

# Effect Of Knowlegde Sharing, Leader Member Change, Organizational Citizenship Behaviour To Hospitals Performance

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## **ABSTRACT**

*Knowlegde sharing, leader member change, organizational citizenship behaviour to hospitals performance. Data were collected using purposive sampling and questionnaires as the research instrument from 100professionals employee of hospitals in Tangerang. This study used Partial Least Square (PLS) to analyze the data. The results showed that Knowlegde Sharing has a positive effect on hospitals performance. Leader member change has a positive effect on hospitals performance, organizational citizenship behaviour has a positive effect on hospitals performance.*

**Keywords:** *Knowlegde Sharing, Leader Member Change, Organizational Citizenship Behaviour, hospitals performance*

## **1. INTRODUCTION**

According to Kadiyono (2020) and Zena (2020)Some problems related to the competence of hospital employees, are from direct observation and interviews of several hospital employees, it was found that there are still health workers whose skills are lacking or below the standard and many employees are not able to carry out their duties optimally so that this can hamper the performance of the hospitals. with the Leader member exchange (LMX) at the Hospitals, direct observation and interviews of several hospital employees showed that there were some superiors who did not want to foster and educate their subordinates and there were also many subordinates who did not carry out the orders of their superiors so this could hinder the performance of the hospitals. is an increase in the quality of the relationship between supervision and employees, which will be able to improve their work But in reality, the relationship between employees and supervision can be grouped into two relationships, namely a good relationship and a bad relationship. According to Cahyono (2020) and Kartika (2020) A good relationship will create employee trust, positive attitude, and loyalty, but a bad relationship has the opposite effect. Problems related to OCB at Hospitals include direct observation and interviews with several hospital employees, it was found that many employees did not want to do work outside their main duties and many employees, if given tasks outside their main duties, complain and ask for compensation so that this can hinder the performance of the hospitals. According to Asbari (2020) and Wibowo (2020) OCB is often interpreted as behavior that exceeds formal obligations (extra roles) that are not related to direct compensation. That is, someone who has high OCB is willing not to be paid in the

form of money, but wants to work more than what is expected, such as helping colleagues during breaks voluntarily (Ahdiyana 2013). Organizations will be successful if employees not only do their main tasks but also willing to do extra tasks such as willing to provide extra services to service users, and willing to use his work time effectively. Pro-social behavior or extra actions that exceed the description of a defined role within the hospital or company are known as OCB. According to Nugroho (2020) and Purwanto (2020) Problems related to knowledge sharing at the hospitals, among others, from direct observation and interviews of several hospital employees, it was found that there were still some employees who did not want to share knowledge with other employees, some superiors and subordinates did not want to share knowledge with others and some superiors did not want to teach subordinates so that this can hamper the hospital's performance.

The formulation of the research problem is:

1. Does Knowledge Sharing affect Organizational Citizenship Behavior?
2. Does Leader-member exchange (LMX) affect Organizational Citizenship Behavior
3. Does Organizational Citizenship Behavior affect performance
4. Does Knowledge Sharing affect performance of Hospitals
5. Does Leader-member exchange (LMX) affect performance.

## **2. LITERATURE REVIEW**

### *KNOWLEDGE SHARING*

According to Cahyono (2020) and Kartika (2020) Knowledge sharing consists of disseminated understanding relating to providing workers access to relevant information and building using knowledge networks through the organization. Knowledge sharing can grow and develop if it finds suitable conditions which are determined by three key factors, namely people, organization and technology. Knowledge sharing can only be done when each member has ample opportunity to convey their opinions, ideas, criticisms, and comments to other members. The following is the definition and understanding of knowledge sharing from several book sources. • According to Fahmi (2020) and Sartika (2020) knowledge sharing is interpersonal communication that involves communicating and receiving knowledge from others, and one of the main ways to transfer knowledge is like human interaction. According to Lin (2007), knowledge sharing is a culture that involves social interaction where employees exchange knowledge, experiences and abilities (skills) through all departments or organizations. According to Subagyo (2007), knowledge sharing is a method or one step in knowledge management that is used to provide opportunities for members of a group, organization, agency or company to share their knowledge, techniques, experiences and ideas with other members. According to Pasaribu (2009), knowledge sharing is a culture of social interaction, including the exchange of knowledge between employees, experiences and skills through an entire department or organization, this creates a common basis for the need for cooperation.

### Drivers of Knowledge Sharing

According to Sudibjo (2019) and Sunarsi (2020) in the research conducted there are several factors that drive and influence the successful implementation of knowledge sharing in an organization, namely as follows:

1. Opportunity. Formal opportunities such as training, structured work teams and technology-based systems will facilitate knowledge sharing. In addition, informal opportunities will also facilitate knowledge sharing. Informal opportunities are social relationships and networks between members of the organization.

2. Communication modalities. Communication is the main activity in knowledge sharing. Therefore, it is important to make efforts to overcome communication barriers. Face-to-face communication and technology-based communication will also facilitate knowledge sharing behavior.

3. Expectations of benefit. When communication activities provide a knowledge benefit, it will encourage knowledge sharing. In addition, this will further encourage members of the organization to do so. Context suitability. Knowledge sharing will more often be done in the context of the same professional background between individuals

### **3. LEADER MEMBER EXCHANGE**

According to Vizano (2020) and Pramono (2020) the concept of Leader-Member Exchange (LMX) was first introduced by Graen, Densereau, and Haga (1975) known as the Vertical Dyad Linkage, which is a theory that studies the influence of leaders on their subordinates by focusing on the reciprocal relationship between leaders and subordinates. Then in 1982, the theory was renamed the Leader-Member Exchange (LMX). Leader-Member Exchange (LMX) theory explains that leaders develop unique one-to-one relationships with each person who reports to them. Usually, leaders tend to choose members of the insider group (in-group) because they have various personality characteristics and attitudes similar to the leader or because of a higher level of competence than other followers. The emphasis on the Leader-Member Exchange (LMX) theory is the relationship between leaders and followers, where the leader who treats his followers not only as subordinates, but as colleagues will make a positive contribution to the development of employees who are trusted as colleagues because there is an element of trust in the relationship.

### **4. ORGANIZATIONAL PERFORMANCE**

According to Vizano (2020) and Pramono (2020) the performance or achievement of a person or group of individuals in completing work with predetermined goals. According to Prawirosentono, performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibility in order to achieve the goals of the organization concerned legally not violating the law and in accordance with morals and ethics. Performance is the output produced by functions or indicators of a job or a profession within a certain time. According to Bernarto (2020) and Suheni (2020) performance is the achievement or achievement of a person with respect to the tasks assigned to him. (Levinson in Marwansyah, 2010: 229). Almost the same as other meanings, according to Mangkunegara, performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2009). From the definitions of performance above, it can be seen that there are factors that can affect performance, namely individual factors and work climate factors that are formed in the organization.

Weston, in Prawirosentono explained that in an organization there are three types of performance, namely:

1. Strategic performance
2. Administrative performance (administrative performance)
3. Operation performance (operation performance)

Performance appraisal is a process of appraising work results that will be used by management to inform employees individually about the quality of their work from the point of view of company interests. (Prawirosentono, 1999: 216)

Employee performance appraisals that are carried out objectively, precisely and well documented tend to reduce the potential for deviations by employees, so that their performance is expected to improve according to the performance required by the company. (Prawirosentono, 1999: 220)

In his book, Dharma explains that the objectives of performance appraisal are as follows:

1. Development: can be used to determine which employees need to be screened and to help with training results. And also can assist the implementation of counseling between superiors and subordinates so that efforts to solve problems faced by employees can be achieved.
2. Rewards: can be used for the process of determining salary increases, incentives, and promotions. Various organizations also use it to lay off employees.
3. Motivation: can be used to motivate employees, develop initiatives, and responsibilities so that they are motivated to improve their performance.
4. HR planning: can be useful for the development of skills and skills as well as HR planning.
5. Compensation: can provide information that is used to determine what should be given to high or low performing employees and how the principle of fair compensation.
6. Communication: evaluation is the basis for continuous communication between superiors and subordinates regarding employee performance.

## **5. BEHAVIOR CITIZENSHIP ORGANIZATION**

Organizational Citizenship Behavior "OCB" is the specific behavior of individuals in organizations. Organizational Citizenship Behavior is not something that is important to every employee, it is not part of the employee's role, but it is an extra activity of the employee who depends on the boss and employee relations. According to Basri (2020); Slamet (2020) and Ismaya (2020) defines organizational citizenship behavior is not something that should be done from one in the organization because it is an extra activity from employees for their organization. Employees in an organization or institution who engage in organizational citizenship behavior are more respected and better off in the organization. This shows that when everyone who performs civic behavior in the organization shows that these people are very important to the organization, because they are more productive for the organization than other employees. Organizational Citizenship Behavior makes a large contribution to work problems in the field of management, however, it is not very productive in acceptance in an institution or company, because the effect on organizational behavior has very little effect on external behavior, or the company is taking steps to increase employees' job satisfaction with their roles and jobs rather than the desire to motivate them to increase their activities. According to Sutia (2020) and Fatoni (2020) define OCB as individual behavior that contributes to the creation of organizational effectiveness and is not directly related to the organizational reward system. Organ et al. (2006: 8) describe OCB as discretionary individual behavior, which is not directly and explicitly rewarded by the formal reward system, and which as a whole (aggregates) increases the efficiency and effectiveness of organizational functions. It is free and voluntary, because such behavior is not required by role requirements, or job descriptions that are clearly required under a contract with the organization, but rather as a personal choice. This definition explains that behavior based on personal desires that is carried out outside of its formal duties and is not directly or explicitly related to the reward system and contributes to the improvement of the effective functioning of an organization.

## 6. METHOD

This research method is quantitative research. The type of research used is explanatory. The main respondent is Yaitukaryawan Hospitals. The data were collected by means of a questionnaire, using nonprobability sampling with purposive sampling method. Statistical analysis in this study using Partial Least Square or the PLS-SEM approach with SmartPls software.

The sequence of analysis is as follows

1. Create a questionnaire with a Likert scale
2. Distribute the questionnaire
3. Evaluating the validity and reliability of the model using convergent validity, discriminant validity, composite reliability, and Average Variance Extracted. The criteria are as follows: Convergent validity > 0.7 Discriminant validity =  $\sqrt{\text{AVE}}$  > correlation value between variables, Composite reliability > 0.7, Average Variance Extracted (AVE) > 0.5
4. Conducting a collinearity test, with the VIF value criterion to determine whether there is a tendency for collinearity to be a maximum of 5.0.
5. Conducting a hypothesis test for the direct effect and indirect effect to determine whether the influence between variables is supported or not supported. The hypothesis in this study is a directional hypothesis, so it is carried out using a one-tailed test. If the calculated t value is more than 1.96, and the p-value is less than 0.05, it can be stated that the hypothesis is supported.
6. Sobel test using the Sobel Test Calculator, to see whether the hypothesis is supported or not, it is seen from a z-value greater than 1.96 and a p-value less than 0.05.

The scale used for this research is the Likert scale, which is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. In research, this social phenomenon has been determined specifically by researchers, hereinafter referred to as research variables. With a Likert scale, the variables to be measured are translated into variable indicators. Then these indicators are used as a starting point for arranging instrument items which can be statements or questions. The answer to each instrument item that uses a Likert scale has a gradient from very positive to very negative, which can be in the form of words, including:

- 1 = Strongly Agree
- 2 = Agree
- 3 = Undecided
- 4 = Disagree
- 5 = Not Strongly Agree

Based on the Graphical Model of the Relationship Between Variables in Figure 1, the following model is compiled:

Direct Influence

$$Y_2 = aY_1 + bX_1 + cX_2 + d$$

$$Y_1 = aX_1 + bX_2 + c$$

Indirect Influence

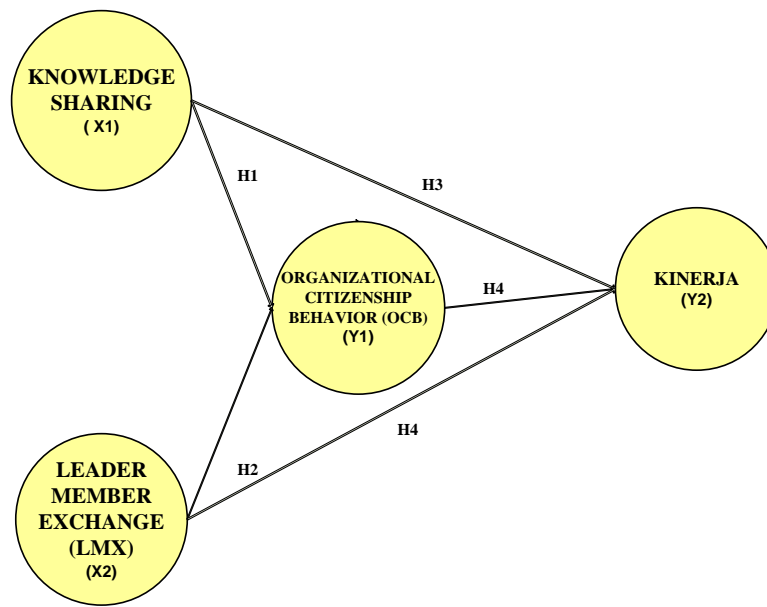
$$Y_2 = aX_1 + bX_2 + c$$

Where:

Y2 = Performance

Y1 = Organizational Citizenship Behavior (OCB)  
X1 = Knowledge Sharing (X1)  
X2 = Leader-member exchange (LMX) (X2)  
A, b, c, d = Constants

The graphic model of the relationship between the independent and dependent variables in this study can be structured as follows:



Picture 1 . Graphic Model of Relationship Between Variables

## 7. HYPOTHESIS

Based on the Graphic Model of the Relationship Between Variables in Figure 1, the following hypotheses are formulated:

Hypothesis 1 (H1):

Knowledge Sharing (X1) has a positive and significant effect on Organizational Citizenship Behavior (OCB) (Y1).

Hypothesis 2 (H2):

Leader-member exchange (LMX) (X2) has a positive and significant effect on Organizational Citizenship Behavior (OCB) (Y1).

Hypothesis 3 (H3):

Organizational Citizenship Behavior (OCB) (Y1) has a positive and significant effect on performance (Y2).

Hypothesis 4 (H4):

Knowledge Sharing (X1) indirectly has a positive and significant effect on performance (Y2)

Hypothesis 5 (H5):

Leader-member exchange (LMX) (X2) indirectly has a positive and significant effect on performance (Y2).

## 8. RESULT AND DISCUSSION

### *Measurement Model*

To evaluate the measurement model using convergent validity, discriminant validity, composite reliability, and Average Variance Extracted.

The criteria are as follows:

*Convergent validity* > 0,7

- *Discriminant validity* =  $\sqrt{\text{AVE}} > \text{nilai korelasi antar variabel}$
- *Composite reliability* > 0,7
- *Average Variance Extracted (AVE)* > 0,5

Tabl 1. Model Evaluation

<b>Construct&amp;item</b>	<b>Outer Loading</b>
Knowledge Sharing (KS) (AVE = 0,799, CR = 0,941)	
KS1	0,914
KS 2	0,932
KS 3	0,857
KS 4	0,870
Leader Member Exchange (LMX) (AVE = 0,850, CR = 0,958)	
LMX1	0,892
LMX 2	0,953
LMX 3	0,941
LMX 4	0,899
Psychological Well-Being (KP) (AVE = 0,710, CR = 0,924)	
KP 1	0,839
KP 2	0,874
KP 3	0,877
KP 4	0,836
KP 5	0,782
Organizational Citizenship Behaviour(OCB) (AVE = 0,736, CR = 0,918)	
OCB 1	0,897
OCB 2	0,875
OCB 3	0,853
OCB 4	0,805
Hospital Performance (HP) (AVE = 0,760, CR = 0,940)	
HP1	0,868
HP 2	0,878
HP 3	0,871
HP 4	0,861

HP 5	0,879
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Table 1 shows that, all items have a loading factor value > 0.7, thus all are valid. AVE values range from 0.710 to 0.850. Reliability test is done by calculating composite reliability. The composite reliability value shows > 0.7. The criteria for the discretionary validity are met if the root value of AVE > the correlation value between variables in the model. Table 4 shows that the discriminant validity test has met the criteria, namely the root value of AVE is greater than the correlation value between variables.

Table 2 Discriminant Validity Test

	KS	LMX	OCB	HP
KS	0,858			
LMX	0,675	0,894		
OCB	0,515	0,513	0,922	
HP	<b>0,543</b>	<b>0,531</b>	<b>0,495</b>	<b>0,842</b>

Hypothesis testing is to determine whether the influence between variables is supported or not supported. The hypothesis in this study is a directional hypothesis, so it is carried out using a one-tailed test. If the calculated t value is more than 1.96, and the p-value is less than 0.05, it can be stated that the hypothesis is supported.

Table 3. Hypothesis Test Results of Direct Effect

Hipotesis	Variable	Path coef	t-value	p-value	Result
H1	KS→OCB	0,513	5,381	0,005	Supported
H2	LMX→OCB	0,531	4,885	0,000	Supported
H3	OCB→OP	0,675	10,352	0,000	Supported
H4	KS→OP	0,304	4,479	0,000	Supported
H5	LMX→OP	0,343	4,476	0,000	Supported

Based on the results of hypothesis testing in table 6, it is explained that H1, H2, H3, H4, are supported.

Knowledge Sharing has a positive and significant effect on Organizational Citizenship Behavior (OCB), Leader-member exchange (LMX) has a positive and significant effect on Organizational Citizenship Behavior (OCB), Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance, Knowledge Sharing has a positive and significant effect on Hospital Performance Leader-member exchange (LMX) has a positive and significant effect on Hospital Performance.

Table 4. Hypothesis Test Results of Indirect Effect

Hipotesis	Variable	z-value	p-value	Result
H6	KS→OCB→OP	3,478	0,005	Supported
H7	KS→OCB→OP	3,983	0,006	Supported



H6 and H7 are supported because the z-value is more than 1.96 and the p-value is less than 0.05. Knowledge Sharing indirectly has a positive and significant effect on performance. Leader-member exchange (LMX) indirectly has a positive and significant effect on performance

The results of research conducted by (Morrison, 1994: in Mehvish Ali, Khansa Hayat, Nosheen Sarwat, & Javeria Ashfaq Qureshi 2011) on "Job Attitudes as a predictor of employee performance Evidence from Public Sector of Pakistan" states that affective commitment has a strong impact on Organizational Citizenship Behavior (OCB), employees who are committed to the organization and work in their organization, so they tend to prefer to be involved in Organizational Citizenship Behavior (OCB). 2. The results of research conducted by (Yahaya, Arshad, Ismail, Yaelam, Zakaria, 2009) on "Job Attitudes as a predictor of employee performance Evidence from the Public Sector of Pakistan" states that employees who work in public sector organizations have a high level of satisfaction. high work, because they satisfy their own needs and wants. And conversely, the lack of good working conditions for them, will cause employees to be less compatible to get turnover within the company. The results of research that have been conducted (Moser, Galais, 2007) on "Impact of Job Satisfaction and Organizational Commitment on Employee Performance, Evidence from Pakistan" resulted in the conclusion that, by increasing job opportunity ownership, there is a moderate impact of increased job satisfaction on performance. employees.. The Effect of Job Satisfaction on Organizational Citizenship Behavior with Organizational Commitment as an intervening variable on employees of PT. Nusantara Clothing Industry Unit Patal Lawang "by Ahmad Aji Kurniawan, a student of Airlangga University Surabaya, this type of research is field research with a quantitative approach. This study discusses the effect of the relationship of job satisfaction on organizational citizenship behavior with organizational commitment as an intervening variable. With the results of his research which states that job satisfaction has a significant influence on organizational and has a positive effect. The difference with this research is that it lies in the object under study, namely the lecturers at the Faculty of Da'wah and Communication UIN Sunan Ampel Surabaya and this research does not use intervening variables. "The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB) with Organizational Commitment as an Intervening Variable for Employees of the Office of Youth and Sport, East Java Province" by Rachman Aji, Ahmad Kurniawan. 2013, the type of research is field research with a quantitative approach. This study discusses the effect of the relationship of job satisfaction on organizational citizenship behavior with organizational commitment as an intervening variable. The results of the study state that job satisfaction has a significant effect on Organizational Citizenship Behavior (OCB) through partial organizational commitment to the employees of the Youth and Sport Service of East Java Province. The difference with this research is that it lies in the object under study, namely the lecturers at the Faculty of Da'wah and Communication UIN Sunan Ampel Surabaya and this research does not use intervening variables.. Research conducted by Wulandari & Ratnaningsih (2016) entitled "The Relationship between Leader-Member Exchange (LMX) and Work Engagement in Inpatient Nurses at RSJD dr. Amino Gondohutomo Semarang ". This research was conducted at RSJD dr. Amino Gondohutomo with 152 nurses as respondents. The results of this study indicate that there is a positive relationship between LMX and nurses' work engagement. The similarity between this study and the research conducted is that both studies examine the relationship between the LMX variable and engagement and the similarity of the research object, namely the hospital. The difference lies in the additional variables, where in the research conducted there are variables of work environment and job satisfaction.

7. Ida Ayu Brahmasari (2008) The Influence of Organizational Culture Variables, Commitment and Employee Job Satisfaction on Independent Organizational Citizenship Behavior: -Organizational Culture -Organizational Commitment-Satisfaction Explanatory Research The results of this study indicate that organizational values, organizational climate, attention to detail , Organizational Structure, Employee Commitment and Employee Satisfaction simultaneously have an influence on 15 Dependent Employees: -OCB which is significant on Organizational Citizenship Behavior (OCB), organizational values, organizational structure, attention to detail and organizational commitment does not have a significant effect. organizational citizenship behavior, while organizational climate and job satisfaction have a significant effect on organizational citizenship behavior.8. Meyla Elizabeth Ranu (2012) The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB) Moderated by Employee Organizational Commitment Collection and Recovery Unit (CRU) Standard Chartered Bank Surabaya Independent: -Work Satisfaction Moderation: -Dependent Organizational Commitment: -OCB Analysis Simple Regression The results of this study indicate that job satisfaction has a direct effect on organizational citizenship behavior. The job satisfaction variable increases towards OCB after being moderated by organizational commitment, this shows that organizational commitment is a moderating variable that strengthens the effect of job satisfaction on OCB. 9. Akhmad Nizam Er Hamza (2015) The Influence of Organizational Commitment, Job Satisfaction, and Organizational Culture on Organizational Citizenship Behavior (OCB) Studies at PT. Sinar Puspita Abadi factory Banyuputih Batang Independent: -Organizational Commitment -Work Satisfaction -Dependent Organizational Culture: -OCB Multiple Linear Regression Analysis The results of this study indicate that organizational commitment, job satisfaction and organizational culture have a positive and significant effect on OCB According to Rudyanto (2020); bahdin (2020) and Eman(2020)Independent Culture Analysis: Linear Analysis The results of this study show 16 (2012) Organization, Organizational Commitment and Job Satisfaction of Organizational Citizenship Behavior -Organizational Culture -Organizational Commitment -Dependent Job Satisfaction: -OCB Double that organizational culture, commitment organization and job satisfaction have a positive influence on organizational citizenship behavior (OCB)

## 9. CONCLUSION

Conclusion of this research is Knowledge Sharing (X1) has a positive and significant effect on Organizational Citizenship Behavior (OCB) (Y1).Leader-member exchange (LMX) (X2) has a positive and significant effect on Organizational Citizenship Behavior (OCB) (Y1).Organizational Citizenship Behavior (OCB) (Y1) has a positive and significant effect on performance (Y2).Knowledge Sharing (X1) indirectly has a positive and significant effect on performance (Y2).Leader-member exchange (LMX) (X2) indirectly has a positive and significant effect on performance (Y2).

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