



Teachers Performance and Satisfaction of Medical School : How The Role of Knowledge Sharing, and Organizational Citizenship Behaviour (OCB) ?

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Abstract - The purpose of this study was to analyze the relationship of knowledge sharing variables to medical teachers performance, the relationship of knowledge sharing variables to medical teachers satisfaction, the relationship of organizational citizenship behavior (OCB) variables to medical teachers performance, the relationship of organizational citizenship behavior (OCB) variables to medical teachers satisfaction. This research method is quantitative through a survey by distributing online questionnaires to 200 medical school teachers who were selected by simple random sampling method. Data analysis using structural equation modeling (SEM) with data processing tools is SmartPLS 3.0 software. Stages of data analysis is to test the validity, reliability, coefficient of termination and hypothesis testing. The results of this study indicate that the variable knowledge sharing has a positive and significant effect on medical teachers performance, the variable knowledge sharing has a positive and significant effect on medical teachers satisfaction, the variable organizational citizenship behavior (OCB) has a positive and significant effect on medical teachers performance, and organizational variables. citizenship behavior (OCB) has not significant effect on medical teachers satisfaction. The novelty of this research is a new model of knowledge sharing and organizational citizenship behavior (OCB) variables on teachers performance and teachers satisfaction.

Keywords: Knowledge Sharing, Transformational leadership, Organizational Citizenship Behaviour (OCB) , Performance, Satisfaction, Medical School Teachers

Introduction

According to Adil et al. (2021) Knowledge sharing has considerable benefits for schools if it is implemented and implemented properly by its employees. The benefits include schools having employees who are ready to carry out their work so that with the formation of a quality workforce, Medical schools can achieve the goals of Medical schools more easily. With the implementation of good knowledge sharing in Medical schools, it is hoped that employees will be able to study well and carry out their functions in Medical schools. In addition, it is also hoped that the development of attitudes, attitudes, knowledge and also the ability of human resources in Medical schools can help achieve the goals of Medical schools. According to Hamid et al (2022) Knowledge sharing for employees is a process or step to provide space for members of a group in an Medical school to share their knowledge and information with other members. With the implementation of knowledge sharing properly, it will be able to help



Medical schools to achieve their goals. According to Adil et al. (2021); Arifiani et al (2020); Al-Mamary (2021); Hamid et al (2022) the application of knowledge sharing for employees is also useful for strengthening the relationship between employees, namely employees who are more senior and have more and longer work experience in Medical schools, with new employees who may have just been accepted in Medical schools and still have little experience and knowledge about the realities that occur in the Medical school

According to Adil et al. (2021); Budur and Poturak (2021) The role of Organizational Citizenship Behavior (OCB) is considered vital and determines organizational performance in bureaucratic reform as currently being carried out in various government agencies including Medical schools. Podsakoff et al. (2000) stated that OCB has an important role for organizational effectiveness, because with OCB organizations can adapt well to the ever-changing business environment. According to Udur and Poturak (2021) states that organizations can change for the better if organizational members are able to show teamwork. Teamwork can be displayed by individuals who display extra-role behavior which is also known as OCB, thus it is very important for organizations to form employee OCB, because without OCB, the organization will not be optimal in achieving its vision and mission or can even hinder organizational development. Organs et al. (2006:8) states that OCB is an individual behavior that is not regulated in the organization and is not directly rewarded through the formal payroll system but is very influential on the efficiency and effectiveness of the organization. The effectiveness of the role of a leader is needed so that the OCB of employees is shown well.

Method

This research method is quantitative through a survey by distributing online questionnaires to 200 medical school teachers who were selected by simple random sampling method. Data analysis using structural equation modeling (SEM) with data processing tools is SmartPLS 3.0 software. Stages of data analysis is to test the validity, reliability, coefficient of termination and hypothesis testing.

The Hypothesis of this research is:

H1 : Knowledge sharing has a positive and significant effect on performance

H2: Knowledge sharing has a positive and significant effect on satisfaction

H3: Organizational citizenship behavior (OCB) has a positive and significant effect on performance

H4: Organizational citizenship behavior (OCB) has a positive and significant effect on satisfaction.

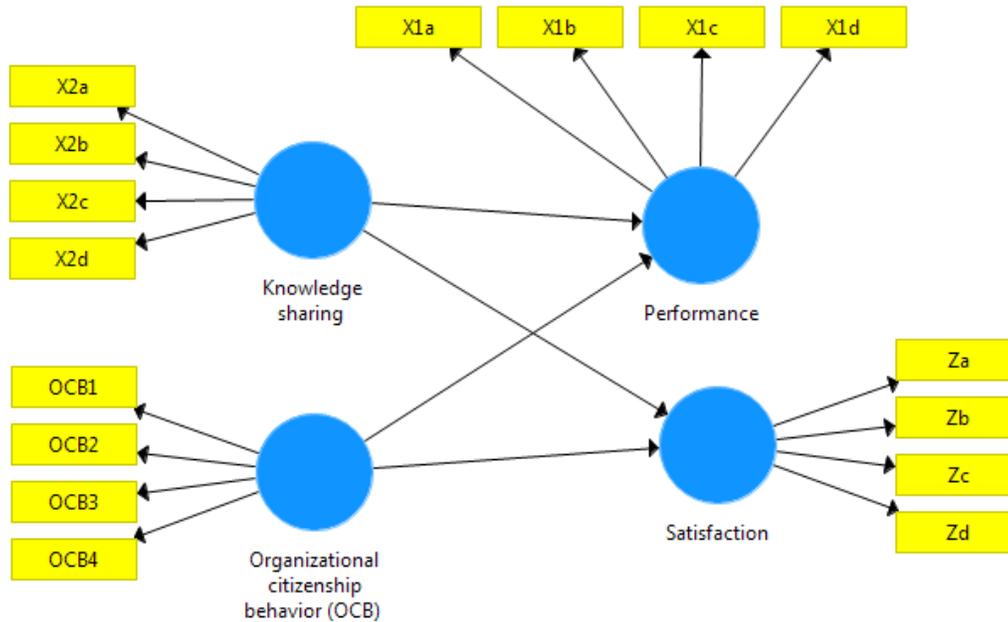


Fig 1. Research Model

Result and Discussion

The evaluation of the PLS model is divided into two, namely as follows. (1) Evaluation of the outer model, including the value of outer loading > 0.5 (ideally more than 0.7), average variance extracted (AVE) > 0.5 , and composite reliability > 0.8 . (2) Evaluation of the inner model, including the value of latent variable correlations (valid when $r > 0.5$) and path coefficients (if r is valid, then path coefficients are significant). The variables in this study consisted of one exogenous variable, namely supply chain management practices and two endogenous variables, namely competitive advantage and SME performance.

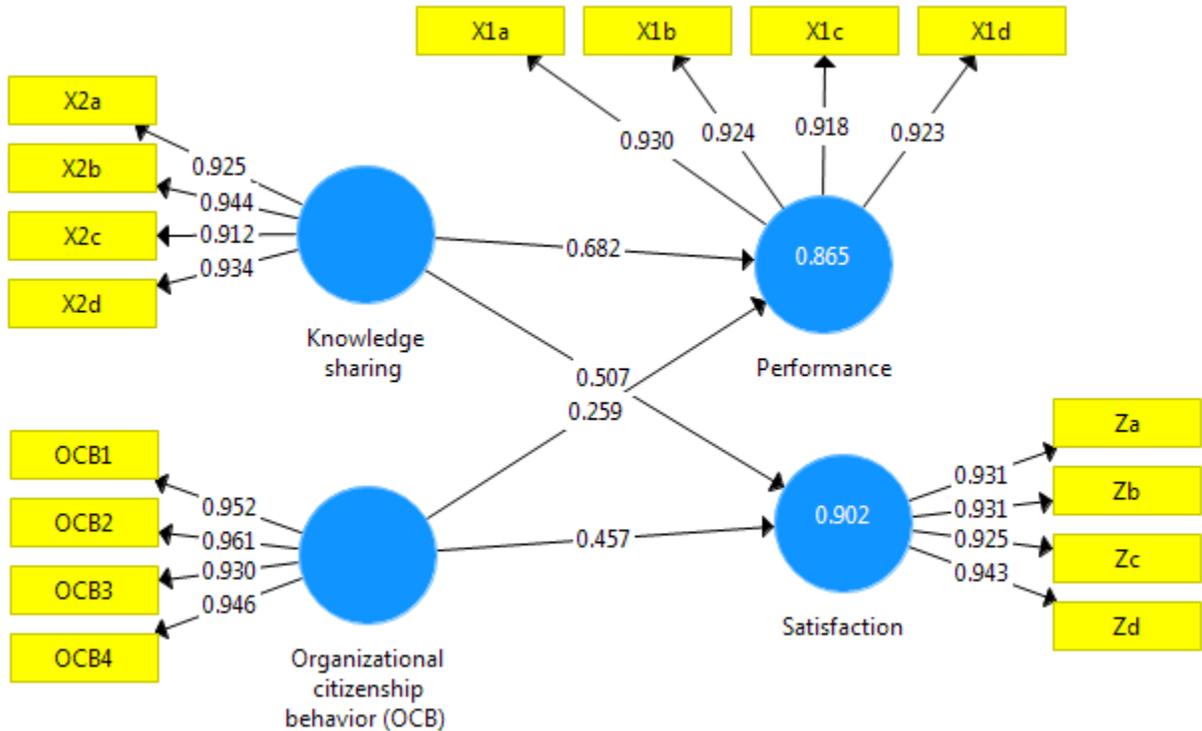


Figure 2. Convergent Validity Testing

Based on the estimation results of the PLS model in the picture above, all indicators have a loading factor value above 0.5 so that the model has met the convergent validity requirements. The value of loadings, cronbach's alpha, composite reliability and AVE for each complete construct can be seen in table 1 and figure 2.

Table 1. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

	Cronbach's Al...	rho_A	Composite ...	Average Variance ...
Knowledge sharing	0.947	0.948	0.962	0.863
Organizational citizenship behavior (OCB)	0.962	0.962	0.972	0.898
Performance	0.943	0.943	0.959	0.853
Satisfaction	0.950	0.950	0.964	0.869

The reliability test results in table 1 above show that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability

R-square Testing

The R Square value and the significance test value are obtained as shown in the table below:

Table 2. R Square

	R Square	R Square Adjusted
Performance	0.865	0.862
Satisfaction	0.902	0.900

The R2 value of the performance construct is 0.865, which means 86.5% performance are described by competitive advantage and supply chain management by 86.5%, the remaining 14.8% is explained by other constructs outside this study. The R2 value of the satisfaction is 0.902, which means 90.2% performance are described by supply chain management by 90.2%, the remaining 9.8% is explained by other constructs outside this study.

Hypothesis testing

Hypothesis testing is carried out based on the findings of the inner model, which comprises the r-square output, parameter coefficient, and t-statistic, according to Hair et al. (2017). To determine if a hypothesis may be accepted or rejected by looking at the significant value between the constructs, t-statistics, and p-values, among other things. SmartPLS (Partial Least Square) 3.0 software was used to conduct the hypothesis testing for this study. The t-statistic > 1.96 was utilized in this investigation, with a significance threshold of p-value 0.05 (5 percent) and a positive beta coefficient.

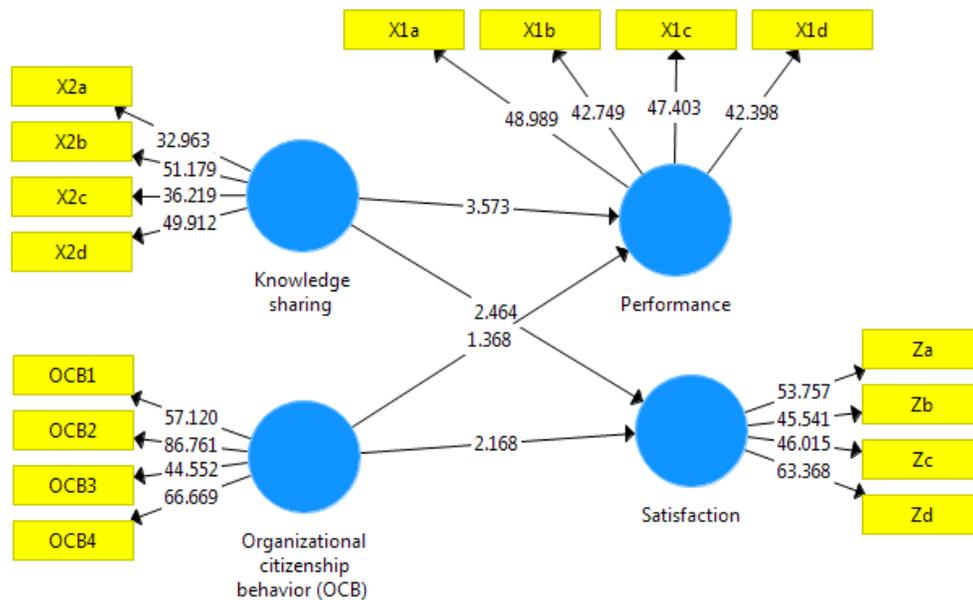


Figure 3. Hypotheses Testing



The results of hypothesis testing for all variables that have a direct effect are shown in the table 3 below

Table 3: Hypothesis Result of the Structural Model

	Original Sampl...	Standard Devia...	T Statistics ...	P Values
Knowledge sharing -> Performance	0.682	0.191	3.573	0.000
Knowledge sharing -> Satisfaction	0.507	0.206	2.464	0.014
Organizational citizenship behavior (OCB) -> Performance	0.259	0.189	1.368	0.172
Organizational citizenship behavior (OCB) -> Satisfaction	0.457	0.211	2.168	0.031

The Effect of knowledge sharing on Performance

Based on the smart PLS analysis, the value of T Value is $3.573 < 1.96$ and p value is $0.000 < 0.050$ so it can be concluded that Knowledge sharing has a positive and significant effect on performance. According to Lin et al (2014); Nugroho et al (2020); Novianti (2021) knowledge sharing has a positive influence on Performance. Knowledge sharing according to Singgih et al (2020); Trong (2017) 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. The role of Medical schools in emphasizing the application of knowledge sharing for their 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 Medical schools. This is evidenced by the statement of Singgih et al (2020); Trong (2017), namely the better the application of knowledge sharing will increase process innovation and product quality through the use of new technology, the performance of Medical schools 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 an increase in the performance of Medical schools

The Effect of knowledge sharing on Job Satisfaction

Based on the smart PLS analysis, the value of T Value is $2.464 < 1.96$ and p value is $0.014 < 0.050$ so it can be concluded that Knowledge sharing has a positive and significant effect on Job Satisfaction. According to Lin et al (2014); Nugroho et al (2020); Novianti (2021) knowledge sharing has a positive influence on job satisfaction. The better the knowledge sharing of the leader, the better the level of employee job satisfaction in Medical schools and vice versa. Transformational leaders create pride and trust in subordinates, inspire and motivate subordinates, foster creativity and innovation of subordinates, treats subordinates as individuals and always gives direction to subordinates, creates positive feelings for subordinates towards their work. This research is in line with Lin et al (2014); Nasra and Heilbrunn (2016); Nurjanah et al (2020); Nugroho et al (2020); Novianti (2021) which proves knowledge sharing leaders have followers who are more satisfied with their work. Knowledge sharing can also help



employees to be able to solve problems that occur in daily work activities. According to Nurhidayati et al. (2021); Purwanto et al (2021); Singgih et al (2020); Trong (2017) stated that 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 culture of knowledge sharing 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 Medical schools.

The Effect of Organizational citizenship behavior (OCB) on performance

Based on the smart PLS analysis, the value of T Value is $1.368 > 1.96$ and p value is $0.172 > 0.050$ so it can be concluded that Organizational citizenship behavior (OCB) has not significant effect on Job Satisfaction. According to Nurhidayati et al. (2021); Singgih et al (2020); Trong (2017) define OCB as individual voluntary behavior (in this case employees) which is not directly related to rewards, but contributes to organizational effectiveness. In other words, OCB is the behavior of an employee not because of the demands of his duties but more on his volunteerism. Azizollah, et al (2014, p. 252) mention that OCB refers to behaviors that are intended to help co-workers, supervisors or organizations and include actions such as helping co-workers, trying to increase morale, volunteering for work that is not part of the description. work, speak positively about the organization to outsiders and suggest improvements in the organization's functioning. According to Oplatka (2009, p. 380) in his study states OCB refers to several elements such as voluntary, beyond what is required, formal task behavior, behavior based on personal choices; behavior directed toward other people or the organization and avoiding behavior that is harmful to the organization. According to Trong (2017) defines OCB as a set of discretionary work behaviors that exceed one's job requirements. They are often described as behaviors that go beyond the call of duty.

The Effect of Organizational citizenship behavior (OCB) on satisfaction.

Based on the smart PLS analysis, the value of T Value is $2.168 < 1.96$ and p value is $0.031 < 0.050$ so it can be concluded that Organizational citizenship behavior (OCB) has a positive and significant effect on satisfaction. Organizational Citizenship Behavior (OCB) according to According to Singgih et al (2020); Trong (2017) includes: (1) Altruism, namely the behavior of helping other employees without any coercion on tasks closely related to organizational operations, (2) Civic Virtue, showing voluntary participation and support for organizational functions both professionally and socially naturally, (3) Conscientiousness, contains the performance of role prerequisites that exceed the minimum standard, (4) Courtesy, is behavior to alleviate problems related to with work that is Organizational Citizenship Behavior (OCB) and (5) Sportsmanship, which contains about taboos on creating damaging issues even though they feel irritated.

Conclusion

The results of this study indicate that the variable knowledge sharing has a positive and significant effect on medical teachers performance, the variable knowledge sharing has a positive and significant effect on medical teachers satisfaction, the variable organizational citizenship behavior (OCB) has not significant effect on medical teachers performance, and organizational variables. citizenship behavior (OCB) has a positive and significant effect on medical teachers satisfaction. The novelty of this research is a new model of knowledge sharing and organizational citizenship behavior (OCB) variables on teachers



performance and teachers satisfaction. Transformational leadership has effect on OCB, improved superior's transformational leadership style does not means to increase employee OCB behavior. Transformational leadership has a positive effect on trust in superiors. Transformational leadership has a positive effect on employee job satisfaction. The higher the application of transformational leadership, the higher the job satisfaction felt by employees. Employee trust in superiors has a positive effect on employee OCB. Higher employee trust in superiors will increase employee OCB. Employee job satisfaction has a positive effect on employee OCB. The higher the job satisfaction felt by employees, the higher the OCB of employees

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