 limit; thus, the instrument was declared valid and reliable.

RESULTS

The respondents were 65 employees of an EPC (Engineering, Procurement, and Construction) company in Banten Province. 51 (78.5%) were male, while 14 (21.5%) were female. This composition aligns with the characteristics of the construction industry, where male workers dominate. In terms of education, the majority of respondents had a bachelor's degree (47) (72.3%), a high school diploma (17) (26.2%), and a junior high school diploma (1.5%). Employees with strong educational backgrounds can support organizational performance. Among the 20-25-year-olds, 55 (84.6%) were present, indicating that young, productive people dominate the workforce, with a strong work ethic and good adaptability in the workplace. Outer model testing was conducted to assess the relationships between latent variables and their indicators, including tests of convergent validity, discriminant validity, and reliability. Based on the validity test presented in Figure 2, several indicators of the research variables failed to meet the criteria for convergent validity, so they were not included in further analysis. Only indicators with loading factor values above 0.7 were used to test the structural model, in accordance with recommendations by (Hair et al., 2021) and (Henseler et al., 2015).

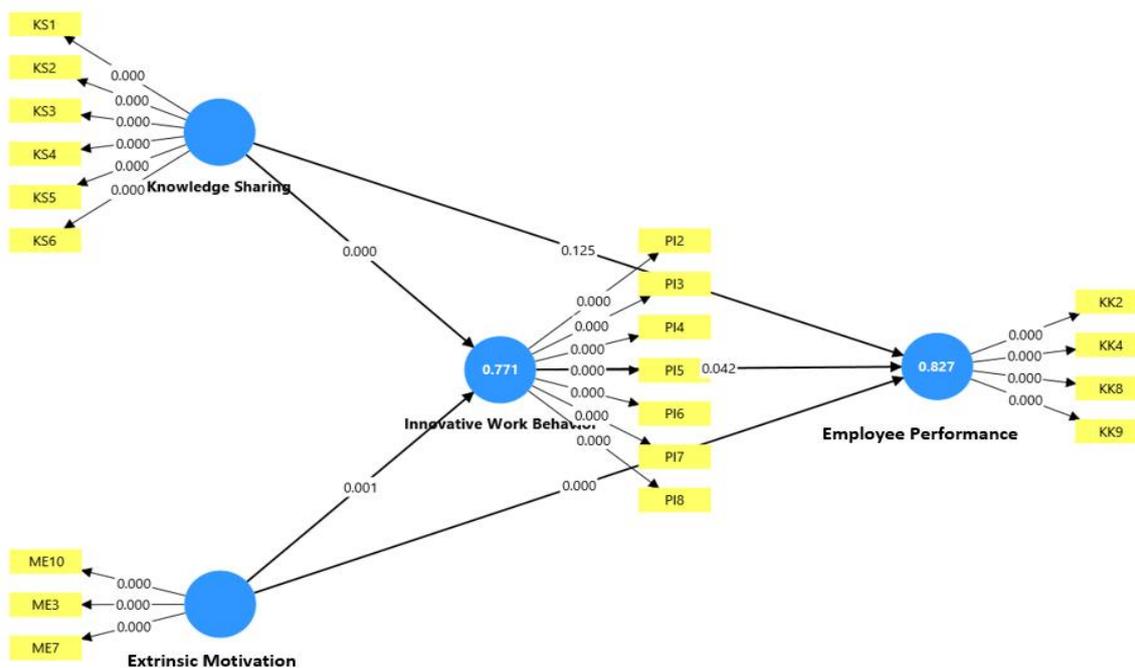


Figure 3. PLS Model Testing

Table 1. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Innovative Work Behavior	0.866	0.868	0.897	0.554
Employee Performance	0.805	0.806	0.873	0.632
Knowledge Sharing	0.872	0.880	0.904	0.612
Extrinsic Motivation	0.814	0.815	0.890	0.730

The reliability test results showed that all variables had Cronbach's Alpha and Composite Reliability values above 0.7 and AVE values exceeding 0.5. This indicates that each construct has good internal consistency and convergent validity, making it suitable for use in structural model analysis (Hair et al., 2021).

Table 2. R Square

	R-square	R-square adjusted
Innovative Work Behavior	0.771	0.764
Employee Performance	0.827	0.818

The R-square value in Table 2 shows that extrinsic motivation and knowledge sharing explain 77.1% of the variability in innovative behavior, while other factors outside the research model explain 22.9%. Meanwhile, the variables of extrinsic motivation, knowledge sharing, and innovative behavior explain 82.7% of employee performance, with 17.3% attributed to other variables outside the model. Based on the criteria (Hair et al., 2021), an R-square value exceeding 0.75 indicates a strong level of predictive ability, suggesting that the model's explanatory power is high.

Table 3. Results of Direct Hypothesis Testing (Direct Effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Conclusion
Extrinsic Motivation → Employee performance	0.480	0.470	0.104	4.600	0.000	Accepted
Knowledge Sharing → Employee performance	0.197	0.194	0.128	1.536	0.125	Rejected
Innovative Work Behavior → Employee performance	0.286	0.297	0.140	2.039	0.042	Accepted
Extrinsic motivation → Innovative Work Behavior	0.354	0.344	0.104	3.399	0.001	Rejected
Knowledge Sharing → Innovative Work Behavior	0.564	0.577	0.101	5.570	0.000	Accepted

The research results in Table 3 show that:

Hypothesis 1 was accepted, indicating that extrinsic motivation has a proven effect on employee performance, with an original sample (O) value of 0.480, a t-statistic of 4.600, and a p-value of 0.000 < 0.05.

Hypothesis 2 was rejected, indicating that knowledge sharing does not affect employee performance, with an original sample (O) value of 0.197, a t-statistic of 1.536, and a p-value of 0.125 > 0.05. This study yielded results consistent with those of (Capatina et al., 2024) and (Luqman; et al., 2023).

Hypothesis 3 was accepted, indicating that innovative behavior affects employee performance, with an original sample (O) value of 0.286, a t-statistic of 2.039, and a p-value of 0.042 < 0.05. These results support the research by (Osman et al., 2016) and (Afza et al., 2022).

Hypothesis 4 was accepted, indicating that extrinsic motivation influences innovative behavior, with an original sample (O) value of 0.354, a t-statistic of 3.399, and a p-value of 0.001 < 0.05. These research findings are supported by (Venketsamy & Lew, 2024), (Bawuro et al., 2020).

Hypothesis 5 was accepted, indicating that knowledge sharing influences innovative behavior, with an original sample (O) value of 0.564, a t-statistic of 5.570, and a p-value of 0.000 < 0.05. The results of this study are in line (Wang, 2025), (Jabid et al., 2023), (Nguyen et al., 2020), (Ye et al., 2021).

Table 4. Results of Indirect Hypothesis Testing (Indirect Effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Conclusion
Extrinsic motivation → Innovative Work Behavior → Employee performance	0.101	0.107	0.065	1.554	0.120	Rejected
Knowledge Sharing → Innovative Work Behavior → Employee performance	0.161	0.168	0.080	2.004	0.045	Accepted

Table 4 above shows that:

Hypothesis 6 is rejected, indicating that innovative behavior does not mediate the relationship between extrinsic motivation and employee performance, with an indirect effect of 0.101 and a p-value of $0.120 > 0.05$.

Hypothesis 7 is accepted, indicating that innovative behavior acts as a mediator in the relationship between knowledge sharing and employee performance, with an indirect effect of 0.161 and a p-value of $0.045 < 0.05$.

DISCUSSION

The results of this study provide an overview of the relationship between extrinsic motivation, knowledge sharing, innovative behavior, and employee performance. The SmartPLS analysis indicates that most relationships are positive and significant.

First, extrinsic motivation has been shown to positively and significantly influence employee performance. The path coefficient for extrinsic motivation on employee performance is 0.480, meaning extrinsic motivation influences employee performance by 48%. This finding supports Self-Determination Theory, which explains that employee performance can be improved through extrinsic motivation. This means that if individuals receive fair rewards that are relevant to their efforts, they are more likely to exhibit positive work behaviors that increase productivity and achieve organizational goals (Ryan & Deci, 2019). Furthermore, this study aligns with previous research showing that when extrinsic motivation is high, employees are motivated to work more efficiently and achieve high performance standards (Francis & Anthony, 2023).

Second, there is no effect of knowledge sharing on employee performance, with a path coefficient of 0.197, indicating a weak, insignificant relationship. Thus, although information and experience have been exchanged between individuals, the application of this knowledge in productive work actions remains limited, so a direct impact on employee performance has not been achieved. This study shows results in line with (Nasrulloh & Husain, 2021), indicating that knowledge sharing does not affect performance. Although employees engage in knowledge-sharing activities through discussions with the project team and share work experiences, this does not directly affect performance; rather, it can be influenced by internal motivation. (Saputra et al., 2024) emphasize that knowledge sharing does not directly affect employee performance, but rather does so through the mediation of individual abilities. This study shows results in line with (Capatina et al., 2024) and (Luqman; et al., 2023), who state that knowledge sharing does not always produce a direct effect on employee performance without taking into account intermediary factors.

Third, innovative behavior can Influence employee performance, with a path coefficient of 0.286, indicating that it accounts for 28.6% of the variance in employee performance. The ability to propose new ideas, find more effective ways of working, and take initiative in problem-solving tends to lead to better work results.(Osman et al., 2016) stated that innovative behavior directly contributes to employee performance, especially in project-based work environments. Furthermore, Research by (Afza et al., 2022) suggests that improving performance requires innovative behavior in construction companies, which demand precision, efficiency, and adaptation to technological and work-method changes.

Fourth, extrinsic motivation can significantly Influence employee innovative behavior, with a path coefficient of 0.354, meaning extrinsic motivation contributes 35.4% to the increase in creative behavior. This Research supports the Research of Venketsamy & Lew (2024), which emphasizes that the more encouragement

employees receive, such as awards, bonuses, job promotions, and recognition from superiors, the greater their tendency to behave innovatively in the workplace. Furthermore, Research by (Abdullatif et al., 2016) explains that extrinsic rewards, such as recognition and appreciation, can increase employee innovative behavior in organizations.

Fifth, employee innovative behavior is significantly influenced by knowledge sharing, with a path coefficient of 0.564, indicating that the more frequently knowledge is shared, the higher the level of innovation demonstrated by employees by 56.4%. (Pung et al., 2019) explained that knowledge sharing, manifested in the form of exchanging work experiences, discussing ideas for improving work methods, and providing learning assistance to colleagues, encourages innovative behavior. (Ye & Liu, 2021) found that employee knowledge-sharing behavior enhances an individual's ability to absorb and process new knowledge, thereby encouraging innovative behavior.

Sixth, innovative behavior cannot mediate the relationship between extrinsic motivation and employee performance. Performance improvement is independently influenced by extrinsic motivation, but this influence is not mediated by innovative behavior. In other words, external incentives such as awards, bonuses, or other rewards are not sufficient to foster innovative behavior, which, in turn, will not improve performance. These findings suggest that employees may be motivated to achieve work targets when given external rewards, but this encouragement does not always trigger creativity or new ideas in completing work. In the context of construction companies, this may occur because the reward system emphasizes achieving results and time efficiency over exploring innovation or new ideas in the work process (Zhang & Bartol, 2017).

Seventh, and significantly, innovative behavior serves as a mediating factor in linking knowledge sharing to employee performance. Knowledge exchange among individual employees can subsequently have a positive impact on performance. In other words, knowledge sharing not only enriches individual insights and skills but can also generate new ideas and creative solutions to achieve work results effectively. These results align with Social Exchange Theory, which states that innovation in organizations often arises from social interactions and knowledge exchange among team members. When employees actively share information, experiences, and best practices, they create an environment conducive to collaboration and mutual learning. This then triggers innovative behavior, which acts as a bridge to improved performance (Cropanzano et al., 2016).

The results of this study have several important implications for construction companies seeking to improve employee performance through a culture of knowledge sharing. Given the characteristics of construction companies with short project durations, high levels of uncertainty, and the need for cross-functional expertise, companies need to undertake efforts, including mandatory lessons learned forums at every project stage, rather than simply formal initiatives. These initiatives aim to identify lessons learned, field solutions, and best practices, which are then documented and used as references for subsequent projects. These initiatives include discussion forums, project mentoring, and internal digital platforms (Idrees et al., 2023). Finally, employee performance in the construction sector is a benchmark for an organization's success in managing knowledge, innovation, and work motivation. Therefore, performance can be improved by developing a collaborative work environment, strengthening motivational systems that support innovation, and implementing sustainable knowledge management practices. This will enable construction companies to build a workforce that is not only skilled but also innovative, efficient, and focused on project quality.

Furthermore, innovative behavior has been shown to impact employee performance. Therefore, companies are expected to provide space for employees to propose and test work ideas, particularly those related to time efficiency, work safety, and construction quality, through field evaluations, small-scale pilot projects, and the determination of innovation-based Key Performance Indicators (KPIs) (Fadliansyah & Yuniawan, 2022). Innovative behavior is a key link between the learning process and performance improvement in the construction sector. Furthermore, the construction sector needs to strategically manage extrinsic motivation systems to encourage not only compliance but also innovation (Raoufi & Fayek, 2021).

Finally, employee performance in the construction sector is a benchmark for an organization's success in managing knowledge, innovation, and work motivation. Therefore, performance can be improved by developing a collaborative work environment, strengthening motivation systems that support innovation, and implementing sustainable knowledge management practices. This way, construction companies can create a workforce that is not only skilled but also innovative and efficient, with a focus on project quality.

CONCLUSION

Extrinsic motivation and knowledge sharing can have a positive, significant influence on innovative behavior, and knowledge sharing can directly affect employees. In addition, it has been shown that performance can be significantly influenced, indicating that employees' level of innovation can improve performance. From a mediation perspective, although innovative behavior does not mediate the effect of extrinsic motivation on employee performance, it does mediate the relationship between knowledge sharing and performance. This means that innovative behavior can be explained by knowledge sharing workplace knowledge sharing practices, which will ultimately impact performance improvement. Therefore, construction companies need to structure extrinsic motivation and knowledge sharing to encourage innovative behavior and improve employee performance. Efforts can be made through an innovation-based incentive system, mentoring, and collaborative activities such as post-project lessons learned forums and innovation-sharing sessions among project team members. This study has limitations in sample coverage and has not considered the organizational context that could potentially influence the relationship between variables.

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