

Enhancing the Performance of the Air Force Central Hospital Staff by Organizational Citizenship Behavior and Knowledge Sharing

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ABSTRACT

This research aims to analyze the influence of organizational citizenship behavior (OCB) on performance through knowledge sharing at RSPAU Indonesia. This research was conducted in RSPAU Indonesia, located in the Adi Sutjipto Air Base office complex in Yogyakarta. The population of this research is all operational members of medical, nursing and other health personnel of RSPAU in Indonesia who are based on experience. At the same time, they are on duty, so they can assess OCB and measure knowledge sharing and performance. The sampling technique used was proportional random sampling, so the sample size was 167 samples of RSPAU Indonesia members from a population of 923. The data collection procedure in this research is to use a questionnaire, which will be analyzed using descriptive analysis. The research results show that voluntary Behavior is performed by members of an organization outside of specific tasks but contributes to the organization's overall effectiveness.

INTRODUCTION

The ability of human resources (H.R.) or employees to carry out the tasks assigned to them determines the success of a company or organization in achieving its goals Ekhsan et al., (2020). H.R. must have the knowledge, skills, abilities, self-discipline, and good work enthusiasm to increase company performance and ultimately achieve the company's goals (Zameer et al., 2014).

According to Robbins & Judge (2013), employee performance can be demonstrated through a person's achievements in quantity and quality in carrying out responsibilities according to the assigned tasks. Employees can perform well when driven by internal strengths, such as a psychological atmosphere. Robbins & Judge (2013) also argue that good performance will be formed if employees carry out their duties and responsibilities according to the established job description.

The factor identified as influencing staff performance is organizational citizenship behavior (OCB). OCB is Behavior demanded by the organization, where the Behavior of individuals who have the freedom to choose, which is indirectly or explicitly related to the reward system, contributes to the effectiveness and efficiency of organizational functioning (Organ, 1997). Podsakoff et al. (2001) define OCB as flexible individual Behavior, which is not directly related to the formal reward system determined by the organization and contributes to the overall effectiveness of the organization. Murphy et al. (2002) added that OCB is Behavior and attitudes that benefit the organization, which cannot be fostered based on formal role obligations or in the form of contracts or compensation.

The next factor identified as influencing staff performance is knowledge sharing. Knowledge sharing in a management context is defined as a series of value-creation processes using knowledge-based assets. In practice, knowledge management includes activities for identifying and mapping an organization's intellectual assets, creating new knowledge as a competitive advantage, simplifying and increasing the accessibility of corporate information, and sharing best practices, as well as the use of technology to facilitate these activities (Wang et al., 2016). According to Schiuma (2012), managers are interested in managing knowledge because planning, designing, assessing and evaluating organizational knowledge resources can support increased performance. Furthermore, knowledge is one of the most fundamental parts of every organization.

According to Wang et al. (2016), organizational competitive advantage is through knowledge sharing to create performance that benefits the organization and knowledge management. Furthermore, performance will achieve maximum results if knowledge sharing within the organization is supported. Every knowledge sharing is expected to continue to explore knowledge and not just depend on or be fixated on the existing system. Knowledge is a resource within each member, but a way of managing knowledge is needed so that the organization can utilize its use and influence the quality of service. Thus, knowledge sharing is essential in the organization (Darroch, 2005).

The role of knowledge sharing in organizations is huge to improve the human ability to think logically, which will later produce something creative and innovative (Setiarso et al., 2009: 1). Knowledge sharing is closely related to people and the organizational culture, which is difficult to change. Setiarso et al. (2009:121) stated that knowledge management begins and is based on one word, namely sharing. So, the author focuses on knowledge sharing as an intervening variable to implement knowledge management in this research.

RSPAU Indonesia is the technical implementer of the Air Force Health Service and has the task of carrying out the necessary health support in every TNI Air Force operation and training activity, especially at the Adisutjipto Yogyakarta TNI AU Base and carrying out health services for military members and PNS TNI Air Force and their families as well as TNI AU referral hospitals in all regions of Indonesia and TNI referral hospitals in DIY, Central Java, Central Indonesia. From now on, it is referred to as RSPAU Indonesia. RSPAU Indonesia, as a work unit that implements the financial management pattern of public service agencies, has several performance indicators contracted at the beginning of each fiscal year, both in the form of financial performance and services for individuals, units and organizations.

The achievement during F.Y. 2021 was 3.51 days compared to F.Y. 2022, which was 3.05 days, which has decreased, meaning that the time for vacancies for beds has become shorter even though it has yet to reach the standard of 1 to 2 days. The general patient death rate (Gross Death Rate) for F.Y. 2022 was 3.0%, a decrease compared to F.Y. 2021 of 5.8% but still below the standard of <4.5%. The death rate is high in 2021 due to the exploding Covid-19 pandemic. By looking at this phenomenon, the author is interested in studying it and raising this Issue to discover how OCB factors influence staff knowledge-sharing willingness and which will ultimately impact staff performance.

This research aims to analyze the influence of organizational citizenship behavior on performance through knowledge sharing at RSPAU Indonesia. I hope this research will explain the success of RSPAU Indonesia in anticipating and dealing with the various dynamics of rapid changes that occurred in the world of health after the COVID-19 pandemic and its various complexities and problems. This research contributes to hospital leaders improving staff performance by looking at the influence of organizational culture and organizational citizenship behavior to improve performance directly and indirectly through knowledge sharing.

LITERATURE REVIEW

According to Miner (2005; 70), performance results from the quality, quantity and cooperation a person achieves in carrying out his duties based on the responsibilities given. Thus, performance results from work in terms of quality and quantity an employee achieves in carrying out his duties and responsibilities. They were given to him. According to Kasmir (2016), factors influencing employee performance are a person's expertise or skill in adapting to work and the satisfaction factor at work because of feelings of like or happiness; someone's pleasure in carrying out a job can create a good performance. Miner

(2005) states that the performance indicators used are work quality, quantity, timeliness and effectiveness.

Knowledge sharing refers to transmitting, communicating, interacting, and coordinating knowledge or expertise that helps increase organizational productivity, absorptive and innovation capacity, and maintain competitive advantage (Liao et al., 2007). Knowledge sharing is vital for organizations because it facilitates learning, innovation, problem-solving, and overall organizational effectiveness (Connelly et al., 2011). Factors influencing knowledge sharing can be categorized into individual-level, interpersonal, and organizational factors (Gagne et al., 2019; Jin & Suntrayuth, 2022; Xiao-Juan et al., 2022). The knowledge-sharing indicators refer to the opinion of Wang et al. (2016), namely ideas based on suggestions, discussing new things, and accepting criticism of suggestions.

Robbins (2008) defines OCB as preferred Behavior that is not part of an employee's formal work obligations but supports the effective functioning of the organization. OCB can be understood as an employee's initiative to work outside their obligations without expecting a reward. If the work is not implemented, there will be no punishment. According to Luthan (2012), in OCB, there are three types of employee behavior for an organization's effectiveness: altruistic compliance, benevolence and personability; for that, individual Behavior behaves in-role and extra-role. Jeong et al. (2019) said that factors influencing OCB include empowerment, trust, work-life balance, suitability of people to the organization, perceptions of organizational support, psychological contract, organizational learning, and procedural justice. Allison et al. (2001) stated that OCB can be assessed with indicators of altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

METHODOLOGY

Population and Sample

The research population in this study was all operational members of medical, nursing, and other health personnel at RSPAU in Indonesia. Considerations for determining criteria are based on experience while on duty to examine organizational citizenship behavior and measure the level of knowledge sharing and performance. The sampling technique used was proportional random sampling, so the sample size was 167 members of RSPAU Indonesia from a population of 923.

Research Location

This research was in RSPAU Indonesia, RSPAU Indonesia is the technical implementer of the Air Force Health Service, with the task of carrying out the necessary health support in every TNI Air Force operation and training activity, especially at the Adisutjipto Yogyakarta.

Data Collection Procedures

The data collection procedure in this research was to use a questionnaire. Use questionnaires to obtain respondents' data regarding organizational citizenship behavior, knowledge sharing, and performance. The questionnaire was distributed in two ways: meeting directly with all RSPAU medical and non-medical operational members in Indonesia and using online media by sending

the questionnaire link to staff, which took about one month to complete the research questionnaire.

Research Analysis Technique

The data analysis technique used in this research is descriptive analysis, which can be carried out to assess characteristics using univariate statistics such as mean, median, mode, standard deviation, variance, etc. Descriptive analysis determines the description or distribution of sample or population data such as educational background, age, length of work, etc.

RESEARCH RESULT

Analysis of descriptions of social demographic characteristics at RSPA Indonesia with as many as 167 respondents, including descriptions of gender, age, marital status, education and profession of respondents. Based on the characteristics of respondents according to gender, it can be seen that the respondents were male, with a percentage of 34% (57 respondents), while the other 110 respondents (66%) were female. Based on age, most respondents were aged 31-40 years with a percentage of 39% (65 respondents), 56 respondents (33%) were aged between 41- more than 50 years, and only 46 respondents (28%) were aged 20-30 years. Based on marital status, the majority of respondents were married. Namely, 134 (80%) and the remaining 33 respondents (20%) were still unmarried.

Regarding the educational level of the respondents, the majority of respondents had a diploma or bachelor's degree, namely 129 respondents (77%), 22 respondents (13%) had a bachelor's degree (S2/S3), and the remaining 16 respondents (10%) had a high school education. Based on the number of professions there are respondents, with other medical technician professions amounting to (38%) 63 respondents, nursing professions amounting to (32%) 54 people, administration professions amounting to (22%) 36 respondents and medical departments totaling 14 respondents (8%).

Based on the results of the validity test, all questionnaire items have a significant level of validity, as indicated by the Kaiser-Meyer-Olkin (KMO) value for all variables, which has a probability value of 0.000. Besides that, the results of the instrument reliability test also show high values for all variables with a Cronbach's Alpha value greater than 0.70.

The organizational citizenship behavior variable has an average of 4.32, which means that respondents strongly agree. Indicators that can reflect organizational citizenship behavior are courtesy, sportsmanship, and civic virtue, which have an average of above 4.32. The politeness indicator has the highest average value, namely 4.44, which means that respondents strongly agree; then the sportsmanship indicator is 4.43, which means that respondents strongly agree; the civic virtue indicator is 4.34, which means that respondents strongly agree; the conscientiousness indicator is 4.25, which means that respondents stated that they strongly agreed and the indicator that had the lowest average was altruism at 4.17, which means that respondents stated that they strongly agreed.

The organizational citizenship behavior variable with the politeness indicator has an average value of 4.44, obtained from the statement item of being friendly in carrying out duties at 4.48, which is in first place, and the statement of following the rules set in the organization is 4.41 in second place. The organizational citizenship behavior variable with the sportsmanship indicator has an average value of 4.43, obtained from having respect for other members at 4.48 in first place and having a sense of friendship towards other members at 4.38 in second place.

The indicator of civic virtue in the organizational citizenship behavior variable has an average value of 4.34, which is obtained from the statement of being willing to take responsibility for work of 4.38 in the first place and the statement of actively participating in work of 4.31 in second place. The conscientiousness indicator has an average value of 4.25 on the organizational citizenship behavior variable, obtained from the statement coming immediately if needed at 4.30 in first place and the statement coming to work early when the work schedule starts at 4.21 in second place.

The organizational citizenship behavior variable in the altruism indicator has an average value of 4.17, which is obtained from the statement of spending time to help in solving work problems of 4.22 in first place and the statement of helping other members with their tasks when someone is absent of 4.13 in second place.

Altruism at RSPAU Indonesia is carried out by taking time to help solve work problems and develop the organization at RSPAU Indonesia. This is shown by the average value of 4.22, which means that respondents stated that they strongly agree, where this value is more significant than 4.17, which is the average value of innovation indicator items and is considered to represent altruism. Helping other members with tasks when someone is absent has an average score of 4.13, which means that respondents stated that they strongly agree and have been able to present altruism at RSPAU Indonesia.

Citizenship virtues at RSPAU Indonesia are carried out by being willing to take responsibility for the work at RSPAU Indonesia. This is shown by the average value of 4.38, which means that respondents stated that they strongly agree, where this value is more significant than 4.34, which is the average value of the civic virtue indicator items and is considered to represent civic virtue. Actively participating in work has an average score of 4.31, which means that respondents strongly agree and are considered to represent the virtues of citizenship in developing the organization at RSPAU Indonesia.

Conscientiousness at RSPAU Indonesia is carried out by arriving immediately if needed at RSPAU Indonesia. This is shown by the average value of 4.30, which means that respondents stated that they strongly agree, where this value is more significant than 4.25, which is the average value of the conscientiousness indicator item. Coming to work early when the work schedule starts has an average score of 4.21, which means that respondents strongly agree and are considered to have demonstrated conscientiousness at RSPAU Indonesia.

Polite manners at RSPAU Indonesia are carried out by being friendly when carrying out duties at RSPAU Indonesia. This is shown by the average value of 4.48, which means that respondents stated that they strongly agree, where this value is more significant than 4.44, which is the average value of the politeness indicator items and is considered to represent good manners. Following the regulations set in the organization, the average score was 4.41, which means that respondents stated that they strongly agreed and are considered to be by the manners at RSPAU Indonesia.

Sportsmanship at RSPAU Indonesia is carried out by having respect for other members of RSPAU Indonesia. This is shown by the average value of 4.48, which means that respondents stated that they strongly agree and represent sportsmanship, where this value is more significant than 4.43, which is the average value of sportsmanship indicator items. Having a sense of friendship towards other members has an average value of 4.38, which means that respondents strongly agree and are considered to be by sportsmanship at RSPAU Indonesia.

The knowledge-sharing variable has a total average of 4.34, meaning respondents strongly agree. An indicator that can reflect knowledge sharing is receiving criticism and ideas based on suggestions, which has an average above 4.34. The indicator of accepting criticism has the highest average value, namely 4.36, which means that respondents stated that they strongly agree. The indicator for ideas based on suggestions is 4.35, meaning respondents strongly agreed. The indicator with the lowest average is discussing creating new things, which is 4.31, which means the respondents strongly agreed.

The knowledge sharing variable with the indicator of receiving criticism has an average value of 4.36, obtained for the statement item receiving criticism to improve work experience at 4.37 in first place and the statement of receiving criticism to improve work skills at 4.35 in second place. The knowledge sharing variable with the idea indicator based on suggestions has an average value of 4.35, obtained from the statement receiving suggestions for developing work skills of 4.38 in first place and the statement receiving suggestions for developing work experience of 4.32 in second place. The indicator of discussing and creating new things in the knowledge-sharing variable has an average value of 4.31, obtained from the joint discussion statement for developing work skills and work experience, which has the same average value of 4.31.

Ideas based on suggestions at RSPAU Indonesia were implemented by receiving suggestions for developing work skills at RSPAU Indonesia. This is shown by the average value of 4.38, which means that respondents stated that they strongly agree, where this value is more significant than 4.35, which is the average value of the indicator items for ideas based on suggestions and presenting ideas based on suggestions. Receiving suggestions for developing work experience has an average value of 4.32, which means that respondents stated that they strongly agreed and were considered to be presenting ideas based on suggestions for developing the organization at RSPAU Indonesia.

Discussions about creating new things at RSPAU Indonesia are carried out by discussions to develop work skills and discussions to develop work experience at RSPAU Indonesia. This is shown by the average value of 4.31, which means that respondents stated that they strongly agree, where this value is the same as 4.31, which is the average value of the indicator item for discussing creating new things and having presented ideas based on suggestions in developing the organization at RSPAU Indonesia.

Accepting criticism at RSPAU Indonesia is carried out by being open to accepting criticism to improve the work experience at RSPAU Indonesia. This is shown by the average value of 4.37, which means that respondents stated that they strongly agree, where this value is more significant than 4.36, which is the average value of the indicator item for receiving criticism. Being open to accepting criticism to improve work skills has an average value of 4.35, which means that respondents strongly agree and are considering accepting criticism in developing the organization at RSPAU Indonesia.

The performance variable has a total average of 4.16, meaning that respondents strongly agree. Indicators that can reflect performance are work quality and effectiveness, which have an average of above 4.16. The work quality indicator has the highest average value, namely 4.32, which means that respondents strongly agree; then the effectiveness indicator is 4.21, which means that respondents strongly agree; the punctuality indicator is 4.08, which means that respondents strongly agree; and the indicator that has the highest average Low is the work quantity of 4.04, which means the respondent stated that they strongly agree.

The performance variable with the work quality indicator has an average value of 4.32, obtained for the item completing work according to the task of 4.35 in the first order and the statement completing the work per the superior's instructions of 4.29 in the second order. The performance variable with the effectiveness indicator has an average value of 4.21, obtained from the statement working effectively of 4.22 in the first order and the statement working precisely in line with expectations of 4.20 in the second order.

The punctuality indicator in the performance variable has an average value of 4.08, which is obtained from the statement that completing work on time has a value of 4.21 in first place and that completing work more quickly has a value of 3.96 in second place. The work quantity indicator in the performance variable has an average value of 4.04, obtained from the statement that completing work according to target has a value of 4.35 in first place, and the statement completing work exceeding the set target has a value of 3.74 in second place.

The quality of work at RSPAU Indonesia is achieved by completing work by the tasks at RSPAU Indonesia. This is shown by the average value of 4.35, which means that respondents stated that they strongly agree, where this value is more significant than 4.32, which is the average value of work quality indicator items. Completing work according to superiors' instructions has an average score of 4.29, meaning respondents strongly agree and present the quality of work at RSPAU Indonesia.

The quantity of work at RSPAU Indonesia is carried out by completing work according to targets at RSPAU Indonesia. This is shown by the average value of 4.35, which means that respondents stated that they strongly agree, where this value is more significant than 4.04, which is the average value of work quantity items in developing the organization. Completing work exceeded the set target average of 3.74, meaning respondents agreed and presented the quantity of work at RSPAU Indonesia.

Punctuality at RSPAU Indonesia is carried out by completing work on time at RSPAU Indonesia. This is shown by the average value of 4.21, which means that respondents stated that they strongly agree, where this value is more significant than 4.08, which is the average value of the timeliness indicator item. Faster in completing work has an average score of 3.96, meaning respondents agree and can present punctuality at RSPAU Indonesia.

Effectiveness at RSPAU Indonesia is carried out by working effectively at RSPAU Indonesia. This is indicated by an average value of 4.22, which means that respondents stated that they strongly agree, where this value is more significant than 4.21, which is the average value of effectiveness indicator items and is considered to represent effectiveness in developing the organization. Working precisely according to expectations has an average score of 4.20, which means that respondents strongly agree and can present effectiveness at RSPAU Indonesia.

Based on hypothesis testing, the regression coefficient of the organizational citizenship behavior variable on knowledge sharing is 0.16 with a C.R. of 2.133 and a p-value of 0.033 (smaller than 0.05). It shows that organizational citizenship behavior positively and significantly affects knowledge sharing. Organizational citizenship behavior is not significant in performance. The regression coefficient of the knowledge-sharing variable on performance is 0.52, with a C.R. of 3.692 and a p-value of 0.000 (smaller than 0.05). This shows that knowledge sharing has a positive and significant effect on performance. Knowledge sharing as a mediating variable between organizational citizenship behavior and performance is proven by the value (0.11 > 0.03)

DISCUSSION

The results of this study show that organizational citizenship behavior is contributed to by altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. These four indicators have provided a positive reflection on organizational citizenship behavior or have reflected the high awareness of RSPAU Indonesia staff in completing tasks beyond their assigned burden.

The five indicators reflecting organizational citizenship behavior that are most appreciated organizational citizenship behavior in the loading factor value are reflected in the courtesy of hospital staff, especially the friendly attitude in carrying out duties in the hospital organization, the sportsmanship of hospital staff who have respect for other staff, the benevolence of staff the hospital is responsible when working in the hospital, the conscientiousness of the staff is

shown by always being ready when needed. This is followed by the altruism of the staff, who give each other time to help solve work problems.

The statement above is supported by research conducted by Allison et al. (2001), which states that OCB can be assessed using indicators of altruism, civic virtue, conscientiousness, courtesy and sportsmanship. These values will guide increasing OCB, which contributes to maintaining and improving the social and psychological context and supports performance in completing tasks voluntarily.

Organizational citizenship behavior (OCB) is defined as an employee's voluntary actions or Behavior that go beyond formal job requirements and contribute to the overall effectiveness and success of the organization (Jahani et al., 2018). When employees engage in OCB, it shows their dedication to the organization and its goals, which can foster a positive work environment and improve overall organizational performance (Hossain, 2020).

The results of the perceptions of RSPAU Indonesia members show that organizational citizenship behavior has five indicators: altruism, civic virtue, conscientiousness, courtesy and sportsmanship. The highest indicator states that politeness is the main factor contributing to organizational citizenship behavior. This is understandable because RSPAU Indonesia members follow the established regulations and always act in a friendly manner when carrying out their duties at the hospital. Sportsmanship at RSPAU Indonesia also contributes to organizational citizenship behavior.

This can be understood by the presence of hospital staff who have mutual respect and friendship towards other staff in the hospital. Indicators of the citizenship virtues of Indonesian RSPAU members contribute to organizational citizenship behavior. Where this can be understood by members who participate actively and are willing to take responsibility for the work. The conscientiousness of staff at RSPAU Indonesia contributes to OCB by being demonstrated by staff who are ready when needed. Apart from that, altruism also contributes to OCB at RSPAU Indonesia through members taking the time to help solve work problems.

The analysis results in this research show that knowledge sharing is contributed by ideas based on suggestions, discussing, creating new things, and accepting criticism. These three indicators have provided a positive reflection on knowledge sharing or have reflected the high quality of social interaction between members at RSPAU Indonesia as a process to increase knowledge, experience and skills. The three indicators reflecting knowledge sharing that is most appreciated in the loading factor value are reflected by the ideas of staff being open in accepting suggestions for developing skills, staff being open in accepting criticism for improvements in experience, and discussing to create new things for developing skills and experience.

The statement above is supported by the results of research conducted by Wang et al. (2016) that knowledge sharing includes three supporting elements, namely ideas based on suggestions, discussing new things, and accepting critical suggestions. Knowledge sharing is vital for organizations because it facilitates learning, innovation, problem-solving, and overall organizational effectiveness (Connelly et al., 2011).

In his research, Cheng (2002) stated that knowledge sharing can help employees better understand their work and bring personal recognition within the department. When knowledge is built, companies can have a sustainable competitive advantage. Likewise, Alam et al. (2009) research shows that many organizations encourage sharing knowledge among employees to achieve organizational goals and objectives. Several organizations have benefited from implementing knowledge sharing (Alam et al., 2009).

The results of the perceptions of RSPAU Indonesia members show that knowledge sharing is based on three indicators, including innovation, orientation, aggressiveness and stability. The highest indicator states that accepting criticism at RSPAU Indonesia is the main thing that makes the most significant contribution to knowledge sharing. This is understandable because RSPAU Indonesia members are open and accept all criticism to improve the member experience.

Ideas based on suggestions also contribute to knowledge sharing. This can be understood by the response of members who always accept suggestions for developing skills. The indicator that discussing creates new things for RSPAU Indonesia members contributes to knowledge sharing, which can be seen from members who tend to carry out various discussions about developing experience and skills.

Performance is measured through the quality and quantity a person achieves in carrying out their duties based on their responsibilities (Robbins & Judge, 2016, p. 555). At RSPAU Indonesia, member performance is required due to the quality and quantity achieved by employees in the shipping licensing sector in carrying out their duties based on their responsibilities in the organization.

This research shows that employee performance is influenced by work quality, work quantity, timeliness, and effectiveness. These four indicators have provided a positive reflection on performance. This indicator reflects the hedonic value, which results from the quality and quantity achieved by employees in the shipping licensing sector in carrying out their duties based on the responsibilities given to RSPAU Indonesia.

The four performance reflection indicators that best appreciate performance in the loading factor value are reflected by the quality of work, especially the completion of work for hospital staff by the tasks assigned, the quantity of work of hospital staff carried out based on targets, the timeliness of hospital staff in completing work on time. Time and the effectiveness of members in the hospital organization by working effectively.

The statement above is based on research conducted by Miner (2005; 70), which states that performance results from quality and quantity and the cooperation a person achieves in carrying out their duties based on their responsibilities. Thus, performance results from work in terms of quality and quantity are achieved by an employee in carrying out his duties and responsibilities.

Factors that influence employee performance, according to Kasmir (2016), are skills and abilities, as well as a person's skills in adapting to workers, and satisfaction factors at work because of feelings of like or happiness, someone's pleasure in carrying out a job can create a good performance. Employees feel happy or enjoy their work so that the results of their profession are successful. Another factor influencing performance is work motivation, which can include the comfort of the activity area, such as room, layout, tools and adequate infrastructure.

According to Robbins and Judge (2016), several indicators for measuring individual employee performance include work quality, quantity, timeliness and reliability. Work quality is measured by employees' perceptions of the quality of work produced, task abilities, and employee skills and abilities. Work quantity is the amount produced expressed in terms such as the number of units and activity cycles completed.

Respondents' perceptions at RSPAU Indonesia show that performance has four indicators: work quality, quantity, timeliness and effectiveness. The highest indicator that reflects performance states that the quality of work in the organization is the main thing that makes the most significant contribution to creating performance.

This is understandable because RSPAU Indonesia members tend to agree that members complete work according to the tasks assigned. Furthermore, effectiveness indicators also reflect performance because respondents tend to agree that members of the RSPAU Indonesia organization work effectively.

Punctuality has not been able to contribute to creating performance, but performance, according to respondents, tends to agree that members can complete tasks on time at RSPAU Indonesia. The work quantity indicators at RSPAU Indonesia have yet to be able to contribute to employee performance. This can be understood by respondents who agree that members complete work according to the target.

This research shows that work quality, quantity, timeliness and effectiveness contribute to performance. This means that performance can be built by the quality of work by the task, effectiveness in work, timeliness in completing work, and quantity of work by the targets given.

If mediated by knowledge-sharing factors, the organizational citizenship behavior of RSPAU Indonesia staff can influence the quality and quantity of work performance in completing tasks beyond the burden assigned to them. Previous research that supports this research was also stated by Al-Zu'bi (2011), who revealed in his analysis that OCB influences knowledge sharing and has a positive and significant value. The statement of Tseng and Huang (2011) in their research revealed that knowledge sharing has a positive and significant effect on employee performance.

The quality of innovation regarding changes related to creativity in finding new ideas, both existing and those that will be developed, can encourage the quality and quantity of work in carrying out tasks based on responsibility through quality knowledge sharing between social groups and individuals in the organization to increase knowledge, experience and Skills. Orientation towards

review to determine the right direction based on the attention of hospital staff will shape the quality and quantity of work in carrying out their duties based on responsibility if through quality knowledge sharing between social groups and individuals in the organization to increase knowledge, experience and skills.

The aggressive actions of RSPAU Indonesia staff can stimulate the quality and quantity of work in carrying out their duties based on responsibility through quality knowledge sharing between social groups and individuals in the organization to increase knowledge, experience and skills. The ability to withstand external disturbances and pressure will impact the quality and quantity of work in carrying out duties based on responsibility through quality knowledge sharing between social groups and individuals in the organization to increase knowledge, experience and skills.

Aggressiveness towards change related to creativity in finding new ideas, both existing and to be developed, can encourage the quality of measurable work outcomes efficiently to achieve organizational goals if new ideas include input and suggestions received. The quality of initiatives for change related to creativity in finding new ideas, both existing and to be developed, can encourage the quantity of work achieved by hospital staff in carrying out their duties through quality communication between staff to get new ideas.

Staff creativity in finding new ideas, whether developed, can encourage timeliness in completing tasks according to the directions and targets set through the value of openness to criticism received so that better changes and improvements can occur. The quality of initiatives for change related to creativity in finding new ideas, both existing and those that will be developed, can encourage the effectiveness of staff work in carrying out main tasks to achieve the desired goals through quality communication between staff to get new ideas.

Orientation towards organizational goals to determine the right direction based on the attention of hospital staff will form the quality of work achievements that are measured efficiently to achieve organizational goals through new ideas, including input and suggestions received. Orientation towards review to determine the right direction based on the attention of hospital staff will shape the quantity of work achieved by hospital staff in carrying out their duties through the quality of communication between staff to get new ideas.

Proper orientation based on attention will have implications for timeliness in completing tasks according to the directions and targets set through the value of openness to criticism received so that better changes and improvements can occur. Orientation towards review to determine the appropriate direction based on the attention of hospital staff will shape the effectiveness of staff work in carrying out main tasks to achieve the desired goals through quality communication between staff to obtain new ideas.

Competitive aggressiveness can stimulate the quality of measurable work outcomes efficiently to achieve organizational goals through new ideas, including input and suggestions received. More competitive actions can stimulate the quantity of work hospital staff achieve in carrying out their duties through quality communication between staff to get new ideas.

Aggressiveness can stimulate work on time according to the directions and targets set through the value of openness to criticism received so that better changes and improvements can occur. More competitive actions can stimulate the effectiveness of staff work in carrying out basic tasks to achieve the desired goals through quality communication between staff to get new ideas.

The ability to withstand disturbances and pressure from outside will impact the quality of work achievements, which can be measured efficiently to achieve organizational goals through new ideas, including input and suggestions received. The ability to withstand disturbances and pressure from outside will impact the quantity of work hospital staff achieve in carrying out their duties if the quality of communication between staff to get new ideas.

The ability to resolve interference and pressure from outside will impact the timeliness of completing tasks according to the directions and targets set through the value of openness to criticism received so that better changes and improvements can occur. The ability to withstand external disturbances and pressure will impact the effectiveness of staff work in carrying out main tasks to achieve the desired goals through the quality of communication between staff to get new ideas.

CONCLUSIONS AND RECOMMENDATIONS

This research shows that organizational citizenship behavior is voluntary Behavior carried out by organizational members outside of specific tasks. Still, it contributes to the effectiveness of the organization as a whole. Meanwhile, knowledge sharing is when individuals or groups share knowledge, experience and information with others in the organization. The performance results are obtained by organizations or individuals when achieving organizational goals. Knowledge sharing as an intervening variable also mediates organizational citizenship behavior on staff performance, meaning that strengthening organizational citizenship behavior on staff knowledge sharing will ultimately lead to increased staff performance. Organizational citizenship behavior has a more significant influence on staff performance if it is mediated by knowledge sharing. *Knowledge sharing* is the variable that has the most dominant influence on staff performance compared to the organizational citizenship behavior variable.

Based on the research results that have been obtained, this research can be used by leaders at Headquarters as a source of practical information and making policies to increase understanding of organizational culture, strengthen organizational citizenship behavior and increase the willingness to share knowledge with members of the Indonesian Air Force. The TNI AU leadership is expected to facilitate activities that can improve the performance of TNI AU members in general through seminars and training activities. Knowledge sharing has significant benefits for hospital managers, including obtaining the latest information about best practices in the health industry. This can help improve the quality of services provided

ADVANCED RESEARCH

In writing this article the researcher realizes that there are still many shortcomings in terms of language, writing, and form of presentation considering the limited knowledge and abilities of the researchers themselves. Therefore, for the perfection of the article, the researcher expects constructive criticism and suggestions from various parties.

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