



Public Health Center Performance during Covid-19 Pandemic: What are The Contribution of Knowledge Sharing, Work Motivation, Transformational Leadership and Organizational Citizenship Behavior?

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Abstract - The aim of this study is to investigate the correlation of transformational leadership and performance, organizational citizenship behavior (OCB) and performance, motivation and performance and knowledge and performance of public health center. This research method is a quantitative survey, analysis and data processing using structural equation modeling (SEM) with a data processing tool is SmartPLS 3.0 software. Respondent in this reseact is 290 hospital staff and selected using simple random sampling. The questionnaire data is distributed online through social media. The stages of data analysis are analyzing validity, reliability, coefficient of determination and hypothesis testing, then conclusion. The independent variables in this study are knowledge sharing, work motivation, transformational leadership and organizational citizenship behavior and the dependent variable is public health center performance. The result of this study is transformational leadership has a positive and not significant effect on motivation of Public health center employees. Knowledge sharing has a positive and not significant effect on the work motivation of Public health center employees. OCB has a positive and not significant effect on the performance of employees. Motivation has a positive and not significant effect on the performance of employees.

Keywords: Transformational Leadership, Organizational Citizenship Behavior, Work Motivation, Employee Performance, Public health center, Covid-19 Pandemic

Introduction

The impact of Covid-19 has decrease in revenue for companies where the size of the decline depends on the scale of the company is also related to business location and business sector. In general, 82.85% of companies in various business sectors experienced a decrease in income, 14.60% remained and only 2.25% of companies experienced an increase in income during the pandemic.. In the era of the pandemic, Public health center face intense competition which creates considerable challenges. According The Covid-19 pandemic that has hit Indonesia and the rest of the world is anticipated by various policies in all fields. Social and business restrictions aimed at reducing and stopping the impact of the spread of the virus, have had an impact on the economy and business in Indonesia. According Rahmawati et al (2020);Suprapti et al (2020) In the case of Public health center, it is found that only leaders act as positive agents and motivate employees in various aspects, especially professional life. This is the responsibility of



leaders to ensure that such actions are aimed at helping employees develop knowledge, skills and experience . According Bernarto et al (2020);Choudhary et al (2016) There are different theoretical approaches related to the impact of leadership on employee performance in Public health center such as dictatorial, autocratic, transformational, and leadership styles. transactional. This is because the leadership style has various effects on different variables . On the other hand, different types of leadership concerns can also be influence employee behavior and thereby assist them in pursuing goals. Leadership is the ability to influence a group towards achievement targets . According Alhashedi et al (2021);Astuti et al (2020) ttudies on the effects of Transformational leadership combined with other factors such as organizational citizenship behavior and motivation has attracted attention, along with shifts in motivation work from a performance-centric to a person-centric perspective. This can not be separated from the fact that the modern work environment requires employees who have skills that are more adaptable and adaptable creative, with teamwork as an important part of this skill. These skill requirements have arisen from the changing nature of the people-centred work environment becoming increasingly important. In general, research on the impact of transformational leadership has expanded into observations of outcomes that translate into individual and organizational performance. However Thus, based on previous research According Alhashedi et al (2021);Astuti et al (2020);Bernarto et al (2020);Choudhary et al (2016) it was also found that the relationship between leadership, OCB, employee motivation, and individual performance was still not convincing.

Sa'adah and Rijanti (2022) leadership style is an important aspect for employee performance because style is a key factor in improving employee performance. A leader is an example, role model, idol and coaches for all members of the organization he leads in improving work results. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as seen, which aims to harmonize perceptions among people about influence becomes very important position. Every company certainly has a leader who has his own distinctive leadership style. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as seen, which aims to harmonize perceptions among people will influence to be very important position. A leadership style that is not adapted to the characteristics of employees and the existing tasks can encourage employees to feel less enthusiastic about work and even lose their enthusiasm for work, as a result, employees are not serious at work and attention is not focused on work. Therefore, a leader must be able to move his employees to harmonize perceptions between people employees so that there is a harmonious correlation between employees and with the leadership so that it will create a comfortable working atmosphere and have an impact on higher employee performance. The better a leader is to his employees, the better the performance of his employees to achieve company goals, leader must be able to involve employees to achieve the company's goals by using the right style and wise, employees will be motivated to work optimally without pressure, so that employee performance can be even better. Leadership style is a pattern of behavior that is carried out by integrating organizational goals using individual goals to achieve the desired goals. Employees are the spearhead of a company because employees are called part of the company in delivering contributions to the company to obtain progress in the company's performance and can compete with the company other. The company will demand quality leaders to develop, build and maintain human resources to the maximum for the smooth running of the company. Employee performance is a behavior that is displayed by each individual as a work

performance produced by employees in accordance with their departments within the company. Meanwhile, according to Purwanto et al. (2021) improving employee performance will bring progress to the company, therefore efforts to improve employee performance are a task for leaders to sort out leadership styles that can be applied to the organization.

Method

This research method is a quantitative survey, analysis and data processing using structural equation modeling (SEM) with a data processing tool is SmartPLS 3.0 software. Respondent in this reseact is 290 hospital staff and selected using simple random sampling. The questionnaire data is distributed online through social media. The stages of data analysis are analyzing validity, reliability, coefficient of determination and hypothesis testing, then conclusion. The independent variables in this study are knowledge sharing, work motivation, transformational leadership and organizational citizenship behavior and the dependent variable is public health center performance

Hypothesis 1: Transformational leadership has a positive and significant effect on performance

Hypothesis 2: OCB has a positive and significant effect on performance

Hypothesis3: Motivation has a positive and significant effect on performance

Hypothesis 4 : Knowledge sharing has a positive and significant effect on performance

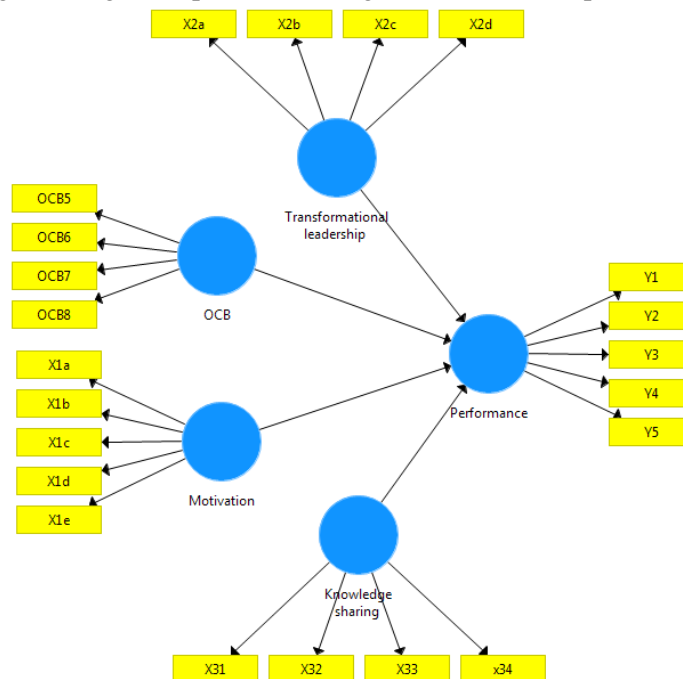


Fig 1. Conceptual Model

Results and Discussion

Validity test

The validity test with the SmartPLS 3.0 program can be seen from the loading factor value for each construct indicator. The condition that is usually used to assess validity is that the loading factor value must be more than 0.70. Furthermore, discriminant validity is related to the principle that different constructs should not be highly correlated, the way to test discriminant validity with reflexive indicators is to look at the cross loading value for each variable must be > 0.70 and the value is more height of other variables

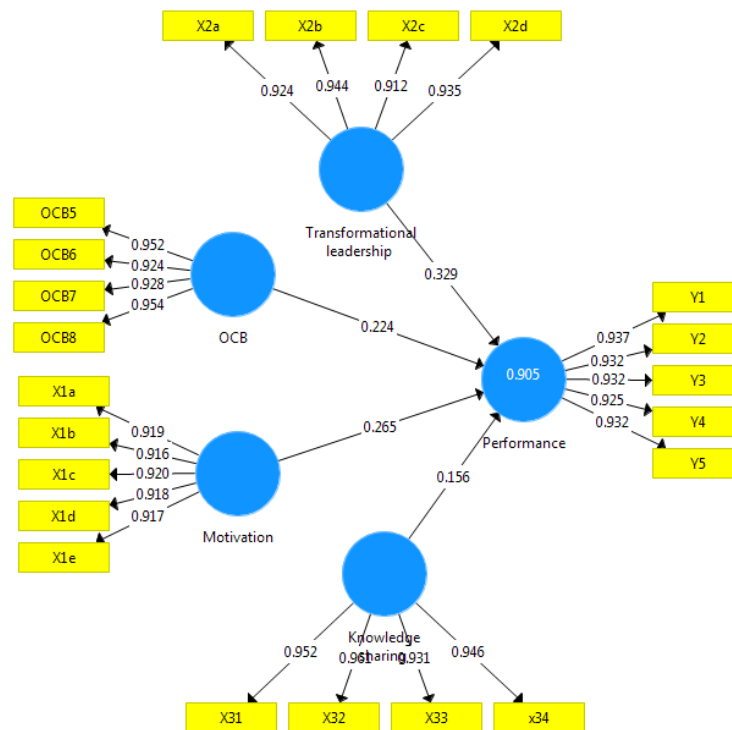


Fig 2 Validity testing

Fig. 2 shows that all loading factors have a value of > 0.7 , so it can be concluded that all indicators have met the criteria for convergent validity, because indicators for all variables have not been eliminated from the model.

Table 1. Reliability Testing

	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Knowledge sharing	0.962	0.962	0.972	0.898
Motivation	0.953	0.954	0.964	0.843
OCB	0.956	0.956	0.968	0.883
Performance	0.962	0.962	0.971	0.868
Transformational leadership	0.947	0.948	0.962	0.863

In table 1, it can be seen the results of the analysis of the reliability test using the SmartPLS tool which states that all composite reliability values are each greater than 0.700, which means that all variables are reliable and have met the test criteria. Furthermore, the value of cronbach's omission also shows that all cronbach's 'alpa' values are more than 0.60 and this indicates that the level of reliability of the variable has also met the criteria. One of the discriminant validity can be seen by comparing the AVE value with the correlation between other constructs in the model. If the AVE root value is > 0.50, it means that discriminant validity is reached > 0.50. So it can be said that the measurement model has been valid with discriminant validity

R square (R2)

The value of R square (R2) is a measure of the proportion of the variation in the value of the affected variable which can be explained by the variable that influences it. If in a study using more than two independent variables, then the adjusted r-square (adjusted R2) is used. The value of r square adjusted is a value that is always smaller than r square. The R2 value is close to 1, with the limiting criteria being divided into 3 classifications, If the value of R2 = 0.67 The model is substance (strong) If the value of R2 = 0.33 The model is moderate (medium) If the value of R2 = 0.19 The model is weak (poor)

Table 2. R Square value

	R Square	R Square Adjus...
Performance	0.905	0.901

In table 2 it can be explained that:

1. The adjusted R2 value of the independent variable of performance is 0.905 or 90.5%. This value is categorized as strong so that it can be concluded that the two independent variables have a strong influence and level on the dependent variable or contribution of 90.5%. while the remaining 9.5% by other variables not discussed in this study.

Hypothesis testing

After the data meets the measurement requirements, the research is continued by using the bootstrapping method on SmartPLS with a significance level of 0.05 where if the p-values are less than 0.05 or t-values are greater than t-critical (1.96) it means an alternative hypothesis. declared accepted. The summary of the path diagram with the output t-values above is based on the results of the hypothesis test in Figure 3 of each effect tested.

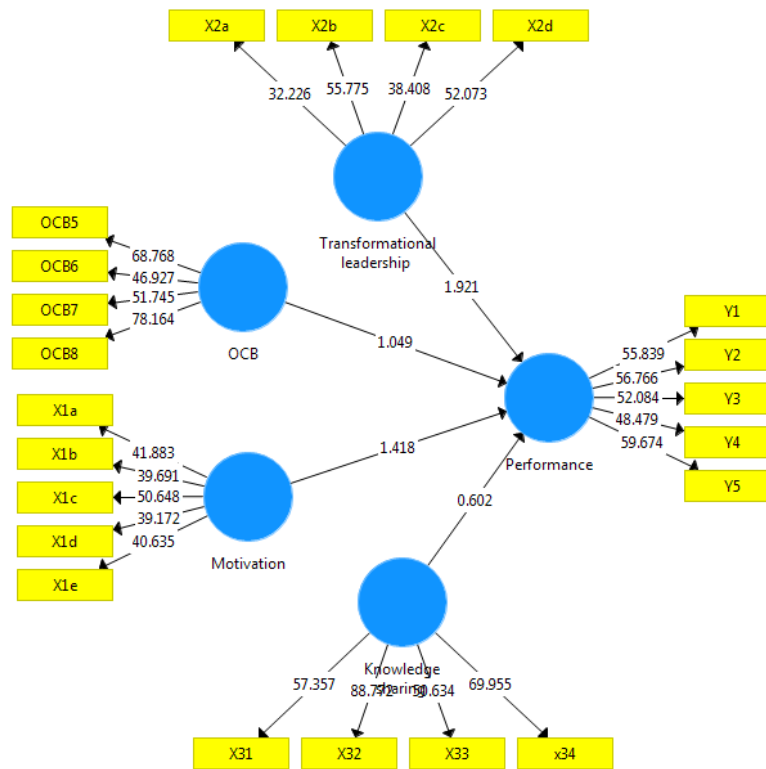


Fig 3. Hypothesis Testing

The criterion for the path coefficient value is that if the value is positive, then the influence of a variable on the variable it influences is unidirectional. If the path coefficient value is negative, then the influence of a variable on other variables is in the opposite direction. The research hypothesis can be accepted if the value of t count (t-statistic) > t table at an error rate (α) 5%, which is 1.96.

Table 3. Hypothesis Testing



	Original Sampl...	T Statistics (O...	P Values
Knowledge sharing -> Performance	0.156	0.602	0.548
Motivation -> Performance	0.265	1.418	0.157
OCB -> Performance	0.224	1.049	0.295
Transformational leadership -> Performance	0.329	1.921	0.055

Transformational leadership on performance

Based on the results of the analysis using smartPLS, the T value was $1.921 < 1.96$ and the p value was $0.055 > 0.050$ so it was concluded that there was an insignificant relationship, transformational leadership has a positive and not significant effect on motivation of Public health center employees

OCB on performance

Based on the results of the analysis using smartPLS, the T value was $1.049 < 1.96$ and the p value was $0.295 > 0.050$ so it was concluded that there was an insignificant relationship, OCB has a positive and not significant effect on the performance of employees.

Motivation on performance

Based on the results of the analysis using smartPLS, the T value was $1.418 < 1.96$ and the p value was $0.157 > 0.050$ so it was concluded that there was an insignificant relationship, motivation has a positive and not significant effect on the performance of employees.

Knowledge sharing on performance

Based on the results of the analysis using smartPLS, the T value was $0.602 < 1.96$ and the p value was $0.548 > 0.050$ so it was concluded that there was an insignificant relationship Knowledge sharing has a positive and not significant effect on the work motivation of Public health center employees.

This study makes an important contribution to the existing literature specifically on the use of important variable that aims to motivate and provide high employee performance. This research is an attempt to see the relationship between transformational leadership, OCB, employee motivation and performance in the context of Public health center. This research can provide contribution to the existing literature on transformational leadership and OCB because both This variable is a predictor to examine the direct or indirect impact of transformational and indirect leadership on employee performance through motivation. The empirical results of this study provide support for the hypothetical model for the direct effect of transformational leadership and OCB on performance and indirectly through motivation. According Esmi et al. (2017);Guay et al (2015) Transformational leadership consists of four elements, namely ideal influence, motivation inspirational, intellectual stimulation and individualized consideration . All these elements show excellent reliability and consistency with each other. These elements participate active to influence intrinsic motivation outcomes. The current findings thus enhance the understanding of the importance of OCB in efforts to improve employee performance by suggesting motivation as a mediating factor. As highlighted in the previous results, the mediating effect of motivation on the relationship



between OCB and employee performance provides evidence indicating its importance practice the value of OCB among employees first so that it will be able to expand their work motivation to improve their performance. Previously, According Esmi et al. (2017);Guay et al (2015);Hackett et al (2018);Jiang et al. (2017) in their research revealed that employees has a strong OCB he can still leave the organization because the job is no longer interesting for him. For this reason, the challenge of work in the form of motivation seems to be important for make work more challenging for employees. Further According Purwanto et al (2021);Kim, H. (2014);Krishnan et al. (2008);Lin et al (2014) managers must offer a complete package of both extrinsic motivators and intrinsic to motivate their employees which will lead to OCB employees become more optimal performance.

According Jiang et al. (2017) there are two factors that can affect the ability in knowledge sharing, the first factor is technical factors (technology), and also non-technical factors (including individual factors, organizational culture, and also organizational structure). The two factors above are also influenced by education, work experience, and also position in the organization. In line with the theory above, when viewed from the technical factors (technology) above, new employees with a young age are more knowledgeable and have more capabilities in the field of technology than old employees who have an old age. learn with increasingly rapid technological developments and tend to be prestige towards new employees who are considered not to have much experience in the world of work. These things cause communication between employees to run less effectively, so that it also affects the performance of employees within the company.

Knowledge sharing is a systematic process in sending, distributing, and disseminating knowledge and multidimensional contexts between individuals or between organizations through various methods or media. These activities can be said to be closely related as the ability of each individual to be able to innovate increases. Several measures that can be considered as the ability or capability to innovate, namely the ability to be able to integrate, adapt, and also manage all of the skills, competencies, and resources. According Esmi et al. (2017) The role of the company in emphasizing the application of knowledge sharing for its employees is very important, because through the process of implementing knowledge sharing, knowledge can be disseminated, implemented, and also developed. The application of knowledge sharing is in line with the performance process in the company. The better the application of knowledge sharing will increase process innovation and product quality through the use of new technology, the company's performance will increase. So it can be concluded that knowledge sharing is a process of sharing and distributing knowledge between one individual to another which can be useful for stimulating each individual to think more creatively and effectively so that it has an impact on the creation of increased company performance. According to Purwanto et al.(2022) knowledge sharing can also help employees to be able to solve problems that occur in work activities. daily. Through knowledge sharing there will be maximum exploitation of a knowledge. In addition to exploiting knowledge optimally, knowledge sharing can also open up opportunities to explore knowledge to obtain or create new knowledge. Therefore, the application of a good knowledge sharing culture between employees is very much needed, so that information about developments from inside and outside the environment can be spread evenly to all parts and levels within the company.



Theoretical and practical implications

This research is expected to produce something new for science, especially in industrial and organizational psychology and contribution of references that can provide useful information, especially those related to the relationship of Knowledge Sharing, Work Motivation, Transformational Leadership and Organizational Citizenship Behavior. Practical benefits, namely being able to know Knowledge Sharing, Work Motivation, Transformational Leadership and Organizational Citizenship Behavior in public health center employees improve employee performance.

Conclusion

Transformational leadership has a positive and not significant effect on motivation of Public health center employees. The better the transformational leadership of the Public health center owners will be increase employee motivation. OCB has a positive and not significant effect on the work motivation of Public health center employees. The better the OCB that employees have, the better the employee's work motivation. Transformational leadership has a positive and not significant effect on the performance of employees. The better the transformational leadership of the owners will improve the employee's performance. OCB has a positive and not significant effect on the performance of employees. The better the OCB owned by the employees, the better the performance of the employees. Motivation has a positive and not significant effect on the performance of employees. The higher it is work motivation will improve employee performance. Various simple activities that can be implemented such as scheduling regular meetings through meeting activities, meetings both offline and online (webinar) with dynamic themes following current developments, designing programs or activities that are team work, opening consulting services to identify various problems in organization, and provide solutions. Further studies can be carried out to: find other factors that influence knowledge sharing which are under the control of the organization. Develop new research models that only include factors that are within the control of the organization. Examining the relationship between factors that are within the control of the organization with factors that are outside the control of the organization.

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