

Effect Of Organizational And Citizenship Behavior Sharing Knowledge Of Employee Organizational Commitments

Hasrudy Tanjung¹, Linzzy Pratami Putri²
University of Muhammadiyah Sumatera Utara^{1,2}
Correspondence Email: hasruditanjung@umsu.ac.id

ABSTRACT

The purpose of this study was to investigate and analyze the Effect of Organizational Citizenship Behavior and Knowledge Sharing together on Organizational Commitment of Private Employees in Medan City. The approach I use is the associative research approach, quantitative. Population and sample in data analysis techniques using classical assumptions, multiple linear regression, t test, F test, and coefficient of determination. The object of study is permanent employees with a minimum service period of 2 years. The population is all private employees in the city of Medan, with the sample used is accidental sampling, where the sample is the employee who filled out the questionnaire. The results of this study indicate that organizational citizenship behavior (X1) towards organizational commitment (Y) has a positive and not significant effect. Knowledge sharing (X2) on organizational commitment (Y) has positive and significant effect. While organizational citizenship behavior (X1) and knowledge sharing (X2) together have a positive and significant effect on organizational commitment (Y).

Keywords: organizational citizenship behavior, knowledge sharing, and organizational commitment

1. BACKGROUND

One of the company's strategies to retain employees is to continue to increase employee commitment to the organization. Employees who have a high commitment to the organization will encourage organizational success in achieving the goals set.

Gibson (2009, p. 315) explains that commitment is related to work in various forms such as career, professional, organizational, and so on. Organizational commitment reflects a form of identification, loyalty and involvement expressed by employees of the organization. Meanwhile, according to Allen and Meyer (2002, p. 36) committed employees are someone who stays with the organization, does work regularly, works full time and safeguards company assets, cooperates in achieving company goals.

The factors that influence organizational commitment based on the theory according to Sturn in Sopiah (2008, p. 164) are openness culture. Organizations that are oriented towards employees / employees will produce employees / employees who are more valued, prosperous and loyal to the company so that they have an attachment to the organization and participate in participating in achieving organizational progress. In addition, work experience also greatly influences the level of employee commitment to the organization.

Research conducted by Sari (2013, p. 35) states that Organizational Citizenship Behavior (OCB) has a positive and significant effect on Organizational Commitment, while according to Ni Kadek et al (2017, p. 27) states that Organizational Citizenship Behavior (OCB) also has a positive influence and significant to organizational commitment. Meanwhile according to Damarsasi (2013, p. 29) states that Knowledge Sharing has a positive effect on Organizational Commitment. Meanwhile, according to Indra's research (2014, p. 35) states that Knowledge Sharing shows an insignificant influence on Organizational Commitment. The research results of Neyestani et al (2013) also mentioned that knowledge sharing has a significant effect on Organizational Commitment.

The concept of the relationship of this research based on theoretical references from various previous literature Gautam Van Dick, et al (2004, p. 32) states the importance of building Organizational Citizenship Behavior is inseparable from the commitment of employees in the organization. Employee commitment will encourage the creation of Organizational Citizenship Behavior. Organizational Commitment is one of the factors that influence Organizational Citizenship Behavior. While the relationship of this research based on the theoretical references from Chiang, et al (2011) states that employee exchanges that have a high level of commitment to the organization will be willing to identify organizational goals and

benefit the organization. Which in turn will produce a positive attitude that has an impact on knowledge sharing behavior, as the statement below "organizational commitment can predict employee behavior to share knowledge".

2. METHOD OF RESEARCH

In this study, the authors used an associative approach and a quantitative approach. According to Juliandi (2013, p. 14) associative research is research that seeks to examine how a variable is related or related to other variables, or whether a variable is influenced by other variables, or whether a variable is the cause of changes in other variables.

3. DATA ANALYSIS AND DISCUSSION

3.1 Validity test

The results of testing the validity of the questionnaire statements can be seen in the following table :

Table 1. Test Results for Organizational Citizenship Behavior Questionnaire Validity Statement

Statement	Correlation Value	Probability	Explanation
Item 1	0.534	0.000 < 0.05	Valid
Item 2	0.578	0.000 < 0.05	Valid
Item 3	0.600	0.000 < 0.05	Valid
Item 4	0.497	0.000 < 0.05	Valid
Item 5	0.611	0.000 < 0.05	Valid
Item 6	0.563	0.000 < 0.05	Valid
Item 7	0.461	0.000 < 0.05	Valid
Item 8	0.671	0.000 < 0.05	Valid
Item 9	0.489	0.000 < 0.05	Valid
Item 10	0.490	0.000 < 0.05	Valid

Source: SPSS Data Processing Results (2019)

Table 2. Validity Test Result for Knowledge Sharing Statement Questionnaire

Statement	Correlation Value	Probability	Explanation
Item 1	0.640	0.000 < 0.05	Valid
Item 2	0.721	0.000 < 0.05	Valid
Item 3	0.656	0.000 < 0.05	Valid
Item 4	0.706	0.000 < 0.05	Valid
Item 5	0.773	0.000 < 0.05	Valid
Item 6	0.664	0.000 < 0.05	Valid
Item 7	0.617	0.000 < 0.05	Valid
Item 8	0.654	0.000 < 0.05	Valid
Item 9	0.558	0.000 < 0.05	Valid
Item 10	0.587	0.000 < 0.05	Valid

Source: SPSS Data Processing Results (2019)

Table 3. Validity Test Results for Organizational Commitment Statement Questionnaire

Statement	Correlation Value	Probability	Explanation
Item 1	0.481	0.000 < 0.05	Valid
Item 2	0.549	0.000 < 0.05	Valid
Item 3	0.618	0.000 < 0.05	Valid
Item 4	0.655	0.000 < 0.05	Valid
Item 5	0.586	0.000 < 0.05	Valid
Item 6	0.521	0.000 < 0.05	Valid
Item 7	0.622	0.000 < 0.05	Valid
Item 8	0.522	0.000 < 0.05	Valid
Item 9	0.556	0.000 < 0.05	Valid
Item 10	0.441	0.001 < 0.05	Valid
Item 11	0.655	0.000 < 0.05	Valid
Item 12	0.586	0.000 < 0.05	Valid

Source: SPSS Data Processing Results (2019)

From the table above it can be seen that all statements in the questionnaire are valid, this can be seen from the significant value < 0.05 .

3.2 Reliability Test Results

The results of the reliability test can be seen in the table below:

Table 7. Test Results for the Reliability of Motivation Questionnaire Statements

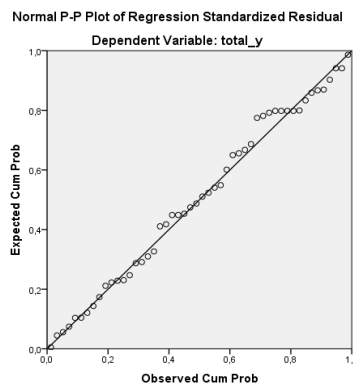
Variabel	Cronbach Alpha	Nilai Kritis	Kesimpulan
Organizational Citizenship Behavior	0,738	0,60	Reliabel
Knowledge Sharing	0,853	0,60	Reliabel
Organizational Commitment	0,805	0,60	Reliabel

Source: SPSS Data Processing Results (2019)

From the table above it can be seen that the statements for the questionnaire in this study are reliable because all three have values above 0.6.

3.3 Classic Assumption Test

1. Normality Test



Source: SPSS Data Processing Results (2019)

From the picture above it can be concluded that the regression model has fulfilled the normality assumption. Because the data spreads around the diagonal line and follows the direction of the diagonal line.

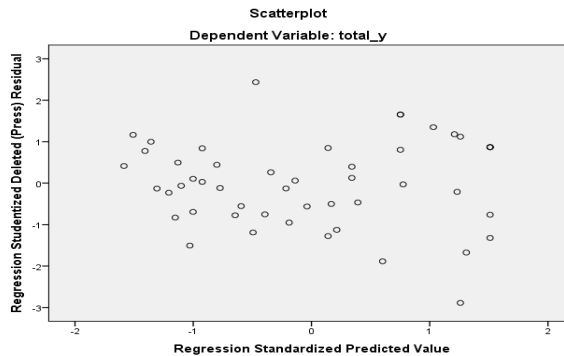
2. Multicollinearity Test

Coefficients ^a						
Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Organizational Citizenship Behavior	,557	,148	,107	,518	1,931
	Knowledge Sharing	,692	,510	,423	,518	1,931

Source: SPSS Data Processing Results (2019)

The two independent variables namely X1 and X2 have VIF values within the predetermined tolerance limits (not exceeding 4 or 5), so there is no multicollinearity in the independent variables of this study.

3. Heteroscedasticity Test



Source: SPSS Data Processing Results (2019)

The picture above shows the points spread randomly, not forming a clear pattern / orderly, scattered both above and below the number 0 on the Y axis. Thus "heteroscedasticity does not occur" in the regression model.

4. Hypothesis test

a. Regression Analysis and Hypotesis Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,986	5,819		2,575	,013
	Organizational Citizenship Behavior	,184	,179	,149	1,027	,310
	Knowledge Sharing	,652	,160	,589	4,065	,000
a. Dependent Variable: Organizational Commitmen						

a. Dependent Variable: Organizational Commitmen

Source: SPSS Data Processing Results (2019)

- From the table above, the value of b1 is 0.184 which indicates that each organizational citizenship behavior is increased by 100%, then organizational commitment will also increase by 18.4%. Furthermore, the tcount is 0.572 while the table is 2.011. Based on the results of partial testing the effect of organizational citizenship behavior on organizational commitment is obtained tcount of 1.027 while ttable = 2.011 and has a significant number of 0.310 > 0.05 means H0 is accepted and Ha is rejected this shows that there is a positive but not significant effect between organizational citizenship behavior towards Employee organizational commitment.
- From the table above, a b2 value of 0.652 is obtained, indicating that each knowledge sharing is increased by 100%, organizational commitment will also increase by 65.2%. Furthermore, the value of tcount 4.065 while ttable = 2.011. Based on the partial test results the effect of knowledge sharing on organizational commitment is obtained tcount of 4.065 while ttable = 2.011 and has a significant number of 0.000 < 0.05 means H0 is rejected and Ha is accepted this shows that there is a positive and significant effect between knowledge sharing on organizational commitment of employees.

b. Simultaneous Test

ANOVA ^a					
Model		Sum of Squares	Df	Mean Square	F
1	Regression	657,508	2	328,754	22,571
	Residual	684,572	47	14,565	
	Total	1342,080	49		

a. Dependent Variable: Organizational Commitmen

b. Predictors: (Constant), Organizational Citizenship Behavior dan Knowledge Sharing

Based on the results of simultaneous testing above, the Fcount value is 22.571 and Ftable is 3.20. then $22.571 > 3.20$ with sig 0.000 < 0.05 shows that H_0 is rejected and H_a is accepted, meaning that Organizational Citizenship Behavior and Knowledge Sharing have a positive and significant effect on the Organizational Commitment of Employees.

c. Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,700 ^a	,490	,468	3,81646	,490	22,571	2	47	,000

a. Predictors: (Constant), Organizational Citizenship Behavior, Sharing Knowledge

b. Dependent Variable : Organizational Commitmen

From the results of data processing above, it can be seen that the correlation coefficient (R Square) of 0.490 means that the organizational citizenship behavior and knowledge sharing together affects organizational commitment of employees by 49% while the remaining 51% is influenced by other variables not examined with this research.

5. Discussion

a. Effect of Organizational Citizenship Behavior on Organizational Commitment

The results of this study prove that organizational citizenship behavior has a positive but not significant effect on organizational commitment, it means that organizational citizenship behavior is needed in an organizational commitment to a company to foster a willingness to help as a basis for commitment to other employees. This results from the tcount of 1.027 while ttable = 2.011 and has a significant number of $0.310 > 0.05$.

The influence of organizational citizenship behavior on employee organizational commitment can be seen from the presence of coworkers who want to help other coworkers who need help, always participating to consider the best things to advance the company.

The results of this study are in accordance with research Gautam Van Dick, et al (2004) states the importance of building Organizational Citizenship Behavior is inseparable from the commitment of employees in the organization. Employee commitment will encourage the creation of Organizational Citizenship Behavior. Organizational Commitment is one of the factors that influence Organizational Citizenship Behavior.

Meanwhile, of the characteristics of respondents based on gender there are 78% of men who are considered reasonable to behave in organizational citizenship, because something that is suitable to help the work of friends who need help without compensation compared to women who are only 22%. In terms of age there are 17 people who have an average age of 31-40 years, so it is reasonable to conduct organizational citizenship behavior because they already have a lot of experience they have. And in terms of education there are 27 people who have an average graduate education, this shows that someone is indeed suitable to conduct organizational citizenship behavior towards employee organizational commitment, because with higher education they have maybe better understanding about behaving citizenship towards organizational commitment.

b. Effect of Knowledge Sharing on Employee Organizational Commitment.

The results of this study prove that knowledge sharing has a positive and significant effect on employee organizational commitment, meaning that a high commitment will be that the employee is able to share the knowledge he has and is given to others. This is from the t-test value of 4.065 while t-table = 2.011 and has a significant number of $0.000 < 0.05$.

The influence of knowledge sharing on employee organizational commitment can be seen from coworkers who are willing to provide useful knowledge to coworkers or others, so that many are based on the commitment of the coworkers, if the employee is able to commit high, then there will be knowledge sharing between the employee.

And supported by research by Chiang, et al (2011) states that employee exchanges that have a high level of commitment to the organization will be willing to identify organizational goals and benefit the organization. Which in turn will produce a positive attitude that has an impact on knowledge sharing behavior, as the statement below "organizational commitment can predict employee behavior to share knowledge".

Some characteristics of respondents said in terms of education contained in it said as many as 27 people who graduated from S2, this was explained that it is very natural for them to share knowledge with their colleagues. Because the average highly educated has a lot of knowledge and knowledge in everything.

c. Effects of Organizational Citizenship Behavior and Knowledge Sharing on Employee Organizational Commitment

The results of this study indicate that organizational citizenship behavior and knowledge sharing together have a positive and significant effect on employee organizational commitment, meaning that a high level of commitment to the organization will be willing to identify organizational goals and benefit the organization. Which in turn will produce a positive attitude that has an impact on knowledge sharing behavior, as the statement below "organizational commitment can predict employee behavior to share knowledge".

Shown by correlation (rxy) of 0.700. Whereas R-Square is 49% indicating that around 49% of the variable organizational commitment of employees can be explained by the variable behavior of organizational citizenship and knowledge sharing, although there is not too much influence given by the two independent variables on the dependent variable.

Meanwhile, in terms of age and education, on average they are 31-40 years old and have an average graduate degree, so they naturally conduct organizational citizenship behavior and share knowledge, because in addition to being more experienced, they also have a lot of knowledge that may be very useful for other people.

6. Conclusion

Based on the results of research and discussion conducted by the author regarding the influence of Organizational citizenship and Knowledge Sharing Organization, the following conclusions can be drawn:

- a. Partially shows that the sharing of knowledge has a positive and significant effect on the organizational commitment.
- b. Partially, organizational citizenship behavior has a positive and not significant effect on employee organizational commitment.

References

- Allen, N.J and Meyer, J.P (2003). Commitment In The Workplace. Theory, Research, and Application. Thousand Oaks, CA: Sage Publishing, Inc.
- Chiang, Hsu Hsin, et al (2011) The Relationship Between High Commitment HRM and Knowledge Sharing Behavior and Its Mediators. International Journal of Manpower 32 (5-6): 604-622
- Chow, W.S and Chan, L.S (2008). Social Networks, Social Trusts and Shared Goals in Organizational Knowledge Sharing. Journal of Information and Management 45: 458-465.
- Dian, N.S (2013). Analysis of the Effect of OCB (Organizational Citizenship Behavior) on Organizational Commitment of Mining and Energy Service employees in Tanggamus Regency.
- Gautam van Dick (2004). Organizational Citizenship Behavior And Organization Commitment In Nepal. Aston Business School. Aston University. Birmingham
- Gibson, James L. et al (2009). Behavior Organizations, Structure, Processes. Indonesian edition. Jakarta: Earth Literacy.

Handoko, Yunus and Hasrudy Tanjung (2019). Predicting Organizational Citizenship Behaviors in Post-Merger Organization : The Role of Organizational Justice Dimension and Affective Commitment. 2nd International Conference on Economics, Business, and Social Science.

Ni Kadek (2017). The Effect of Organizational Justice, Organizational Commitment and Job Satisfaction Against Organizational Citizenship Behavior. Management Journal Vol 6, No. 3: 1368-1397

Salancik, (1978). The External Control of Organizations. A resource dependent perspective. Newyork: Harper and Row

Sopiah (2008). Organizational Behavior. Yogyakarta: Andi Publisher.