

The Effect of Organizational Citizenship Behavior (OCB) to the Knowledge Management Behavior of Educators in SUBSD Foundation in BSD

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ABSTRACT:

The objective of this research is to explore the effect of Organizational Citizenship Behaviour (OCB) to the knowledge management behavior of educators in SUBSD Foundation in Bumi Serpong Damai, Banten. Quantitative approach is used in this research based on survey method, using simple random sampling technique. The data were obtained by distributing questionnaire and analyzed by using multiple regression analysis. The results of this research can be concluded that OCB has positive direct effect toward knowledge management behavior, with coefficient value of 0,256; therefore to improve the knowledge management behavior, Organizational Citizenship Behaviour (OCB). It can be said that the effect of OCB to knowledge management behavior is about 25,6% and there is about 75% other factors that need to be explored more in future research.

Keywords: organizational citizenship behaviour (OCB), knowledge management behavior, educators

I. Introduction

Traditional management in the early twentieth century, optimizing the use of human labor and other physical resources such as factories, machinery as a factor of production. But in the era of knowledge (knowledge based economy), the concept of capital begins to take account of intellectual capital, one of which is knowledge. Knowledge, in a highly competitive world situation, has become an important resource for achieving sustainable competitive advantage. Knowledge-based resources are skills, abilities, learning skills and knowledge capacity, expertise (adaptability), adaptability and the ability to receive new information (change ability).

Rapid changes have affected various industries, including the service sector. It can be said that the service sector is a sector that relies on knowledge management, as a means to renew and strengthen intellectual capital. One service industry is the education sector. Consequently, the education sector also relies on knowledge management to renew and strengthen intellectual capital so that it can achieve sustainable competitive advantage.

Information technology, especially technology that can create enterprise-wide networks, was initially believed to be at the core of knowledge management. But in reality, most organizational members remain reluctant to share knowledge even though the organization has installed various information technology tools to facilitate these activities. It seems that most people are still unaware to the unique characteristics of knowledge, which will never diminish when shared, on the contrary it will

enrich that knowledge. Knowledge sharing is the essence of knowledge management. Apparently there are other factors, namely the social environment in the organization that encourages everyone to want to share knowledge.

Knowledge sharing in the world of work is an activity to disseminate or exchange knowledge whether explicit or tacit knowledge, ideas, experiences, skills, and technology. This exchange occurs between individuals and between groups. Experts detect other factors that can encourage the willingness of individuals to share knowledge. According to Shandilya (2014), one of the supporting factors of knowledge sharing is Organizational Citizenship Behavior (OCB).

SUBSD is a school that is unique in carrying out its school programs and has been engaged in education for twenty-five years. One of the uniqueness of this school is the tenure (working period) of the teaching staffs at SUBSD. Based on staffing data in 2015, it can be seen that 73% of the teaching staff at SUBSD have a tenure more than ten years. It means that the SUBSD is rich in tacit knowledge or knowledge based on experiences. But unfortunately, intellectual assets in the form of tacit knowledge have not been managed optimally. In addition, based on the pre-research results, it is known that the educators in Santa Ursula BSD School are not accustomed to doing knowledge management behavior, as a result educators tend to maintain their respective knowledge because they still assume that the knowledge they have can make themselves an important asset for the organization. To maintain the importance of itself as an asset of the organization, educators tend to be more competitive in the organization, which in turn makes interpersonal relations become inharmonious. This can be seen from the pre-research data from Santa Ursula BSD School teaching staff regarding organizational citizenship behavior (OCB) that has not been optimal; whereas these three factors, according to experts are supporting factors of knowledge management behavior, especially knowledge sharing (Shandilya, 2014; Austin and Saklofske, 2005; Armstrong and Taylor, 2014).

Based on the facts above, the problem of this study is there any direct influence of OCB on the knowledge management behavior? This study aims to examine the direct effect of OCB on knowledge management behavior.

II. Literature Review

Learning and Development is the main function in human resource management, and knowledge management is a part of learning and development. The focus of learning and development is individual learning because individuals in the organization are the source of creation, transfer and use of knowledge. In addition, individual learning is the starting point of knowledge management because the organization consists of individuals who are sources of knowledge (Armstrong and Taylor, 2014; Crawshaw, *et. al.*, 2014).

Armstrong and Taylor (2014) explain knowledge is the understanding of each person to the concepts, ideas, theories, procedures and work practices that are carried out. Michael Polanyi (North and Kumta, 2014) distinguishes knowledge into two, namely tacit knowledge or hidden / experience-based knowledge and explicit knowledge or codified knowledge. This means that knowledge always consists of two complementary dimensions. Regarding this dimension of knowledge, Pasher and Ronen (2011) explain that every worker in an organization has the capability of being a knowledge worker during their tenure. This opinion is in line with the opinion of Armstrong and Taylor (2014) who mention that people possess knowledge that has been acquired through their own experiences at work. Referring to the expert opinion above, it can be seen that each person in the organization has the ability to become knowledge worker, therefore knowledge management in the organization needs to be done. Knowledge management refers to a series of activities ranging from creating, acquiring, capturing, managing, applying, sharing and updating knowledge as a dynamic humanist process to achieve effectiveness and optimization of knowledge in organizations. Knowledge management that can be successfully measured from the knowledge management behavior of each individual in the organization. The behavior can be interpreted as action or activity performed (Robbins and Judge, 2013; Greenberg and Baron, 2008). Based on existing definitions, it can be synthesized that knowledge management behavior is an individual activity of collecting, managing, applying, sharing and updating knowledge, as a dynamic humanist process in order to achieve organizational effectiveness and optimization of knowledge as organizational assets. The dimensions of the knowledge management behavior based on the opinions of experts is to create, share and renew knowledge (create knowledge, share knowledge and knowledge updates). The indicators of the knowledge management behavior are: (1) indicators of creating knowledge that is gathering information to be able to understand problems, using data and facts, making observations, finding solutions, finding new information to innovate, anticipating changes, looking for sources information to get knowledge, ask experts, learn from experience, learn from mistakes, (2) indicators of knowledge sharing (share knowledge) that is sharing knowledge and expertise with others, sharing knowledge to help others, working together to find solutions, applications of knowledge that owned, build networks with experts, document knowledge, prepare information that is ready to use, provide an assessment of new ideas that have been tested, choose work inwardly, choose to compete outside, learn continuously, work together to develop knowledge, deepen special knowledge, improve work ability , (3) indicators to update knowledge (knowledge updates), namely working together to update knowledge, share knowledge to update information, recycle past experiences to update knowledge. The knowledge management behavior parameter in this study is experience that is the result of a combination of explicit knowledge and tacit knowledge (Armstrong and Taylor, 2014; North and Kumta, 2014; Arvinen-Muondo and Perkins, 2013; Pasher & Ronen, 2011; Becerra-Fernandez and Sabherwal, 2010; Geisler and Wickramasinghe, 2009;

Slocum and Hellriegel, 2009; Uriarte, 2008; English & Baker, 2006; Susan E. Jackson, et.al, 2003). Therefore, this study will examine the knowledge management behavior, with the dimensions of create knowledge, share knowledge and knowledge update as a dependent variable.

The independent variable in this study is Organizational Citizenship Behavior (OCB). Organ defines OCB as individual behavior, which is not directly related to the organization's reward system, but plays an important role in carrying out organizational functions effectively. There are three main characteristics related to OCB (Kinicki & Fugate, 2018; Robbins & Judge, 2017; Colquitt, *et.al.*, 2015; Greenberg, 2013; Luthans, 2011; Schermerhorn, *et.al.*, 2010; Kreitner & Kinicki, 2010) :

1. OCB is a free choice behavior and exceeds the minimum requirements of a job. In OCB, individuals are not required to do so because OCB is not a formal written job description in the employment contract. Individuals choose OCB based on their own willingness and it is not a supervisor's order.
2. OCB is not directly related to the organization's reward or compensation system. Although OCB provides an opportunity to get an increasing income or promotions based on the supervisor's recommendations but this is not a work contract.
3. OCB can improve the efficiency and effectiveness of organizational functions, one example of which is according to Organ is the characteristic of individuals who like to help colleagues who, if done collectively and continuously, can improve organizational effectiveness.

So, briefly it can be said that the three main attributes in the OCB concept are:

1. Discretionary decisions,
2. Without formal rewards,
3. Contribute to the effectiveness of the organization.

OCB can be divided into five dimensions based on the opinion of Organ, Podsakoff, MacKenzie, Paine, Bachrach (Kinicki & Fugate, 2018; Robbins & Judge, 2017; Colquitt, *et.al.*, 2015; Greenberg, 2013; Luthans, 2011; Schermerhorn, *et.al.*, 2010; Kreitner & Kinicki, 2010) :

1. Altruism is a behavior related to the willingness of individuals in providing the assistancies to others to solve problems in completing the task in certain situations, sharing knowledge with the new employees, helping colleagues to complete work deadlines.
2. Courtesy is encouraging behavior that focuses on respect for others to prevent problems, including taking steps needed to prevent future problems, including providing advance notice of deadlines for completing work, consulting before taking action that will have an impact on others, keeping the organization's inventory in good condition so that it can be used by others. Courtesy is also related to individual behavior to encourage colleagues in order to develop them selves.

3. Conscientiousness namely dedication, in this case the behavior of individuals who are organized, reliable and willing to work hard. The organ says conscientiousness behavior as a dedication to the task exceeds the formal requirements of the task such as willingness to work longer and willingness to do work outside of its routine duties including on time, maintaining cleanliness and tidiness, valuing organizational resources by preventing damage and waste.
4. Civic Virtue is the responsibility associated with individual participation in the life of the organization while at the same time supporting the administrative functions of the organization. Individuals with civic virtue have responsibilities, to participate in organizational life such as attending meetings that are not required by the organization, monitoring any changes in the organization, including providing opinions and solutions, providing time to discuss daily events at work, carrying out organizational communication such as reading letters relating to organizational activities, Civic virtue reflects the awareness of individuals as part of the organization and can accept responsibilities related to their role as citizens of the organization.
5. Sportsmanship, which is tolerance in this case, is behavior related to accepting and tolerating attitudes in uncomfortable situations and organizational situations, but still being positive by providing solutions to overcome these inconveniences without complaining.

The empirical research results that reinforce research assumptions will be mentioned as follow, OCB has a positive direct influence on knowledge management behavior. The supporting research results are the results of Carmen Claudia Arustei and Romano Diana Leon (2013) research on 36 hotel supervisors in Romania, the results of research by Syahri Nehru Husain and Yasir Syam Husain (2016) against 100 P2KP and SINTESA community facilitators in Indonesia, the results of a study by Hasan Ali Al-Zubi (2011) on 189 secondary school teachers in Isfahan Province, Iran. Furthermore, the expert opinions that strengthen OCB's theoretical framework and knowledge management behavior will be mentioned as follow, the opinions of Bolino, *et al.*, Evans and Davis (Carmen, *et al.*, 2013) who explain that OCB facilitates the transfer of tacit knowledge because only good citizen of the organization could dedicate his/her time and energy for ensuring knowledge sharing occurred. Another similar opinion is from Kankanhalli *et al.* (Hsiu-Ling Chen, *et al.*, 2014) individuals' altruistic behavior can be motivated by the enjoyment of helping others. In organizational context, employees may share knowledge because they enjoy helping others. Based on the explanations above, the research's conceptual framework is mentioned on figure 1.

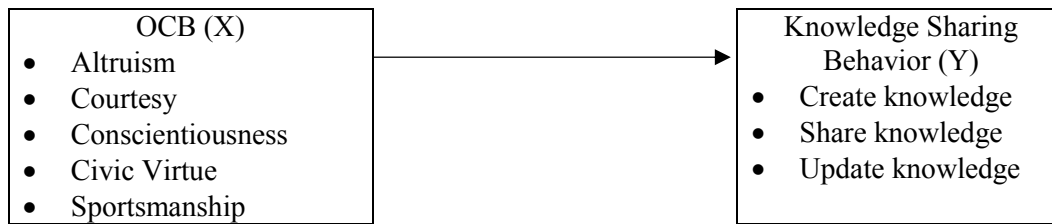


Figure 1. Research's Conceptual Framework

III. Research Hypothesis

Based on theoretical studies, empirical research results and theoretical frameworks, the hypothesis proposed is: there is a positive direct effect of OCB on knowledge management behavior.

IV. Research Methodology

This research is a quantitative study using a survey method with causal analysis. The dependent variable is knowledge management behavior and the independent variable is OCB. The population was 150 educators at SUBSD. The research population was 143 educators. The sampling technique was carried out by simple random sampling with a significance level of 0.05. Based on the tables of Isaac and Michael (Sugiyono, 2009) the sampling needed with a significance level of 0.05 is 105 people. Data retrieval is done using a questionnaire for all research variables. Before field data collection was carried out, the research instruments were tested for validity using the Pearson correlation method and reliability test using Cronbach Alpha, assisted by SPSS 22. The results of the research instrument test were thirty knowledge management behavior statements that were valid with reliability values of 0.909. Thirty OCB statements, only 29 valid statements with reliability values of 0.888. The data analysis technique in this study is descriptive and inferential analysis techniques. Hypothesis testing uses multiple regression with a significance level (α) of 0.05. Before testing the research hypothesis, first two statistical tests are carried out, namely the Kolmogorov-Smirnov normality test, as well as the test of regression significance and linearity, as a requirement to be able to use multiple regression.

V. Discussion

Knowledge management behavior (Y) obtained the lowest score of 108 and the highest score of 148, the median of 124 and the mode of 128. OCB (X) obtained the lowest score of 115 and the highest score of 142, the median of 125 and the mode of 122. The results of the research hypothesis were as follows. The result of hypothesis test, there is a direct positive effect of OCB (X) on the knowledge management behavior (Y) can be accepted with a coefficient of 0.256 at a significance value of 0.022. Therefore, based on the results of research and expert opinion it can be said that OCB from each

individual make them willing to find knowledge, share knowledge and renew knowledge (knowledge management behavior). As it is known that knowledge management is closely related to human capital management and organizational learning, it can be said that knowledge management behavior is a way to explore intellectual capital, social capital and organizational capital, which supports organizational learning from each member of the organization through an individual learning process. If the knowledge management behavior is carried out continuously, a learning organization will be created which will eventually create learning culture as an organizational culture. In other words, if the knowledge management behavior has become part of individual learning, a learning culture will be created within the organization. Learning culture that supports organizations to achieve sustainable competitive advantage.

The results showed that OCB had a positive direct effect on the knowledge management behavior with a path coefficient of 0.256 significant at $\alpha = 0.05$. This shows that OCB has a positive direct effect on the knowledge management behavior of 0.256.

The results of this study support the opinion of Kankanhalli, et. Al., Who said "individual's altruistic behavior can be motivated by the enjoyment of helping others. In an organizational context, the employees may share knowledge because they enjoy helping others ". The results of this study also support the opinion of Bolino et al. also Evans and Davis that:

The organizational citizenship behavior facilitates the transfer of tacit knowledge because only a "good citizen" of the organization can dedicate his time and energy for ensuring knowledge sharing, understanding and integration.

Based on the support of the results of the research on the opinions of experts, it can be seen that knowledge sharing includes behaviors related to voluntary behavior, so that individuals who want to do business exceed or exceed the job description so that each individual is expected to have more willingness to share in particular share knowledge to advance the organization.

The results of this study support the opinion of Organ, Podsakoff and MacKenzie, because through OCB, individuals will be happy to help coworkers who experience difficulties in their work, both old colleagues and new colleagues (altruism) as a form of responsibility as citizens of the organization to achieve goals organization (conscientiousness) through a positive attitude when dealing with problems in the workplace (sportsmanship) and giving enthusiasm to colleagues who experience work difficulties by sharing knowledge to develop professionalism of colleagues who are difficult (courtesy) by actively involved in finding the best solutions to work problems faced because the individual feels part of the organization (civic virtue). As North and Kumta say that "the value of knowledge created when the right knowledge is applied to the right moment to solve a specific problem or exploit a new business opportunity". Altruism in OCB is able to direct individual behavior to be willing to share knowledge in solving work problems faced. Therefore it can be said that knowledge sharing which is part of pro-social

organizational behavior including behavior related to voluntary behavior by wanting to do business that exceeds the job description. Each individual in the organization is expected to have willingness to give more effort on the organization.

The results of this study are also supported by the results of Carmen Claudia Arustei and Romano Diana Leon's research that there is a positive and significant effect of OCB on knowledge sharing behavior, specifically the civic virtue and altruism (helping behavior) dimensions. The results of Syahri Nehru Husain and Yasir Syam Husain's research also support the results of this study by concluding that OCB has a significant positive relationship with knowledge sharing behavior. In addition, the results of the research of Hasan Ali Al-Zubi also support the results of this study with the conclusion that there is a significant positive effect of OCB dimensions on knowledge sharing behavior.

VI. Conclusions

Based on the results of data analysis and discussion can be concluded Organizational Citizenship Behavior has a direct positive effect on knowledge management behavior. It means that high OCB results will increase knowledge management behavior because people who have organizational citizenship behavior will have willingness and care among individuals, between work groups and organizations as a whole to achieve common interests. The person will become a facilitator to create, share and update knowledge with each other. The implication of this study imply if OCB influences the knowledge management behavior so knowledge management behavior can be improved by mentoring and coaching both to new educators and old educators who lack of performance. Through mentoring and coaching, sensitivity and concern will be honed for each other and organization.

The application of knowledge sharing is to build awareness among educators that knowledge sharing is an inseparable part of the organization development. The process of knowledge management is a step to protect intellectual capital by disseminating knowledge from each individual into organizational knowledge. An organization leader must be able to maintain the resilience of the organization by maintaining the continuity of organizational knowledge so that the organization will not lose valuable knowledge even though one of the human resources who holds that knowledge leaves the organization.

Knowledge management behavior also shapes learning culture for continuous learning and self-development which will produce innovation in organizations. The unique characteristic of knowledge is undiminished. When individual gives / shares knowledge to others, his/her knowledge will not diminish, on the contrary the more knowledge is shared, the more knowledge that will be gained. Furthermore, sharing knowledge makes individual keeps learning and seeking the latest information (updating knowledge) both on their own efforts or as a result of sharing with friends.

One way to increase periodical groups can be used the learning history method as an application of the knowledge management behavior.

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