

THE EFFECT OF OCB MEDIATION ON THE RELATIONSHIP BETWEEN WORK ATTITUDE AND KNOWLEDGE SHARING ON THE PERFORMANCE OF SATPOL PP AND WH ACEH

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ABSTRACT

This study examines the effect of OCB mediation on the work attitudes and knowledge sharing influences on the performance of Satpol PP and WH Aceh. The population was all employees/members of the Satpol PP and WH Aceh, totaling 907 people. Sample was determined using the probability sampling technique with the help of the Slovin formula so that the sample obtained is 278 people. The analytical equipment used was SEM-AMOS. The results explain several conclusions, namely work attitude, knowledge sharing, OCB and member performance are good, work attitude does not affect OCB, knowledge sharing affects OCB, work attitude does not affect member performance, knowledge sharing does not affect member performance, OCB affects member performance, work attitude does not affect member performance through OCB, and Knowledge sharing affects member performance through OCB. These results show that OCB only mediates the effect of knowledge sharing on member performance, and as a full mediator in this model. So overall, it is answered that the model for improving the performance of Satpol PP and WH Aceh members is a function of increasing Knowledge sharing and OCB.

Keyword: Attitude, Knowledge Sharing, OCB, Employee Performance.

1. INTRODUCTION

Human resources owned by the Satpol PP and WH Aceh institutions, a government institution in the province of Aceh, Indonesia, are one of the main factors for the development of these organizations for the better, especially in providing services to the community, so that efforts to improve human resources This is the main strategy in achieving increasingly fierce competition in this era of globalization. After the existence of human resources, the next step is to carry out various activities within the organization that can be carried out by humans who act as actors in the organization.

The Satpol PP and WH Aceh organizations are one of the organizations that have different main tasks and functions from organizations in the Aceh Government in general, where the roles of Satpol PP and WH Aceh are more likely to be on the internal security of the organization and creating public order, especially concerning the order in place. -Public places such as markets and public order within Aceh Government agencies are generally following the mandate of the Local Regulation (Qanun).

Currently, the performance of Satpol PP members in various regions, especially Aceh Province, is still being discussed by the public because they are still considered less successful in controlling public order, such as controlling illegal buildings in public places, controlling street vendors who sell in public places and guarding places. -places that are considered unfavorable by the community in the

environment, such as gambling, prostitution under the guise of a beauty salon, or the presence of crowds that can disrupt order in society. It is proven that there are still many violations of public order, such as many people selling on the side of the road, selling in the courtyard of the grand mosque, parking in any place, or many buildings that are not licensed but can operate.

The success of an organization's work cannot be separated from the level of Organizational Citizenship Behavior (OCB) experienced by members of the organization. The better OCB in an organization will be able to create a good working paradigm in the organizational environment. The same thing is also very important for all members of the Satpol PP and WH Aceh. Especially considering their role in maintaining public order. OCB in a person created can be caused by many factors, including work attitudes and knowledge sharing. Work attitude is a factor that influences the citizenship behavior of members in achieving organizational goals and also to achieve the performance expected by the leadership. The good work attitude of each member of the Satpol PP and WH Aceh will serve as an example for the community in creating order and comfort in society.

Knowledge sharing is also important, which consists of various employee activities to share knowledge with other employees, and the behavior of each employee in various appropriate information with colleagues from various organizational units outside the Satpol PP and WH Aceh. By sharing the knowledge, tacit knowledge and also explicit knowledge can be disseminated and developed.

Therefore, it is necessary to share knowledge between members of the organization (knowledge sharing) so that by sharing information from each member related to the development of the work environment both from outside and from within the organization itself, so that it can spread throughout all parts and levels. within the Satpol PP and WH Aceh organizations, so that the knowledge sharing possessed by each member is not hidden within each employee. The practice of sharing knowledge from each member of the Satpol PP and WH Aceh can be seen from the various communications made by each member to find solutions to various problems that are often faced by each member in carrying out their duties, sharing information related to various activities. people who are judged to deviate from the applicable provisions.

From the initial observations that the researchers made, it is known that there is a gap between the performance expected by the leader of a different organization with the actual performance produced by members of the organization, and the research gap is also based on the theory carried out by previous researchers.

2. LITERATURE STUDY

Employee Performance

(Flippo, 1997) and (Soeprihanto, 2009) said that performance is the result of an employee's work during a certain period compared to various possibilities. According to (Mangkunegara, 2013) Performance is the result of work in quality and quantity achieved by a person in carrying out his functions following the responsibilities given to him. Assessment of a person's work in an organization following their duties and responsibilities to achieve organizational goals (Parlinda & Wahyuddin, 2004). The indicators of employee/member performance are (Parlinda & Wahyuddin, 2004), (1) quality; (2) Quantity; (3) get supervision; (4) Attendance rate; (5) can carry out the work without the help of others; and (6) can achieve work targets.

OCB

OCB is an attitude of employee behavior that is carried out voluntarily, sincerely, happily without having to be ordered and controlled by the company in providing good service (Organ & Konovsky, 1989). (Huang, Wang, & Xie, 2014) stated, OCB behavior is a term used to identify employee behavior. The helpful attitude shown by members of the organization, which is constructive, is appreciated by the company but is not directly related to productivity (Purba et al., 2020). (Purba et al., 2020) mentions that measuring OCB can be done using indicators in the form of: (1) increasing the productivity of co-workers, (2) increasing managerial productivity, (3) increasing efficiency, (4) resource requirements, (5) increasing coordination activities, (6) improve organizational capability, (7) improve organizational adaptability.

Knowledge Sharing

(Trivellas, Akrivouli, Tsifora, & Tsoutsas, 2015) revealed that a knowledge-sharing culture can develop new general competencies in individuals or sharpen existing competencies. (Siagian, 1983) and (Wang & Sung, 2016) mention knowledge sharing as a systematic process of sharing, and distributing knowledge from one party to another in need, through various methods and media. (Lumbantobing, 2011) mentions that measuring knowledge sharing can be done using indicators in the form of: 1) Knowledge from colleagues, 2) Personal knowledge from seniors, 3) Sharing knowledge, 4) Sharing lessons, 5) Sharing reports and documents, 6) Sharing procedures, 7) Sharing rules in the work environment, 8) Sharing instructions

Work attitude

In everyday life, it is an emotional reaction to social stimuli (Notoatmojo, 2012). Attitude is defined by (Robbins & Judge, 2017) as an evaluative statement, either favorable or unfavorable towards objects, individuals, or events. While working according to (Hasibuan, 2016) is the sacrifice of services, body, and mind to produce goods and services in exchange for certain achievements. Attitude is an organization of beliefs that contain cognitive, conative, and affective aspects which are psychological mental readiness to react and act positively or negatively towards certain objects. (Notoatmojo, 2012) states that work attitudes can be measured using indicators: 1) accept, 2) respond, 3) appreciate, 4) be responsible.

Research Model

The author formulates the research model and hypotheses based on the discussion in the previous section as follows.

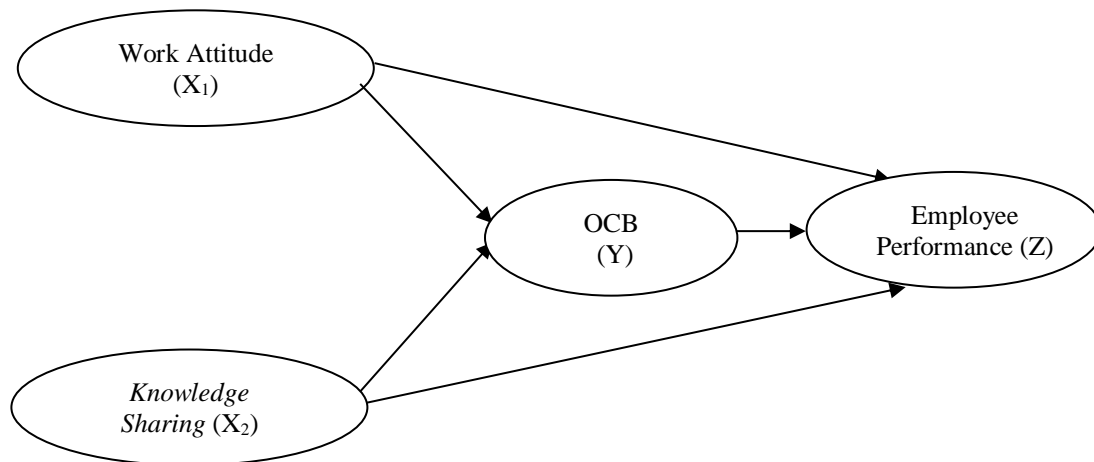


Figure 1. Effect Between Variables

- H_{a1} : Work attitude, knowledge sharing, OCB, and the performance of Satpol PP and WH Aceh members are good.
- H_{a2} : Work attitude affects OCB
- H_{a3} : Knowledge sharing affects OCB
- H_{a4} : Work attitude affects member performance
- H_{a5} : Knowledge sharing affects member performance
- H_{a6} : OCB affects member performance.
- H_{a7} : Work attitude affects member performance through OCB
- H_{a8} : Knowledge sharing affects OCB

3. METHOD

This research was conducted on Satpol PP and WH Aceh, a government agency in Aceh Province, Indonesia. The object of this research was work attitude, knowledge sharing, OCB, and member performance. The population was all of Aceh's Satpol PP and WH employees, totaling 907 people. Sampling used the Slovin formula and obtained as many as 278 people. Research data were collected by distributing questionnaires to all research samples. Data were analyzed using AMOS SEM equipment using a Likert scale as a measurement scale.

4. RESULT

Descriptive Hypothesis

The descriptive hypothesis testing results are shown below.

Table 1. Descriptive Test Results

No.	Variable	Average	Indicator Items	Significance	Information
1.	Attitude (X ₁)	3.609	4	0.000	Good
2.	Knowledge sharing (X ₂)	3.531	8	0.000	Good
3.	OCB (Y)	3.565	7	0.000	Good
4.	Member performance (Z)	3.475	6	0.000	Good
Average		3.545		0.000	Good

From the test, it is known that the condition of all variables in the study is declared to be good because each variable has provided an average value > 3.40 and a significance value < 0.05. The overall mean value also provided a total average value 3.545 > 3.40 and a significance value 0.000 < 0.05. These results prove that for testing hypothesis 1 is accepted meaning Ho1 is rejected.

Direct Hypothesis

After going through a series of standard tests in the AMOS SEM test, before testing the full SEM model, a test is first carried out to determine the acquisition of the loading factor value and goodness of fit to determine the feasibility of the research model. After all, processes have met the applicable standards, the following is a full picture of the SEM model in this study:

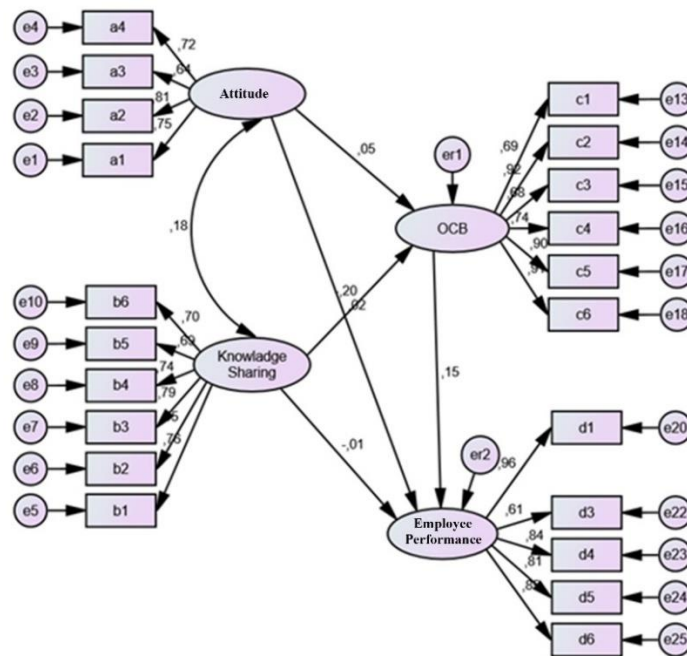


Figure 2. SEM model

From the result of the SEM model test, the results of direct hypothesis testing are obtained

as shown below.

Table 2. Standardized Regression Weights

Endogenous		Exogenous	Estimate	S.E.	C.R.	P
OCB	<---	Attitude	0.047	0.066	0.699	0.485
OCB	<---	Knowledge_Sharing	0.197	0.056	2.993	0.003
Member performance	<---	Attitude	0.025	0.110	0.367	0.714
Member performance	<---	Knowledge_Sharing	0.006	0.093	0.087	0.930
Member performance	<---	OCB	0.153	0.108	2.355	0.019

From table 2, it is known that the results of direct hypothesis testing are described in the following sub-chapters

The Role of Attitude towards OCB Members

Testing the attitude effect on member performance produces a CR (Critical Ratio) value of 0.066 and a P (Probability) of 0.485. This value has not been able to meet the H2 acceptance, namely $CR > 1.96$ along with $P < 0.05$. The coefficient of attitude effect on OCB members is 0.047. These results reveal that the attitude of each member does not affect the OCB of the members. A better attitude will not play any role in increasing OCB.

The Role of Knowledge Sharing towards OCB

Testing the knowledge sharing effect on OCB members resulted in CR 2,993 and P 0.003. This value can meet the H3 acceptance, namely $CR > 1.96$ along with $P < 0.05$. So it reveals that existing knowledge sharing affects OCB members. The coefficient of knowledge sharing effect on OCB members is 0.197. This explains that the better knowledge sharing that is carried out, the greater the OCB . will play a role.

The Role of Attitudes towards Member Performance

Testing the attitude effect on member performance resulted in CR 0.367 and P 0.714. This value has not been able to meet the requirements for H4 acceptance, namely $CR > 1.96$ along with $P < 0.05$. The coefficient of attitude effect on member performance is equal to 0.025. From these results, it is clear that attitude does not affect member performance. The higher the work attitude will not have any impact on improving performance.

The Role of Knowledge Sharing towards Member Performance

Testing the knowledge sharing effect on member performance resulted in CR 0.087 and P 0.930. This value has not been able to meet the requirements for H5 acceptance, namely $CR > 1.96$ along with $P < 0.05$. The coefficient of knowledge sharing effect on member performance is 0.006. So it reveals that the knowledge sharing of Satpol PP and WH Aceh does not affect improving member performance, especially in providing community satisfaction as recipients of services to the community

The Role of OCB towards Member Performance

Testing the OCB effect on member performance resulted in CR 2.355 and P 0.019. This value can meet the acceptance requirements of H6, namely $CR > 1.96$ along with $P < 0.05$. So it proves that the existing OCB can affect member performance of the Satpol PP and WH Aceh. The coefficient of OCB member effect on member performance is 0.305. This reveals that the higher the level of OCB owned by members of the Satpol PP and WH Aceh will further improve member performance because each member who already has OCB will carry out the mandate given by the leadership.

Indirect Hypothesis

This model research analyzes the strength of the influence between constructs (Ferdinand, 2006), as described in Figure 3 below.

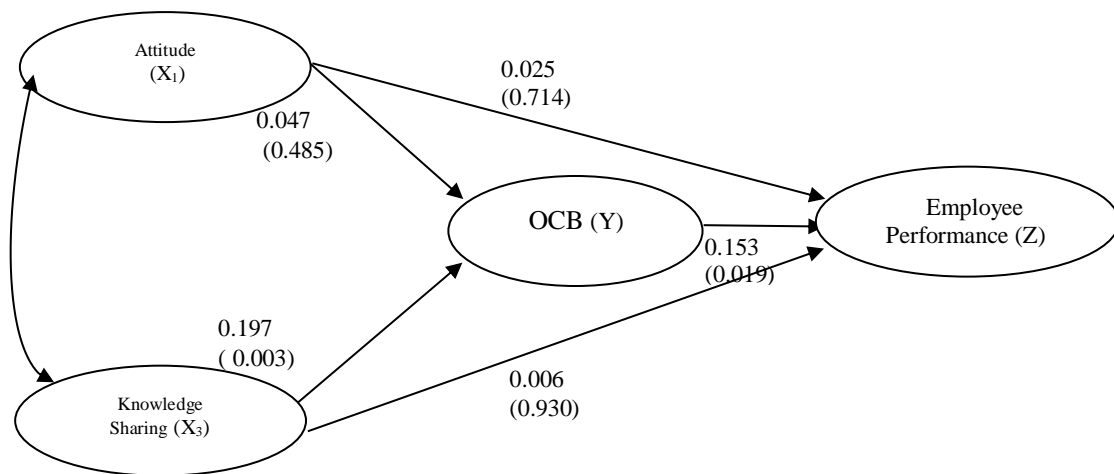


Figure 3. Effects Between Variables

Table 3 shows the coefficients of the direct and indirect effects of the structural model test results, namely :

Table 3. Effect Results

No	Description	Direct	Indirect	Total Effect	Information
1.	Attitude effect on member performance	$(0.025)^2 = 0.0006$	$0.047 \times 0.153 = 0.007$	0.008	Direct < Indirect
2.	Knowledge sharing effect on member performance	$(0.006)^2 = 0.00003$	$0.197 \times 0.153 = 0.030$	0.030	Direct < Indirect

To prove the effect partially or simultaneously based on the indirect relationship test, the method of (Baron & Kenny, 1986) was used. Indirect hypothesis testing is described in the following sub-chapter.

The Role of Attitudes Towards Member Performance Through OCB

Testing the OCB mediation effect of the attitude effect on member performance is figured as follows:

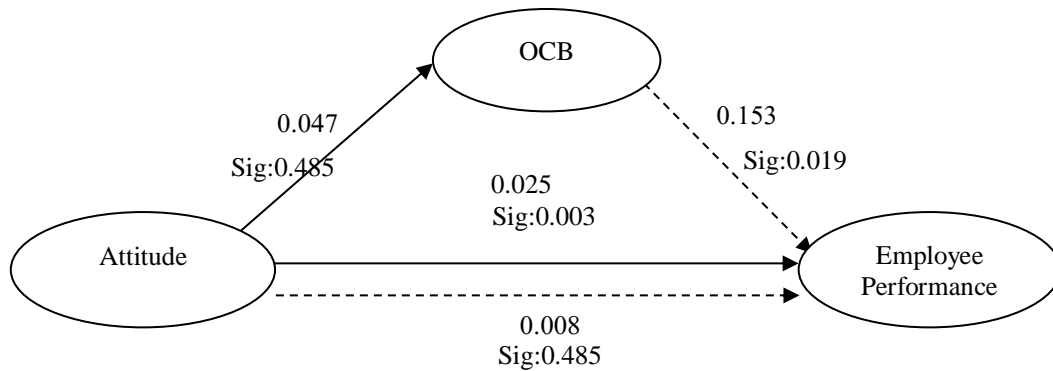


Figure 4. OCB mediation effect in hypothesis 7

The test result above shows that the attitude effect on OCB is not significant, the attitude effect on member performance is not significant, and the effect of OCB on member performance is significant, thus this test shows that there is no mediating effect of OCB in the model of the influence of attitude on member performance. This means H7 is rejected.

The Role of Knowledge Sharing towards Member Performance Through OCB

Testing the OCB mediation effect of the attitude effect on member performance is figured as follows:

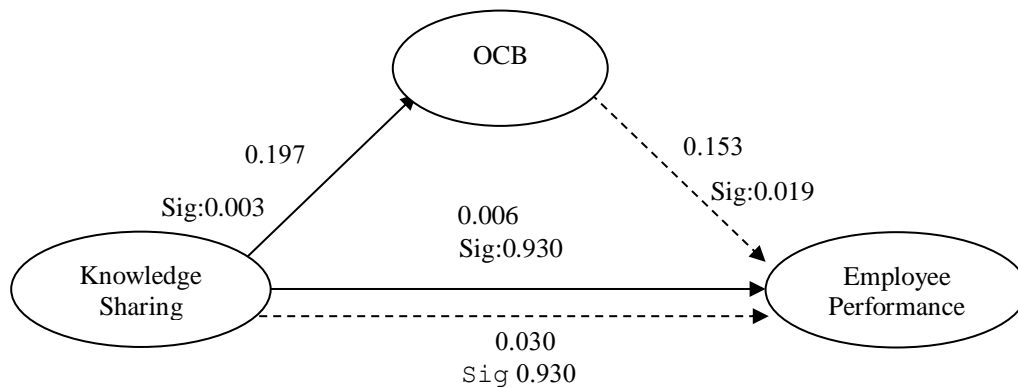


Figure 5. OCB mediation effect in hypothesis 8

Based on the test results above, the knowledge sharing effect on member performance is not significant, but the effect of knowledge sharing on OCB is significant and the effect of OCB on member performance is significant. Thus, this test shows that there is an indirect effect of knowledge sharing on member performance through OCB. This proves that H8 is accepted.

5. CONCLUSION

The results explain several conclusions, namely work attitude, knowledge sharing, OCB and member performance are good, work attitude does not affect OCB, knowledge sharing affects OCB, work attitude does not affect member performance, knowledge sharing does not affect member performance, OCB affects member performance, work attitude does not affect member performance through OCB, and knowledge sharing affects member performance through OCB. These results show that OCB only mediates the effect of knowledge sharing on member performance, and as a full mediator in this model. So overall, it is answered that the model for improving the performance of Satpol PP and WH Aceh members is a function of increasing Knowledge sharing and OCB. This becomes the theoretical basis for further research models by future researchers.

Several recommendations for practitioners, especially those in Satpol PP and WH are mapped from the answers to the survey results. To improve member performance and OCB members of Satpol PP and WH Aceh, what needs to be considered, especially concerning members, must be willing to accept suggestions from colleagues and leaders for better performance improvements. In addition, to improve member performance, what needs to be considered by the leadership is that members must share knowledge and have adequate knowledge to provide solutions. Concerning the OCB of members of the Satpol PP and WH Aceh, it should be improved again so that it can make a real contribution to improving member performance, especially concerning the reflection of knowledge carried out by each member so that it can be a reference for improving the organization's operational management in the future. In general, improving member performance needs to get attention and be carried out, especially every member of the Satpol PP and WH Aceh knows according to their duties and functions, so they can carry out their duties without having to require assistance from colleagues

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