ATLANTIS PRESS
Advances in Social Science, Education and Humanities Research, volume 150
3rd International Conference on Transformation in Communication (ICoTiC 2017)

The Influence of Motivation Factors Toward Knowledge Sharing Intention and Its Impact to Knowledge Sharing Behavior Between Employees at PT. Telkom Divre 3 Jabar

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Abstract— The phenomenon that occurred in PT. Telkom, the knowledge management effort as intellectual capital for competitive advantage, becomes the basis for further research on the influence of motivation factors commitment, enjoy in helping others, reputations and rewards to the intention of knowledge sharing and the impact of knowledge sharing intention on knowledge sharing behavior. The sample of this research is 102 employees of PT. Telkom Telecommunication Region III West Java. Intrinsic motivation commitment, enjoyment in helping others, influences knowledge sharing intentions among employees of PT. Telkom Regional 3 West Java. While the extrinsic motivation of reputation and organization rewards do not affect the intention of knowledge sharing. The knowledge management system in Telkom has not yet formed a culture of sharing that generates reputation and formalizes the rewards in Knowledge Sharing. Intention of knowledge sharing have a positive effect on knowledge sharing behavior.

Keywords—motivation, knowledge sharing intention, knowledge sharing behaviour

I. INTRODUCTION

Based on the rules of companies. PD. 202.06 year 2014, PT. Telkom Regional 3 West Java is part of the organization based on territorial under the directorate of consumer, which oversees 5 areas of telecommunications (Witel) namely: Witel Bandung, Witel Cirebon, Witel Karawang, Witel Tasikmalaya and Witel Sukabumi. In this research, the object of research is Telkom Regional 3 West Java under Consumer Directorate and Knowledge Management and Case Study Center Unit of Telkom Corporate University Center (KMCS).

Since 2007 PT. Telkom has set up a special unit under the Human Capital Management directorate that manages knowledge management using knowledge sharing media known as Kampiun based on Web application, then at the end of 2012 through the rules of directors of PD.202.05 in 2012 its management is transferred to KMCS sub unit under unit Telkom Corporate University Center (TCUC) Human Capital Management directorate.

Achievement of knowledge sharing at PT. Telkom Witel III is currently stagnant. The following data are sourced from data managers and knowledge management practitioners in KMCS units as well as managers of Telkom's HR information system. Writings uploaded by employees through the application of the Kampiun, which is the number of articles uploaded and published from 2012 until the year 2016 decreased from the number of 6852 papers in 2012 fell to 4818 papers on Year 2016 (30% decrease).

The number of articles in the general category has decreased significantly from 2,197 in 2012 to 116 in 2016 (a decrease of 95%). From these conditions feared the enthusiasm of employees in sharing knowledge (knowledge sharing) through the system of knowledge management is increasingly declining, so that knowledge tacit difficult to develop into explisit. The effort made in making a paper is quite time consuming, so it becomes an obstacle for employees in sharing. Employees are often preoccupied with daily performance targets that must be achieved in accordance with individual performance goals (SKI).

The phenomenon at PT. Telkom above, the existence of knowledge management that still needs to be improved through knowledge sharing efforts in PT. Telkom through KMCS. Paulin and Suneson (2012) knowledge sharing as an exchange of knowledge among individuals, teams, organizational units, and organizations. Knowledge sharing plays a key role in the organization to enhance their competitive advantage.

Intrinsic motivation or autonomous motivation influences the behavior of knowledge sharing, such as research Gagne and Decy (2005). On the other hand extrinsic motivation arising from outside the individual produces a reciprocal relationship between individuals with target achievement (Cabrera and Cabrera, 2005). A person will be motivated for knowledge sharing if the knowledge sharing will improve his reputation and do the right thing for the organization then it will be rewarded. Being interesting in this case to examine the influence of employee motivation factors in sharing knowledge on the intention of

individuals in knowledge sharing and its impact on employee behavior in knowledge sharing.

II. LITERATURE REVIEW AND HYPOTHESES

Davenport and Prusak (1998) describe that Knowledge Management (KM) also means as a process of planning and controlling the performance of activities about the formation of a knowledge process, a process that assists an organization or institution in obtaining, selecting, disseminating (distributing), and transferring information deemed important and information derived from a variety of person skills such as information that emerged during discussions to solve organizational problems, dynamic learning, strategic planning, and decisionmaking processes. Knowledge within the organization will then strengthen the organization's competence through knowledge sharing (KS).

Gilbert and Krause (2002) quoted by Tan and Ramayah (2014), that KS deals with the willingness of a person in an organization to share the knowledge gained and made to people, where in the implementation of knowledge sharing can not be forced, but can only be encouraged and facilitated. Another argument for this study suggests that effective knowledge sharing behaviors can not be compelled but should be nurtured with the help of both intrinsic and extrinsic motivators linked to employees intention to share knowledge with others.

According to Lezin (2007) the individual behavior of the emergence of intentions into real action is facilitated in Martin Fishbein's Theory of Reasoned Action (TRA) and was revised and expanded by Fishbein and Icek Azjen in the following decade, which focused on one's intention to behave in a certain way. According to TRA, attitudes and norms are a major influence on the intention, which in turn, is the main motivator of behavior.

Foss et.al (2009) mentions that motivation arises from intrinsic and extrinsic processes. Intrinsic motivation arises from personal encouragement and personal values. This intrinsic motivation is due to the activity process, free from the pressure of doing certain behaviors. Meanwhile external motivation arises from individual activities to achieve positive or avoid negative things from external outcomes. External motivation typically is appreciation, matter or praise also avoids punishment, so external pressure causes the individual to be motivated.

Intrinsic motivation is also known as autonomous motivation. Some previous researchers have shown that autonomous motivation is better than controlled motivation, in terms of better behavior and outcomes (Gagne and Deci, 2005). On the other hand, when knowledge sharing is focused on controlled motivation or better known as external motivation it will produce mutual relationships between individuals with target achievement (Gagne (2009)).

Tan and Ramayah (2014), proved that intrinsic motivation factors that influence knowledge sharing behavior are commitment and enjoyment in helping others, whereas extrinsic motivation is related to reputation and organization rewards. Commitment has a major influence on shaping intrinsic motivation in knowledge sharing, thereby strengthening individual participation in knowledge-sharing (Hislop, 2003). The commitment dimension consists of affective commitment, continuance commitment, and normative commitment that affect individual behavior in working to share knowledge (Akroyd, et al., 2009).

Malhotra and Galletta (2003) cited by Andriessen (2006) in his empirical study developing a measure of motivation in accessing the knowledge management system, intrinsic motivation, measured by the use of the system because it is perceived as fun, enjoyable and likable. The pleasure of sharing is also an intrinsic motivation reinforced by Lindenberg's (2001) study, as cited by Lam and Ford (2008), that hedonic intrinsic motivation is derived from enjoyable activity, achieved through the physical and social processes developed in the individual's person. The pleasure indicator helps to be lowered after the concept of altruism is accommodated in the principle of knowledge sharing (Davenport and Prusak, 1998).

Rewards are used as extrinsic motivational variables that are a factor in knowledge sharing (Lam and Ford, 2008). Furthermore Tan and Ramayah (2014), rewards system can be either monetary or non-monetary, is a motivator for sharing knowledge. When individuals receive economic rewards for their knowledge, individuals will be motivated, thus generating more unique, useful, and creative ideas. Money is a fair return for the knowledge they share. (Bartol and Srivastava, 2002).

Reputation by Wasko and Faraj (2005) as quoted by Tan and Ramayah (2014) is the opinion of the individual against the other on the individual's ability to the activities of the work he did. Hung et.al. (2011) mentioned that many studies indicate that people participate in knowledge management systems because they believe they can shape and enhance their individual reputation. Tan & Ramayah (2014) cites Milne (2007), that reputation can be distinguished into two categories that can affect knowledge sharing that is general reputation and specific reputation. General reputation refers to the general ability of employees, while the specific reputation associated with the ability of employees to achieve expectations in certain respects.

Intention according to TRA theory quoted by Ajzen (2005) is attitude toward behavior. Attitude is a belief in a positive or negative behavior of an individual to show a specific behavior. Subjective norms are social drives that determine a person's conduct or not doing a behavior. Another indicator of intent is Perceived behavioral control is a behavior control determined by past experience and individual estimates of how difficult or easy it is to perform

the behavior. Behavior control is determined by past experience and individual estimates of how difficult or easy it is to perform the behavior. This belief is based on past experience of the behavior, which is influenced by information from others, for example from the experiences of known people / friends. It is also influenced by other factors that increase or decrease the perceived difficulty of doing such acts or behaviors.

Behavior control is very important when a person's confidence is in a weak condition.

Intention to knowledge sharing in turn in accordance with the TRA impact on individual behavior in knowledge sharing. Paulin and Suneson (2012) define knowledge sharing as an exchange of knowledge among individuals, teams, organizational units, and organizations. The process of exchanging such knowledge takes place between two individuals, one as those who communicate knowledge and another as the recipient of that knowledge.

Hoof and Ridder (2004) that in every knowledge sharing activity consists of bringing knowledge (knowledge donating) and getting knowledge (knowledge collecting). Knowledge donating is a behavior of communicating one's intellectual capital to another. In knowledge donating, observed behavior is the sharing of new knowledge; share new information about the job. While knowledge collecting is an individual behavior to consult with colleagues in an effort to share their intellectual capital owned, in the form of collecting new knowledge; collect new information about the job.

Based on TRA, motivational variables will be hypothesized to influence the behavior of knowledge sharing, which then influence the intention / intention of knowledge sharing. In this study, with reference to the theory of TRA, motivation variables such as intrinsic and extrinsic motivation allegedly affect the intention and then affect the behavior in knowledge sharing. Research model shows the relationship between variables, ranging from independent variables, intervening variable and dependent variable.

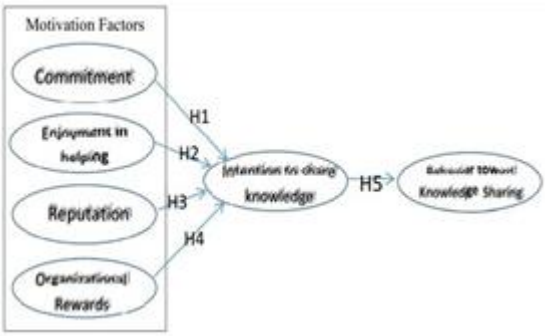

Figure 1. Research Model

Hypotheses which is of concern to be discussed in this study in accordance with the research model is as follows:

1. H1 : Commitment to sharing knowledge has a positive effect on the intention to Knowledge-sharing.
2. H2 : Enjoyment in helping others has a positive effect on the intention to knowledge-sharing.
3. H3 : Reputation has a positive influence on the intention to Knowledge-Sharing.
4. H4 : Rewards have a positive effect on the Intention to Knowledge-Sharing.
5. H5 : Intentions to Knowledge-Sharing has a positive effect on the desire to share knowledge among employees.

III. RESEARCH AND METHOD

The type of research appropriate for this research activity is conclusive or causal research, where previous research has discussed the relationship between variables (Indrawati, 2015). This study aims to keep variables where the cause and which variables are the result, and see the nature of the relationship between the variable causes and variables due to whether positive or negative.

The self-administered questionnaire was distributed using a probability sampling technique that solicited information around the research model from 102 employees of PT. Telkom Regional 3.

In the research data, the statement is given to the respondent with the measurement technique using Likert scale with 5 choices of answers: strongly agree, agree, neutral, not agree, strongly disagree, according to measurement items as follow.

Construct	Item
Commitment (X1)	More knowledge sharing on the appeal of other employees as a dedication to the company (X1.1)
	Sharing work experience as a real contribution to the company (X1.2)
	Showing loyalty to the company by sharing knowledge (X1.3)
	Sharing knowledge in the form of manuals / methods as an effort to advance the company (X1.4)
	Has a lot of work experience so have to stay in the company (X1.5)
	Knowledge earned in this company, will not be obtained in other companies (X1.6)
Enjoy in Helping Others (X2)	Glad to share your knowledge (X2.1)
	Volunteering to help by sharing knowledge (X2.2)

	Enjoy in sharing knowledge. (X2.3)
	Feel proud to share knowledge (X2.4)
	Feel comfortable in sharing knowledge (X2.5)
	Like to sharing new knowledge (X2.6)
Reputations (X3)	Respect colleagues for sharing knowledge. (X3.1)
	Respect from top leaders of knowledge sharing (X3.2)
	Being source of referrals in working knowledge to other employee (X3.3)
	Being source of referrals of working problems to other employee (X3.4)
Rewards (X4)	Knowledge sharing is rewarded with higher salaries. (X4.1)
	Sharing knowledge is rewarded with higher bonuses. (X4.2)
	Knowledge sharing is rewarded with promotions. (X4.3)
	Knowledge sharing is rewarded with increased security in the workplace. (X4.4)
Knowledge Sharing Intetions (Y)	Sharing knowledge in the form reports with colleagues is a positive thing. (Y1)
	Sharing experience with colleagues is a good thing for the company. (Y2)
	Knowledge sharing of manuals, methodologies and models is a must (Y3)
	Behavior of knowledge sharing in the company becomes the impetus for sharing knowledge (Y4)
	Sharing knowledge so far in the company is easy (Y5)
	Knowledge sharing is sure to improve workability (Y6)
Knowledge Sharing Behavior (Z)	Actively share new knowledge (Z1)
	Active sharing of new information / manuals about jobs (Z2)
	Actively collect new knowledge (Z3)
	Actively collect information about jobs (Z4)

Approach in modeling and also solution technique which used as analysis tool in this research is partial least squares (PLS) method. And can accommodate small sample size. Partial Least Squares, where it remains 'efficient' for small sample data even <30 (Hair et.al (2011).

IV. RESULT AND DISCUSSION

The following is presented profiles of respondents employees who become samples at PT. Telkom Witel 3 West Java. The description of the respondents in this study is based on aspects such as: age, gender, length of service and education level.

Table 2
Demograhic Profile

Demographic Characteristic	Category	Frequency	Percentage
Sex	Female	27	26.5%
	Male	75	73.5%
Length of Service	< 5 years	13	12,7%
	5 – 10 years	59	57,8%
	> 11 years	30	29,4%
Level of Education	High School	29	14,7%
	Diploma	15	28,4%
	Bachelor	58	56,8%

Estimation of research model using PLS, consist of estimation of outer model (indicator), inner model (coefficient of influence between variables), and indicators fit model with the data (goodness of fit). In practice, estimates of research models use SmartPLS 2.0 software. Preliminary model estimates were conducted to examine indicators that have less coefficients / loadings than requirements.

Figure 2 is the result of the inner model coefficient estimation and the outer model of the study which shows the magnitude of the influence between the variables and the indicator weight on each variable. Kwong and Wong (2013), the minimum acceptable value of loadings is 0.4, but preferably at least 0.7. In the X1 (Commitment) variable, the indicator coefficients range from 0.5 to 0.8, so that all indicators are acceptable as variable benchmarks.

Variables X4 (Reward), X4.1 and X4.2, produced negative coefficients, also with very small values of 0.168 and -0.160, so they did not pass the acceptable indicator criteria in the model.

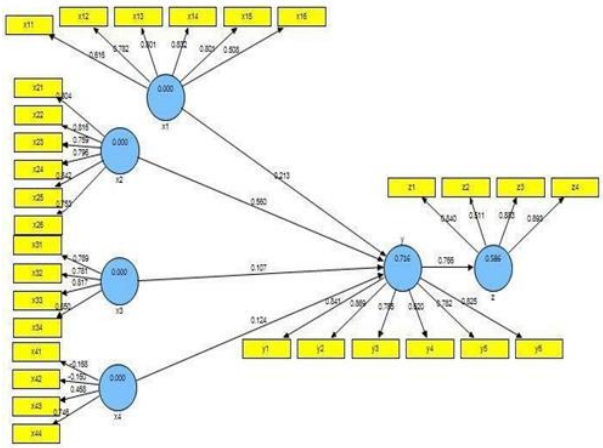

Figure 2
Estimation of Initial Research Model

1.Measurement Models

The measurement model in the PLS determines the relationship between latent variables with the indicator, the measurement model is also called in PLS term is outer model. Estimated models without indicator X4.1 and X4.2 that do not meet the minimum coefficient value

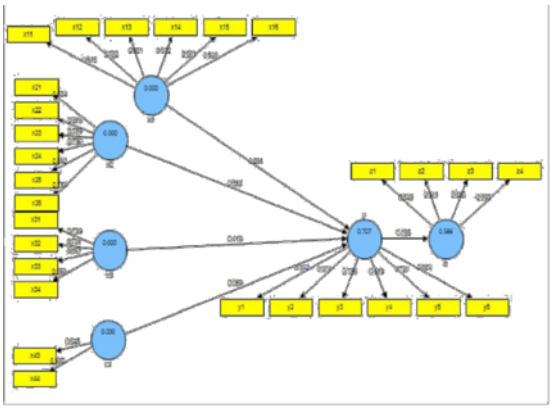

Figure 3
Estimation of Research Model

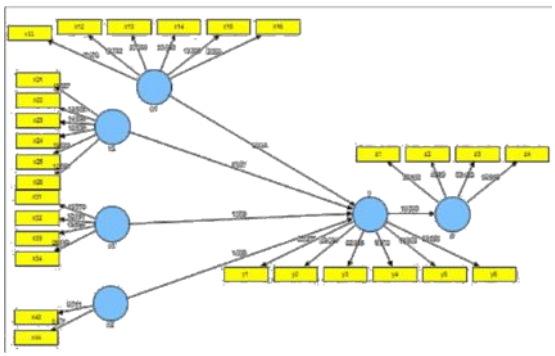

Figure 4
Estimation of Research Model Significance

The model fit with the data, as well as the validity and reliability of the research instrument used at satisfying criteria. Instruments can be judged to be valid indicators in measuring concepts / constructs.

Table 3
Goodness of Mesasures

Construct	Items	Loadings	t	AVE	CR
Commitment	X1.1	0.616	7.47	0.537	0.871
	X1.2	0.781	13.79		
	X1.3	0.801	20.38		
	X1.4	0.814	28.69		
	X1.5	0.801	19.80		
	X1.6	0.508	3.37		
Enjoyment in helping otners	X2.1	0.804	15.33	0.633	0.911
	X2.2	0.816	19.53		
	X2.3	0.759	14.30		
	X2.4	0.796	12.63		
	X2.5	0.841	19.82		
	X2.6	0.753	12.59		
Reputation	X3.1	0.788	19.77	0.655	0.884
	X3.2	0.781	12.16		
	X3.3	0.817	19.60		
	X3.4	0.850	28.17		
Rewards	X4.3	0.845	3.71	0.797	0.887
	X4.4	0.938	5.97		
Intention toward KS	Y1	0.842	20.28	0.626	0.908
	Y2	0.896	29.09		
	Y3	0.785	22.85		
	Y4	0.618	6.97		
	Y5	0.781	16.50		
	Y6	0.824	18.56		
Behavior toward KS	Z1	0.840	20.53	0.636	0.871
	Z2	0.511	4.96		
	Z3	0.883	33.45		
	Z4	0.893	34.67		

In the estimation measurement model, the range of loadings values is between 0.5 and 0.9. All indicators can be accepted as benchmarks in variables / constructs. All significant indicators become benchmarks in the variable with the value of t arithmetic entirely larger than t table default $\alpha = 0.05$, that is equal to 1.64, then all indicators are significant. The Average Variance Extracted (AVE) for X1-X4 constructs as well as Y and Z produces AVE over 0.5 (default riteria), thus convergent validity meets the criteria. Composite Reliability of the indicator of all variables is greater than the recommended value of 0.7, meaning that the

construct has a high consistency, therefore the composite reliability criteria are met.

Table 4
Cross Loadings

	X1	X2	X3	X4	Y	Z
X1.1	0.615641	0.478948	0.431723	0.113903	0.330283	0.427305
X1.2	0.781553	0.637325	0.475781	0.087712	0.551347	0.554735
X1.3	0.800674	0.631604	0.484632	0.118233	0.632199	0.463180
X1.4	0.831976	0.609766	0.451358	0.018930	0.631518	0.591739
X1.5	0.801467	0.608880	0.464262	0.192291	0.634954	0.552752
X1.6	0.508167	0.313339	0.307171	0.019532	0.292784	0.310583
X2.1	0.605259	0.803638	0.505291	0.079247	0.626914	0.528680
X2.2	0.613119	0.816426	0.453467	0.101185	0.747630	0.635320
X2.3	0.677218	0.759179	0.637407	0.029861	0.601098	0.602275
X2.4	0.546272	0.796240	0.502329	0.142220	0.656146	0.625042
X2.5	0.698979	0.841533	0.554701	0.080553	0.693321	0.626582
X2.6	0.487039	0.753157	0.613109	-0.073638	0.531194	0.510674
X3.1	0.467518	0.549658	0.787657	0.298502	0.574365	0.467242
X3.2	0.545449	0.528858	0.781448	0.139129	0.512545	0.515576
X3.3	0.440361	0.509727	0.816704	0.074373	0.459712	0.460840
X3.4	0.466256	0.592467	0.850034	0.040479	0.514614	0.533538
X4.3	0.098630	0.031259	0.108908	0.845248	0.112220	0.037358

The result of the cross-loadings value in the above table, for the Commitment (X1) variable, the overall loadings (X1.1-X1.6) yield higher values in X1, than the loadings of X2, X3, X4, Y or Z. The same is true for the variables X2 X3, X4, Y and Z. So the discriminant validity can be said very well.

2. Structural Model

Structural / Inner Model testing essentially tests the significance of relations between latent variables. This objective is done by calculating the significance test of the coefficient of influence that occurs within the paradigm of the research model. The result of the significance of the inner model coefficient of the research model (Figure 4) which shows the value of t, indicates the significance of the influence between variables. There are two influence structures, namely 1) the influence of motivation factors (X1-X4) on Intensi Knowledge Sharing (Y), and 2) the influence of Knowledge Sharing Intention (Y) on Knowledge Sharing (Z) Behavior.

Table 5
Significance Test Influence of Motivation Factor on Intention Knowledge Sharing

Variable	Coefficient	t count	t table	Remark
Commitment (X1)	0.231	2.244	1,64	Significant
Enjoy in helping Others (X2)	0.553	5.647	1.64	Significant
Reputations (X3)	0.118	1.375	1.64	Not Significant
Rewards (X4)	0.069	1.305	1.64	Not Significant

Table 6
Significance Test Influence of Intention Knowledge Sharing on Knowlegde Sharing Behavior

Variable	Coefficient	t count	t table	Remark
Intensi Knwoldge Sharing (Y)	0.765	14.345	1,64	Significan t

Tables 5 and 6 above show, on the Motivation factor, the Reputation (X3) and Rewards (X4) variables do not affect Knowledge Sharing Intentions, while the Knwoledge Sharing Intention (Y)affects Knowledge Sharing (Z) behavior. Matches for the structure of relationships between variables, or that are represented by the coefficient of determination (R2). The coefficient of determination is the quantity that indicates how much the proportion of the independent variable variables describes the dependent variable. The result of R2 is 0.707 (70.7%), while the influence of Knwoledge Sharing Intention on Knoledge Sharing Behavior is 0.586 (58.6%). So the coefficient of

determination on the research model on the satisfaying category.

a.The Effect of Motivation Factors to Knowledge Sharing Intention

1) H1 : Commitment to sharing knowledge has a positive effect on the intention to Knowledge- sharing.
Coefficient = 0.231, t = 2.244 > 1.64, significant: There is a positive influence of Commitment to Intention Knowledge Sharing.
2) H2 : Enjoyment in helping others has a positive effect on the intention to knowledge-sharing. Coefficient = 0.553, t = 5.647 > 1.64, significant: there is positive effet enjoyment in helping others to Intention to Knowledge Sharing.

3) H3 : Reputation has a positive influence on the intention to Knowledge-Sharing.
Coefficient = 0.118, t = 1.375 < 1.64, not signifcant: there is no positive effect of reputation to Intenttion to Knowledge Sharing.
4) H4 : Rewards have a positive effect on the Intention to Knowledge-Sharing.
Coefficient = 0.069, t = 1.305 < 1.64, not significant: there is no positive effect of rewards to Intention to Knowledge Sharing.

Based on the results of the above research, there is empirical evidence of the influence of intrinsic motivation factor Knowledge Sharing is Commitment and Pleasure to help others to Intensi Knowledge Sharing. Meanwhile, extrinsic motivation factor Reputation and Rewards / rewards do not affect the Intention to Knowledge Sharing.

Intrinsic motivation factor Knowledge Sharing is Commitment to Knowledge Sharing Intention, positively influences, which means high level of commitment makes intense knowledge sharing is strong. As one of the main activities of knowledge management, knowledge sharing becomes fundamental by determining which employees can contribute to the application of knowledge, innovation, and providing organizations with competitive advantage. Knowledge sharing among different division employees enables organizations to exploit and utilize the knowledge resources. Because knowledge sharing among employees has a very important role in effective knowledge management, most organizations face the challenge of finding the right way to encourage employees to share their knowledge with other employees.

The influence of intrinsic motivation factor Enjoyment in helping others has a positive effect on Intention Knowledge Sharing, which means that the stronger willpower to help in sharing knowledge makes the intention of knowledge sharing strong.

The influence of intrinsic motivation is indeed in the research produce a more significant impact than the factor of the province's motivation. Gagne (2009) through the theory of Self Determination Theory, autonomous motivation / intrinsic constructs affect knowledge-sharing intention, which then affects knowledge-sharing. Also with research Carvalho et al. (2016) where there is a positive correlation between intrinsic motivation and knowledge transfer. Agrawal (2008) found evidence of intrinsic motivation hypothesis resulted in significant path coefficients on knowledge sharing. The implication is that if employees are motivated well, they tend to share more in terms of knowledge.

However, in this study extrinsic motivation does not affect the intention of Knowledge Sharing can be explained here that sincerity and commitment are more dominant for the emergence of knowledge sharing intention. Cabrera and Cabrera (2002) mentioned that a person will be motivated to do knowledge sharing if the knowledge sharing will improve his reputation and do the right thing for the organization then it will be rewarded, but on the other hand some other researchers mentioned though the reward will be given when individuals do knowledge sharing owned still will not be as good as when individuals do with full of fun and sincerity.

Extrinsic motivation has no effect on Knowledge Sharing Intention, due to knowledge management system in PT. Telkom, encouraging employees' intrinsic motivation to be in the forefront. Telkom's knowledge management is still centered on Kampiun in the form of a data bank (repository) of knowledge to improve employee insight and knowledge that ultimately encourages productivity growth and quality of work. Employees need only the encouragement of finding and accessing all the relevant information they need regarding the company's administrative and human resources activities. This worker portal application also provides the facility to update certain data about their own data, such as home address, bank account. The presence of an internal portal in the company PT.Telkom employees can share information and knowledge related to all activities of the Company include: Company activities, policies, work programs and updated reports Companies that are updated in real time and online can be accessed by all employees. Overcome the constraints, ie process time. Because if done manually will take a long time.

Knowledge management with more reliance on leadership power and corporate culture, there is no reward system formulated to increase the desire of employees to share knowledge. So it is still centered on strengthening leadership and culture covering several areas of innovation, intellectual capital, knowledge sharing, organizational learning and customer knowledge. Through the employee's Kampiun there is no motivation for employees to upload because only to meet the obligations

b. The Effect of Knowledge Sharing Intention to Knowledge Sharing Behavior H5 :
Knowledge-Sharing Intention has positive effect to Knowledge Sharing Behavior.

Coefficient = 0.765, t = 14.305 > 1.64, significant: there is positive effect of Knowledge Sharing Intention to Knowledge Sharing Behavior.

The results of this study support the research of Bock and Kim (2002), the theory that proves Theory of Reasoned Action (TRA) applied in the survey shows that positive behavior on knowledge sharing impacts positive intention to share knowledge and, ultimately, impact on actual behavior in sharing knowledge. Influence positive positive, which means storng intention Knowledge Sharing make Behavior in sharing knowledge more real on actual behavior

The employees' intention to share this knowledge is reinforced by the current knowledge management system. Before using the Knowledge Management System, everything that employees do in the company is not very effective. The flow of information that occurs in the internal company happens so slowly and less efficiently. Also the education process from HR managers to employees becomes more difficult. Besides, the cost incurred to improve the quality and knowledge of human resources is not optimal and efficient. Lack of knowledge makes companies less able to make employees more creative and make a breakthrough or things that are innovative in terms of realizing the vision and mission of the company. Management less attention to matters that are to increase motivation and ability of employees in work. Such as conducting special training for the employees of PT.TELKOM.

Actual behavior Sharing knowledge by employees facilitated by PT Telkom can be Conference & Workshop. At this stage the process of knowledge management is applied that is the process of externalization by the speaker to the participants, then the participants internalize from the explicit knowledge possessed by the speaker to the knowledge tacit someone. The existence of this knowledge sharing activities make the employees will be more creative and innovative so that its ability to produce products or perform services will increase. In addition Telkom also always conduct trainings to employees to increase the ability of employees in the work.

In addition, with the internal portal in the company PT.Telkom employees can share information and knowledge related to all activities of the Company include: Company activities, policies, work programs and updated reports Companies that are updated in real time and online can be accessed by all employees . Information technology can overcome the obstacle, ie process time, because if done manually will take a long time.

V. CONCLUSIONS AND RECOMMENDATIONS

Knowledge Sharing motivational factors are measured by 4 variables: Commitment, Enjoy in helping others, Reputations / Reputation and Rewards/Awards. Based on the results of the research, there is empirical evidence of the influence of intrinsic commitment motivation, enjoyment in helping others, to the intention of knowledge sharing among employees of PT. Telkom Regional 3 West Java. While the motivation extrinsic reputation and organization rewards do not affect the intention of knowledge sharing. The knowledge management system in Telkom has not yet formed a sharing culture that generates reputation and formalizes the rewards in Knowledge Sharing. Influence is positive, which means strong intrinsic motivation in commitment and pleasure helps can impact on the better desire to share knowledge.

Intention to knowledge sharing have a positive effect on knowledge sharing behavior. Influence is positive, where the desire or intention to share strong knowledge can impact on the better sharing of knowledge. The intention of employees to share this knowledge is strengthened by the existing knowledge management system so as to enable employee sharing behavior in the company more real in practice.

It is recommended that management can foster a knowledge-sharing culture, with the main objective in each work unit, namely by planning real work programs with the aim of creating innovation and creativity of employees

through the instruments set by the company. In addition, management needs to provide rewards / rewards to employees on the results of written works that are shared in the application of knowledge management system, in the form of a more formal award both material and non-material. Management should also Increase the system tools knowledge sharing more reliable, which can be accessed by using various media, so access to system knowledge can be done more easily.

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