

The Effect of Organizational Citizenship Behavior and Knowledge Sharing on Employee Performance

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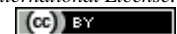
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Abstract

The performance of individual human resources greatly affects the success of an organization. One of the main problems that management always faces is performance, so it is necessary to know the factors that influence it, including organizational citizenship behavior and knowledge sharing. The performance problems faced by PT X Lubuk Basung Branch urged management to always transform the performance of each individual to change for the better. This study aims to measure and analyze the effect of organizational citizenship behavior and knowledge sharing on the performance of employees of PT X Lubuk Basung Branch. Research quantitatively by collecting data through distributing questionnaires to the population, namely all employees with a total of 46 respondents. The data analysis technique used is Structural Equation Modeling (SEM) with Smart-PLS software. The results of the study found that organizational citizenship behavior had a significant positive effect on employee performance. Meanwhile, knowledge sharing has a positive but not significant effect on employee performance. Simultaneously, the variable organizational citizenship behavior and knowledge sharing showed an effect on employee performance by 40.5%.

Keywords: Organizational citizenship behavior, knowledge sharing, employee performance, SEM-PLS.

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1. Introduction

Human resources have a very important role in an organization. Human resources are a driving force for other resources to function and run well. Human resources determine the progress and decline of an organization, through various potentials such as ideas and thoughts, skills, feelings, desires, status and educational background, age, gender and so on, to achieve organizational goals [1]. Improving employee performance will bring progress for the organization to survive in competition. Success in achieving goals depends on the quality of human resource performance. Therefore, management needs to make efforts to improve employee performance [2].

Researchers have focused on employee behavior as one of the key factors of organizational success for the last three decades including Organizational Citizenship Behaviors [3]. Organizational citizenship behavior is an individual behavior that is independent (optional) to determine or choose, which is not directly and explicitly rewarded by the formal reward system, and which overall encourages the effectiveness of organizational functions [4].

An organization or company will fail without the presence of its members who act as good citizens, including companies such as PT X which are based on banking services. Observations on OCB are important because banks are one of many organizations that implement a collective/team work system.

In addition, the condition that can have an impact on performance is knowledge management which is defined as an instrument to validates the belief that knowledge is an asset to increase organizational capacity to be able to work more effectively [5].

Knowledge sharing behavior can foster new abilities and sharpen existing abilities in individuals, such as generating new ideas, ways of communicating, interpersonal interactions, measuring priorities, creativity, planning, problem solving, and teamwork which in the end impact on employee performance [6]. Knowledge management is strongly associated and contributes to improving performance in an organization [7].

The increase in financial performance from year to year at PT X Lubuk Basung Branch, does not mean that there is also an increase in employee performance.

Table 1. Financial Position in 2015-2019

Description	2015	2016	2017	2018	2019
Loan	429,140	457,870	482,767	511,330	546,403
Non Performing Loan (NPL)	0,97%	2,95%	3,08%	2,90%	2,88%
Saving	251,748	256,794	228,18	261,017	284,422
Net Profit	31,171	29,738	26,017	26,117	30,421

Based on the results of interviews, employee performance problems faced by PT X Lubuk Basung Branch include:

- a. The quality of the completion of tasks by employees does not match the company's expectations.
- b. Some customers are dissatisfied with the services of PT X Lubuk Basung Branch.
- c. Employee indiscipline occurs in attendance and working hours provisions so that working time is not efficient.
- d. Completion of work has not been optimal because they do not fully understand the duties and responsibilities.
- e. The knowledge gained from the training is only owned by a few employees because knowledge sharing is not carried out, and there is also a loss of knowledge due to rotation/mutation/promotion of employees who bring their knowledge without conveying it to other employees.
- f. Low employee creativity and innovation due to routine work.
- g. Employees often complain and tend to ignore company policies.

In order to improve employee performance, it is necessary to conduct research that measures and analyzes the variables that affect employee performance. Therefore, an identification process is needed to determine the effect of organizational citizenship behavior and knowledge sharing on the performance of employees of PT X Lubuk Basung Branch.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a behavior to increase productivity and efficiency of organizational performance that is personal initiative and choice [8]. Five dimensions for OCB including [9]:

1. Altruism (voluntary action)

Behavior that aims to help co-workers to solve their problems in difficult situations encountered in the organization or personal problems. This dimension refers to the behavior of giving help which is not their responsibility.

2. Conscientiousness (self-control)

Behavior that aims to provide performance that exceeds what the company targets. This dimension leads to behavior that goes beyond the job description as an employee.

3. Sportsmanship (tolerance)

Behavior that aims to tolerate non-ideal situations within the organization without raising objections or rejections. Someone who has a high level of

sportsmanship will increase a positive work climate among employees and will create a conducive work environment.

4. Courtesy

Behavior that aims to maintain good relations with fellow employees in order to avoid interpersonal problems. This dimension leads to appreciate and respect for other employees.

5. Civic Virtue (social morality)

Behavior that aims to show good work attitudes such as taking the initiative in contributing to the development of work systems or procedures, protecting resources owned by the organization, and others. This dimension refers to the responsibility that the organization gives to a person to improve the quality of performance in his field of work.

Knowledge Sharing

Knowledge sharing is defined as an activity to convey or disseminate knowledge from individuals, groups or organizations to other individuals, groups or organizations [10]. Knowledge sharing is a technique of exchanging knowledge (explicit knowledge and tacit knowledge) among individuals [11]. This definition associates that knowledge sharing is divided into getting (knowledge collecting) and bringing (knowledge donating). Knowledge collecting is the act of individuals to discuss with other individuals related to their intellectual capital. Knowledge donating is an individual act to spread one's intellectual capital to others. These two behaviors have different attributes that can have different consequences [12].

There are three main elements that support knowledge management activities in an organization, namely [13]:

1. People

Focuses on individual abilities, motivation, improvement of a safe, effective, and enjoyable environment and culture in knowledge sharing.

2. Process

Focuses on the methods and efforts made in knowledge sharing and then includes it in daily work activities such as planning, implementation, and evaluation.

3. Technology

Focuses on providing infrastructure for knowledge sharing and collaboration between employees.

The people element is the most fundamental element of the three elements so that greater efforts are needed to follow up. leadership commitment and employee behavior are very significant in encouraging fellow employees to share knowledge, develop new

knowledge gained, and learn to utilize the knowledge provided by the organization.

Performance

Performance was originally what employees did or didn't do [14]. Performance is the level of acquisition of the implementation of certain tasks [15]. Meanwhile, performance is defined as work achievement or work results [16]. However, performance is not limited to output alone but includes the process of working on a task. The definition of performance describes a description of the level of achievement of the implementation of an activity or policy as outlined through the strategic planning of an organization in realizing the goals and targets of the organization.

Performance indicators are needed to facilitate the identification of performance appraisals, which consist of [17]:

1. Quality of Work

Includes neatness, accuracy, and precision in carrying out tasks according to standards.

2. Quantity of Work

Relating to the ability of employees under normal conditions to complete the volume of work.

3. Knowledge of Job

Includes clear knowledge of matters relating to job responsibilities.

4. Cooperation

The ability and desire to work with co-workers, superiors, and subordinates to achieve the goals.

5. Initiative

Seriousness in carrying out duties and responsibilities, improving work results and having the courage to work independently.

6. Dependability

Awareness of accuracy, upholding the values of honesty, discipline, level of attendance, and others.

7. Personal qualities

Appearance, personality, attitude, leadership, integrity, and social skills.

2. Research Method

The data analysis method in this study used the Partial Least Square (PLS) approach. PLS is one of the statistical methods of Structural Equation Modeling (SEM) to solve variance-based regression which is designed if there are certain problems in the data, such as the small number of samples, multicollinearity, or data that is not found [18]. PLS data analysis was carried out in three stages, namely examining the outer

model, examining the inner model, and examining the hypothesis [19].

Variabel dependent on this research is employee's performance. The independent variables in this study are organizational citizenship behavior and knowledge sharing. Measurement of these variables is carried out using a Likert scale with a value of 1 for the lowest scale and 5 for the highest scale.

Respondents of this research were all employee of PT X Lubuk Basung Branch that is 46 respondents. All respondents filled out and returned the questionnaire completely. The characteristics of respondents are distinguished by gender, academic qualification, and length of work.

Table 2. Organizational Citizenship Behavior Indicators

Indicators	Source
Conscientiousness	[20]
Altruism	
Civic virtue	
Sportmanship	
Courtesy	

Table 3. Knowledge Sharing Indicators

Indicators	Source
Knowledge donating	[21]
Knowledge collecting	

Table 4. Employee Performance Indicators

Indicators	Source
Quality of Work	[22]
Quantity of Work	
Knowledge of Job	
Cooperation	
Initiative	
Dependability	
Personal Qualities	

The hypotheses in this study are:

H1: Organizational citizenship behavior has a significant effect towards employee performance.

H2: Knowledge sharing has a significant effect towards employee performance.

3. Result and Discussion

The data collected in this study were primary data obtained through research questionnaires. The questionnaire used was in the form of a papersheet which was distributed to respondents offline.

Evaluation of the Measurement Model (Outer Model)

Evaluation of the measurement model (outer model) is conducted by measuring convergent and discriminant validity.

Convergent validity assessment can be done in 3 (three) ways, namely by checking each construct indicator with the condition that the outer loading value > 0.7 , the Consistency Reliability (CR) value > 0.7 , and the Average Variance Extracted (AVE) value > 0.5 . An indicator is declared valid if it has an outer

loading value above 0.4. After testing and removing invalid indicators, the results of the outer loading test that meet the requirements can be seen in the following picture (Figure 1).

From the results of the study, it was found that all Composite Reliability (CR) values were above 0.7 and AVE values were above 0.5, so it can be said that there is no problem in the assessment of convergent validity.

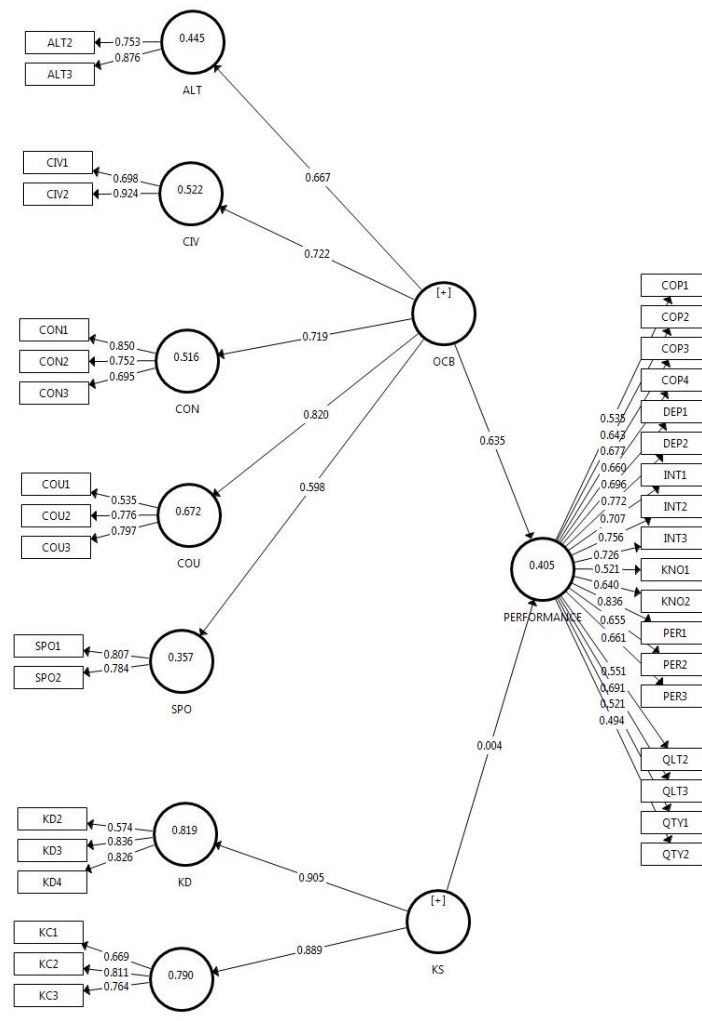


Figure 1. Modified Path Model

Discriminant validity testing can be done by calculating the cross-loading and Fornell and Lacker criterion in the PLS software. From the results of the study, it is known that the value of cross loading on the intended construct is greater than the value of cross loading of other constructs so that it meets the requirements of cross loading. In the Fornell and Lacker criterion test, the questionnaire can be valid if a construct has the highest score on that construct compared to other constructs [20]. The following values for the Fornell and larker criterion can be seen in Table 10.

Table 10. Fornell and Larcker Criterion

Item	ALT	CIV	CON	COU	KC	KD	PRF	SPO
ALT	0,817							
CIV	0,609	0,819						
CON	0,306	0,320	0,819					
COU	0,378	0,498	0,320	0,713				
KC	0,323	0,189	0,498	0,197	0,750			
KD	0,315	0,130	0,189	0,297	0,620	0,755		
PRF	0,108	0,325	0,130	0,550	0,193	0,171	0,659	
SPO	0,234	0,249	0,320	0,421	0,083	0,164	0,658	0,795

Evaluation of the Structural Model (Inner Model)

Evaluation of the structural model (inner model) is conducted by measuring the value of R-square (R²) and Path Coefficient. R-square (R²) was used to measure the estimation ability of the structural model. R-square (R²) describes the effect of certain exogenous latent variables on endogenous latent variables whether they have an essential impact. Meanwhile, path coefficient evaluation is used to show how strong the effect or influence of exogenous variables on endogenous variables.

Table 11. R-square (R²) Calculation

Item	R Square	R Square Adjusted
ALT	0,445	0,432
CIV	0,522	0,511
CON	0,516	0,506
COU	0,672	0,664
KC	0,79	0,785
KD	0,819	0,814
PERFORMANCE	0,405	0,378
SPO	0,357	0,343

The value of R-square (R²) is 0,405, indicating that organizational citizenship behavior and knowledge sharing variables affect employee performance variables by 40,5%.

Table 12. Path Coefficient Calculation

	AL T	CI V	CO N	CO U	SP O	KC	KD	PERFORMA NCE
KS						0,8 89	0,9 05	0,004
OC B	0,6 67	0,7 22	0,7 19	0,8 20	0,5 98			0,635

Based on the table above, it can be interpreted that the largest path coefficient value is indicated by the effect of organizational citizenship behavior on performance of 0.635 and the smallest effect is knowledge sharing on performance of 0.004. The description above also shows that the two exogenous variables have an effect on the endogenous variables because they have a path coefficient with a positive number.

Hypothesis Testing

The next stage after testing the outer model and testing the inner model is hypothesis testing. Hypothesis testing can be determined based on the t-statistic on the output of the SmartPLS bootstrapping. A hypothesis can be accepted if a large t-statistic value is obtained from the t-table value. The following values of t-statistics in hypothesis testing can be seen in Table 13.

Hypothesis 1 (H1) states that organizational citizenship behavior can significantly affect employee performance at PT X. This is by the results of the study, which obtained a t-statistic value of 5,441. This value is higher than the t-table value, which is 1,645.

Therefore, it can be concluded that organizational citizenship behavior has a significant positive effect on employee performance.

Hypothesis 2 (H2) states that knowledge sharing affects employee performance at PT X. Based on data processing, it was found that the t-statistic value of knowledge sharing variable was 0,026. The t-statistic value is smaller than the t-table value, which has a value of 1,645. It states that the hypothesis is rejected and gives the result that there is no significant effect. Therefore, it can be concluded that the knowledge sharing has no significant positive effect on employee performance.

Based on the results of data processing that has been carried out to answer the submission of the hypothesis, it was found that the two independent variables had a positive effect on performance but only organizational citizenship behavior had a significant effect.

The Analysis

The Effect of Organizational Citizenship Behavior on Employee Performance

There is a significant positive relationship between organizational citizenship behavior and employee performance. This can be interpreted if the employees have organizational citizenship behavior, it can affect employees in carrying out their duties and have an impact on their performance. This positive relationship shows that if an employee's OCB is getting better, the employee performance will increase. OCB behavior affects work results even though these things are not something that companies are required to do by their employees, but if they are owned by employees, it will significantly affect performance. The results of this study are in line with previous research which stated that organizational citizenship behavior has a significant influence on the performance of employees [21]. The results of this study also strengthen previous research conducted on performance on a university [22]. This study also supports the results of research which states that OCB has a significant effect on the performance of employees of PT. Bank Central Asia Samarinda Main Branch Office [23].

Table 13. Summary of Hypothesis Testing

Hypothesis	Path	t-statistic	Decision
H1	Organizational Citizenship Behaviour -> Performance	5,441	Supported
H2	Knowledge Sharing -> Performance	0,026	Not Supported

The Effect of Knowledge Sharing on Employee Performance

The relationship between knowledge sharing and performance is positive but has no significant effect. Positive results in this study indicate that if knowledge sharing behavior is carried out well, then employee

performance will experience a good increase as well. The results of this study support the research which concluded that knowledge sharing has a significant positive effect on employee performance [24]. Although it is different from the research results which only have a positive but not significant effect, but with increased knowledge sharing activities, employee performance also increases. Another research concludes that knowledge sharing has a significant effect on the performance of the Bank Indonesia Representative Office employees in North Sulawesi Province [25]. The results of this study also strengthen previous research conducted on banking companies [26]. Research conducted at PT Bank Rakyat Indonesia Branch Office Samarinda gives the result that knowledge sharing has a significant influence on employee performance.

Recommendations for Employee Performance Improvement

From the results of data processing, it is obtained indicators that are very influential or not so that an analysis of proposed improvements can be made for each indicator that will become a priority for improvement. The measurement results for each indicator can be seen in Table 14.

Table 14. Ranking of Indicators

No	Variable	Indicator	t-statistic Value
1	Organizational citizenship behavior	1. Courtesy	16.795
		2. Consciousness	9.652
		3. Civic Virtue	8.917
		4. Altruism	6.155
		5. Sportmanship	5.382
2	Knowledge sharing	1. Knowledge donating	31.118
		2. Knowledge collecting	25.420

The cause of the low influence of each indicator on organizational citizenship behavior and knowledge sharing variables can be made in the form of a fishbone diagram as shown in Figure 2.

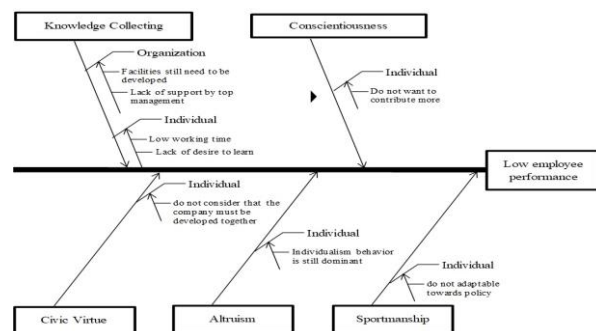


Figure 2. Fishbone Diagram

From the diagram, it can be seen that the problems of each variable indicator of organizational citizenship behavior and knowledge sharing, so that the priority for improvement can be described as follows.

Table 15. Employee Performance Improvement Recommendations

No	Factor	Indicator	Problem	Recommendation
1	Organization	Knowledge collecting	Knowledge sharing activities have not been satisfactory facilitated by management so that the dissemination of information has not been utilized properly by employees.	Develop knowledge sharing behaviors such as mentoring programs, roleplay, or process documentation continuously with evaluation so that it can have a significant effect on performance.
			Leaders do not support knowledge gathering activities.	Leaders provide material and non-material assistance to encourage employees to seek additional new knowledge from other co-workers.
2	Individual	Knowledge collecting	The highest frequency of employees's lenght of work is between 1 – 5 years which can affect the amount of knowledge and experience possessed by employees. The low desire of employees to learn from other colleagues.	Each individual must make efforts to encourage himself to communicate in the context of knowledge collecting. Fellow employees can improve internal relations by exchanging experiences about work, do not hesitate to learn, ask questions and convey ideas
		Sportmanship	Employees do not fully believe that accepting and adapting to company policies will affect performance.	Employees are involved in setting work goals, steps to achieve those goals and setting targets.
		Altruism	Assume that each employee already has their own responsibilities and jobs.	Build a sense of friendship among employees by conducting employee gathering activities
		Civic Virtue	Employees do not consider the company as an organization that must be developed together..	Building a written and measurable organizational culture.
		Conscientiousnes	Employees who contribute more than expected consider the act is useless.	Companies must cultivate and develop a sense of pride in the workplace. Provide offers for promotions, opportunities to achieve higher education or attend training.

4. Conclusion

Based on the research, it was found that organizational citizenship behavior (voluntary behavior or initiatives owned by employees to help achieve organizational goals) has a significant positive effect on employee performance. The proof of the results of this study is indicated by the path coefficient value is positive and the significance value is greater than the t-table value. An indicator of organizational citizenship behavior that is very influential in improving performance is courtesy. Meanwhile, knowledge sharing has a positive but not significant effect on employee performance. The proof of the results of this study is indicated by the path coefficient value is positive but the significance value is smaller than the t-table value. Knowledge sharing indicator that has a positive effect in improving performance is knowledge donating (providing knowledge). Recommendations for improving employee performance can be determined by organization and employee as an individual. In term of organization's factor, recommendations can be given for the company such as; 1) Develop knowledge sharing behaviors such as mentoring programs, roleplay, or process documentation and 2) Leaders encourage employees to seek additional knowledge from other co-workers. Then, from individual's factor, recommendation can be given, such as; 1) Each individual must make efforts to communicate in the context of knowledge collecting, 2) Fellow employees can improve internal relations by exchanging experiences about work, do not hesitate to learn, ask questions and convey ideas, 3) Employees are involved in setting targets and goals, 4) Build a sense of friendship among employees by conducting employee gathering, 5) Building a measurable organizational culture, 6) Companies must cultivate and develop a sense of pride in the workplace, and 7) Provide offers for promotions, opportunities to achieve higher education or attend training. This research is still a case study and needs to be developed.

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