



# Mediation of Jobsatisfaction, Knowledge Sharing, Organizational Citizenship Behavior, And Performance Employee Privat Hospitals In Ambon City

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## ABSTRACT

The development of an increasingly changing era requires knowledge of change itself. In the world of work, knowledge of work is needed, not closing the possibility, but this possibility continues that the life of the world of work requires knowledge and to complete work quickly and precisely. So that knowledge sharing has an important role for nursing paramedics in hospitals. This study aims to develop mediation of job satisfaction, knowledge sharing, organizational citizenship behavior and employee performance. The unit of analysis studied was a private hospital in Ambon city, with the respondents being nursing paramedics. The sampling technique is purposive sampling where nursing paramedics have worked for more than 2 years. The analytical method used is PLS with Software Program SmartPLS vs 3.0. The results of the study prove that there is a positive and significant effect of knowledge sharing on employee performance, organizational citizenship behavior has a significant positive effect on employee performance. there is a positive and significant effect of knowledge sharing on employee performance mediated by job satisfaction, organizational citizenship behavior has a significant positive effect on employee performance mediated by job satisfaction. Job satisfaction has no significant effect on employee performance. Suggestions for further research can continue this study by developing deviant behavior in service practice in hospitals.

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## INTRODUCTION

The development of global competition in the world of work really needs employees who can think ahead, are smart, innovative, and are able to work with high spirits in the face of the progress of the times. Employees are human resource assets that become wealth for government and private agencies, namely an employee who has high and good performance (work results) can support the achievement of goals and targets set by the agency. The importance of human resources that need to be built is to improve knowledge, skills, abilities, and employee attitudes/behaviors in efforts to improve employee performance in the current job as well as future tasks to be carried out, constantly evolving in accordance with the demands of the organization.

According to Hariandja and Hardiwati (2002) human resources are one of the most important factors in a company in addition to other factors such as capital. Organizations that have good human resources make the organization have the strength to be able to compete and be able to achieve the goals of the company. Organizations generally believe that to achieve excellence, they must strive for the highest individual performance, because basically individual performance affects group performance and ultimately affects overall organizational performance. Good performance demands "appropriate behavior" of employees expected by the organization (Nugroho, 2006). Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon. (Veithzal 2005)

Knowledge sharing among employees, teams and departments enables organizations to use knowledge-based resources. Many organizations have invested in formal knowledge management systems to facilitate the collection, storage and sharing of knowledge, but these systems have often failed to live up to expectations (Babcock, 2004; Carter and Scarbrough, 2001). Obtaining information from colleagues and other professional relationships is often frowned upon, since "we not only end up with the information we seek for, but also learn where it is obtained, how to reformulate questions as well as meta-knowledge about target search and search capabilities (Dalkir, 2005). A number of perspectives and factors have been employed to explain why some employees tend to share knowledge when others tend to decline to do so.

According to Robbins (2008), Organizational Citizenship Behavior (OCB) is a preferred behavior that is not part of an employee's formal work obligations but supports the effective functioning of the organization.

According to Limidi (2008) forms of extra-role behavior (OCB) can be implemented in the form of behavior, namely: Altruism, Conscientiousness, Sportmanship, Civic Virtue. The process that occurs in the organization is inseparable from the company's obligations in terms of its responsibilities to workers. Stepen and Jugers (2008) argue that job satisfaction is an important outcome in labor market activities. Job satisfaction is a feeling felt by employees towards their work and also because of factors that support in completing their work, such as supervision, salary and benefits, opportunities to get promotions and promotions, working conditions, experience with skills, fair work assessment and promotion. does not harm social relations in good work, settlement of complaints and good treatment from the leadership of employee satisfaction. Various studies have been carried out with the results of research that have been published, but the possibility of various problems that occur faced by companies that also need to be resolved.

From the various problems faced, this study seeks to examine the mediation of job satisfaction, knowledge sharing, organizational citizenship behavior and employee performance at private hospitals in Ambon City.

## LITERATURE REVIEW

### Job satisfaction

Robbins (2003) describes job satisfaction as an individual's general attitude to his job, the difference between the amount of rewards received. Church (1995) in Mangkunegara (2007) job satisfaction is the result possessed by employees which includes attitudes related to work as well as specific factors such as supervision or supervision, salaries and benefits, opportunities to get promotions or promotions, working conditions. Hasibuan (2007) job satisfaction is a pleasant attitude and loves his job.

### Job Satisfaction Indicators

According to Lock in Robbins (2005) describes the indicators used to measure job satisfaction as follows: The work itself, Opportunities to be promoted, Supervision, Appropriate remuneration, Support from colleagues.

### Sharing knowledge

Knowledge sharing is defined as sharing ideas, information, suggestions and choices from one individual to another within a group member (Srivastava, 2006). Knowledge sharing is also defined as the act of giving or receiving task information, know how and feedback on products and procedures (Hansen, 1999 in Cummings, 2004). Knowledge sharing includes preparing task information in receiving feedback from colleagues or senior managers in products. Knowledge sharing plays an important role in improving organizational performance.

### Knowledge Sharing Indicators

According to Nanoka (2007), the indicators used to measure knowledge sharing are: the ability of individuals/employees, sharing knowledge with one another and integrating knowledge. Individual/employee capabilities are abilities possessed by company employees, knowledge sharing is the process of sharing information and knowledge that occurs within the company, while knowledge integration is the unification of knowledge to improve company capabilities.

### Organizational Citizenship Behavior (OCB)

According to Organ (1988) in Budihardjo, (2001) OCB is an individual voluntary behavior (in this case employees) that is not directly related to the reward system but contributes to organizational effectiveness. According to Enhart (2004) in Khalid and Ali (2005) OCB is a behavior that enhances the value and attention that supports work results. Johns (1996) in Budihardjo (2014) suggests that OCB has the characteristics of voluntary behavior (Extra-Role Behavior) which does not include job descriptions, spontaneous behavior / without someone's goals or orders, helpful behavior, and behavior that is not easily seen and assessed. through performance evaluation.

### Aspects of Organizational Citizenship Behavior (OCB)

Organ (2005) suggests five primary dimensions of OCB, namely altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

## RESEARCH METHOD

### Research Design

This type of research is survey research, which analyzes the facts and data needed to support the research discussion, in solving and answering the main problems proposed, namely: Analyzing: the effect of knowledge sharing, organizational citizenship behavior (OCB) on employee performance, job satisfaction as a mediation. The research was conducted at a private house in Ambon City.

### Population and Sample

Population is a complete group of elements which can generally be people, objects, transactions or events. The population in this study were all private hospitals in Ambon City.

The sample is a set or part of the population unit. The sampling method in this study used the criteria, namely:

1. Nursing Paramedic
2. Has worked for more than 2 years

According to predetermined criteria, the sample in this study amounted to 107

**Table 1.** Operational Definition of Research Variables

Research Variables	Operational Definition	Indicator	Referensi
Knowledge Sharing (X1)	Knowledge sharing collaboration is the company's ability to share knowledge and information with other companies	1. Individual/employee abilities 2. Sharing knowledge with each other 3. Knowledge integration	Nonaka (2007),

Organizational citizenship behavior (X2)	Organizational citizenship behavior is positive behavior in the form of individual contributions that go beyond the demands of the role at work and are carried out without coercion from anyone.	<ol style="list-style-type: none"> <li>1. Altruism (berempati)</li> <li>2. Courtesy (Sopan)</li> <li>3. Civic Virtue</li> <li>4. Conscientious</li> <li>5. Sportmanship</li> </ol>	Robbins and Jugers (2008); Organ (2001); Enhart (2004); Podsakoff (2000)
Job Satisfaction (Y1)	Job satisfaction is a person's attitude towards things related to work	<ol style="list-style-type: none"> <li>1. The work itself,</li> <li>2. Opportunity to be promoted</li> <li>3. Supervision</li> <li>4. Decent reward</li> <li>5. Coworker support</li> </ol>	Lock in Robbins 2005
Employee Performance (Y2)	Performance is the result of work achieved by an employee/subordinate in carrying out work in accordance with the criteria that have been set for the job	<ol style="list-style-type: none"> <li>1. Quality,</li> <li>2. Quantity,</li> <li>3. Timeliness,</li> <li>4. Cost effectiveness,</li> <li>5. Need for supervision,</li> <li>6. Interpersonal impact,</li> </ol>	Bernardin and Russel 2001

**Measurement Scale**

To measure the indicators, the question items in this study will be scored using a Likert scale.

**Data Analysis Method**

The research that will be conducted is an explanatory research with a quantitative approach, because this study explains the relationship between variables through hypothesis testing and in general the data presented is in the form of numbers calculated through statistical tests. As described by Singarimbun and Effendi (1995) that explanatory research is to explain the relationship between variables and hypothesis testing that has been formulated previously. Therefore, this research is often referred to as hypothesis testing research and the scope of this research will try to provide an overview of the object of study, namely knowledge sharing, intellectual capital on competitive advantage, creativity as a mediation.

**Data Analysis Technique**

**Partial Least Square (PLS)**

Partial Least Square is a powerful analytical tool because it can be used on any type of data scale (nominal, interval, ordinal and ratio) as well as more flexible assumption requirements. PLS can also be said as a PLS approach method for modeling structural equations in the PLS community, the term "path modeling" is preferred over structural equation modeling, PLS can also be used when the theoretical basis of the model is tentative or the measurement of each latent construct is still new (Yamin and Kurniawan, 2011). To facilitate the researcher, the data processing in this study used the XLSTAT PLS-PM 2013 software.

**The Result of The Path Analysis.**

The hypothesis proposed in this study was tested by path analysis. The path diagram will prove the influence of exogenous variables on endogenous variables. Statistical analysis of path analysis, using the Smart PLS vs 3.0 program to prove the causal effect of both exogenous variables on endogenous variables. In accordance with the knowledge sharing variable equation model, organizational citizenship behavior (OCB) has an effect on job satisfaction. The second equation modeled in this study is the knowledge sharing variable on the employee performance variable. The results of the path analysis are as follows:

**Tabel 1.** Path1 Coefisien Result

Variabel endogenous	Variabel exogenous	Standardized Coefficients Beta	Nilai t	Sig
Y1	X1	0.263	3.155	0.002
	X2	0.322	3.822	0.000
R2		= 0.246		
R adjust square		= 0.235		

Source: Primary data processed 2022

**Table 1.** Describes the form of the equation as follows:  $Y1 = 0.263 + 0.322$ .

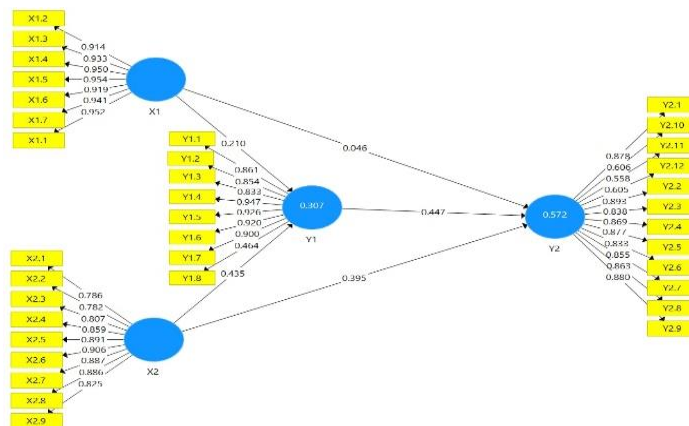
**Tabel 2.** Path 2 Coefisien Result

Variabel Terikat	Variabel Bebas	Standardized Coefficients Beta	Nilai t	Sig
Y2	X1	0.060	0.635	0.526
	X1 -> Y1 -> Y2	0.311	8.549	0.000
	X2 -> Y1 -> Y2	0.312	9.830	0.000
R2		= 0.313		
R adjust square		= 0.298		

Source: Primary data processed 2022

**Table 2.** Describes the form of the equation as follows:  $Y2 = 0.060 + 0.311 + 0.312$ .

For more details, the results of the overall path analysis can be presented in the following figure: .



**Figure 1.** Test Results Test results

## DISCUSSION

### The Effect of Knowledge Sharing on Job Satisfaction in Private Houses in Ambon City

The results of the statistical test prove that knowledge sharing (X1) on job satisfaction (Y1) shows that the coefficient of 0.263 rho value ( $\rho$ ) in the sig table is 0.002 which is smaller than the independent degree value ( $\alpha$ ) 0.05 or  $0.002 < 0.05$ , so hypothesis 1 is proposed. can be accepted or  $H_0$  is rejected and  $H_1$  is accepted. this means that the statistical test results of the path analysis coefficient are significant. The meaning of this test result is that the acceptance of hypothesis 1 is that knowledge sharing (X1) has a significant effect on job satisfaction (Y1). Knowledge Sharing has a significant effect on job satisfaction at Private Hospitals in Ambon City.

Knowledge sharing with indicators: the ability of our employees is good, In carrying out the work there is knowledge sharing with one another, In doing the work our employees have to share knowledge. Company is able to integrate various knowledge Employees share knowledge according to their expertise, Employees share knowledge with other colleagues according to their

expertise. Employees share knowledge with other co-workers according to their skills and have a positive and significant effect on increasing job satisfaction at Private Hospitals in Ambon City.

Thus, if we examine each indicator/item on knowledge sharing and job satisfaction as follows: In carrying out the work, knowledge sharing occurs with one another making employees feel satisfied with the value of the work I am doing now, In doing the work our employees have to share knowledge and feel satisfied with the support when doing the work, the ability of our employees is good to make employees able to build relationships with fellow co-workers and work together.

The company is able to integrate various knowledge. I am satisfied, besides my salary, I also get an award. Employees share knowledge with other co-workers according to their skills. They are satisfied with getting fair treatment. Employees share knowledge with other co-workers according to their expertise. They are satisfied because this job is very interesting to work on, employees share knowledge according to their expertise. I am satisfied besides the salary, I also get benefits, and I am satisfied to get a fair salary.

The results of this study support the results of research that has been done previously by : (Rezita, 2014) The effect of knowledge sharing on job satisfaction at Bank Jatim Main Branch Surabaya. Also research conducted by (Setyadi: 2015). The results of the study prove that knowledge sharing has a positive and significant effect on job satisfaction. So, the higher the knowledge sharing, the higher the job satisfaction felt by employees.

### **The Effect of Organizational Citizenship Behavior (OCB) on Job Satisfaction at Private Hospitals in Ambon City**

The results of the statistical test revealed that the value of the organizational citizenship behavior (OCB) (X2) path coefficient on job satisfaction (Y1) was 0.322, the rho ( $\rho$ ) value in the sig table was 0.000 smaller than the degree of freedom ( $\alpha$ ) 0.05 or  $0.000 < 0.05$  then Hypothesis 2 proposed can be accepted ( $H_0$  is rejected and  $H_2$  is accepted), this means that the results of the path analysis coefficient test are significant.

Variable organizational citizenship behavior (OCB) with indicators/items: employees always help colleagues (overload) voluntarily, ready to work overtime to complete work, willing to voluntarily complete workers without being asked, in completing work I never complain, always willing to give advice to colleagues in need. always provide ideas in completing work, always provide information to colleagues, are willing to help colleagues who are unable to work, and are always willing to help the orientation process of new colleagues without being asked to increase job satisfaction at Private Hospitals in Ambon City.

When examined more deeply the indicators/items on the variable Organizational Citizenship Behavior (OCB) and job satisfaction where: in completing work I never complain and even feel satisfied because this job is very interesting to do, I am satisfied besides my salary, I also get an award, I am willing to voluntarily complete the work. without being told to be satisfied with getting fair treatment, ready to work overtime to complete work, feeling satisfied in addition to salary, I also get allowances, always helping colleagues (overload) voluntarily and even always willing to help the orientation process of new colleagues without being asked, always giving suggestions/ideas in completing the work. feeling satisfied with the value of the work being done now, always willing to give advice to colleagues in need, feeling satisfied with the relationship with fellow co-workers working with each other, always providing information to coworkers feeling satisfied getting support when doing work, willing to help colleagues anytime unable to work and feel satisfied to get a fair salary can increase job satisfaction at private hospitals in Ambon City.

The results of this study are in line with the results of previous research conducted by: Salwa dan Rinandita Wikansari (2017) Big Five Personality Relationship to the formation of Organizational Citizenship Behavior (OCB) Research shows that the big five personality affects Organizational Citizenship Behavior (OCB). Desi Natalia Soepono, D.N Srimulyani, A.V (2015) Analysis of the Effect

of The Big Five Personality on Organizational Citizenship Behavior (OCB). The results of this study indicate that the big five personality is significantly related to Organizational Citizenship Behavior (OCB). Denalia Tri A. S. (2015) Organizational Citizenship Behavior (OCB) has an effect on job satisfaction of administrative staff at Maranatha Christian University, Bandung. Xenikou dan Simosi (2016) proves organizational citizenship behavior (OCB) affects employee performance in several financial business units in Yunani. The results of this study support the results of the study Martono (2016) proves that Organizational Citizenship Behavior (OCB) has a significant effect on employee performance BUMD.

### **The Effect of Job Satisfaction on Employee Performance in Private Houses in Ambon City**

The results of statistical tests prove that job satisfaction (X1) on employee performance (Y2) at Private Hospitals in Ambon City with a path coefficient value (Beta) of 0.060 with a large value of rho ( $\rho$ ) in sig or P. Value 0.526, this value is more greater than the value of the degree of freedom ( $\alpha$ ) 0.05 or  $0.653 > 0.05$  then the proposed hypothesis is rejected or H0 is accepted and H3, this means that the statistical test results of the path analysis coefficient have no significant effect.

The meaning of this test result is that hypothesis 3 means that knowledge sharing has no significant effect on employee performance at private hospitals in Ambon City.

Job satisfaction with indicators: feeling satisfied because this job is very interesting to do, feeling satisfied with the value of the work being done now, feeling satisfied getting treated fairly, feeling satisfied with getting support when doing work, feeling satisfied getting a fair salary, feeling satisfied other than salary also gets an award, feels satisfied in addition to salary, also gets allowances, feels satisfied with the relationship with fellow co-workers working together has no effect on improving employee performance job satisfaction has no significant effect on employee performance.

If it is interpreted as an indicator of the job satisfaction variable that when an employee is satisfied because this job is very interesting to do, he will treat patients quickly, thoroughly, and maintain a good name, feel satisfied with the value of the work being done now by using work resources efficiently. employee's ability to maintain self-esteem, feel satisfied to receive support when doing work, encourage him to treat patients on time, feel satisfied in addition to salary, also receive awards, serve patients always prioritize quality, feel satisfied in addition to salary, also receive allowances, complete work according to working hours, feel satisfied with being treated fairly, doing a good job without being supervised, feeling satisfied with getting a fair salary, completing work beyond working hours, feeling satisfied with the relationship with fellow co-workers working together, Using work resources effectively, does not matter In terms of the performance produced, this reflects that employees in carrying out their responsibilities try to do it well, working for employees is a satisfaction in itself and an opportunity to work. With salaries, incentives, benefits and fair treatment at work, employees continue to be responsible for the tasks given so that they do not affect the performance produced at Private Houses in Ambon City.

This study rejects the results of previous research conducted by: (Rezita, 2014) Job satisfaction has an effect on employee performance at Bank Jatim Main Branch Surabaya. This research is in line with or supports previous research that has been carried out by (Setyadi: 2015). Job satisfaction has no effect on employee performance.

### **The Effect of Knowledge Sharing on Performance Mediated by Job Satisfaction in Private Houses in Ambon City**

The results of statistical tests reveal that knowledge sharing on employee performance is mediated by job satisfaction in Maluku Province. indicated by the path coefficient value (Beta) of 0.082. the value of rho ( $\rho$ ) in the sig table is 0.011, this value is smaller than the value of degrees of freedom ( $\alpha$ ) 0.05 or  $0.005 < 0.05$  then the proposed hypothesis can be accepted or H0 is rejected and H4 is accepted, this means that the results of the statistical analysis coefficient test path is significant. The meaning

of the results of this test is that hypothesis 4 is accepted, Organizational citizenship behavior (OCB) (X1) has a significant effect on employee performance (Y2) mediated by job satisfaction (Y1) at Private Hospitals in Ambon City.

Knowledge sharing mediated by job satisfaction has a significant effect on improving employee performance.

Thus it can be studied each indicator of knowledge sharing and employee performance will mean that: In carrying out the work there is knowledge sharing between one another as a manifestation of the ability to maintain self-esteem and good name, In doing work employees have to share knowledge so that they can handle patients on time, the ability of employees is good, so they are able to complete work beyond working hours Employees share knowledge according to their expertise Serve patients always prioritize quality, the company is able to integrate various knowledge Carry out work well without being supervised, Employees share knowledge with other colleagues according to their expertise, Using work resources efficiently, Employees share knowledge with other co-workers according to their skills to handle patients quickly, thoroughly, according to working hours and using resources for work effectively. mediated by job satisfaction can improve employee performance at Private Hospitals in Ambon City.

The results of this study support the results of research that has been done previously by: Ade Rizky Prasetya (2018) The Influence of Knowledge Sharing and Work Environment on Performance with Job Satisfaction as an Intervening Variable. Shows that knowledge sharing and work environment affect employee performance, job satisfaction as a mediation is able to mediate knowledge sharing on employee performance.

#### **The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance is Mediated by Job Satisfaction in Private Houses in Ambon City**

The results of statistical tests reveal that organizational citizenship behavior (OCB) on employee performance is mediated by job satisfaction at a private hospital in Ambon City as indicated by the path coefficient value (Beta) of 0.101. the value of rho ( $\rho$ ) in the sig table is 0.005, this value is smaller than the value of the degree of freedom ( $\alpha$ ) 0.05 or 0.005 < 0.05 then the proposed hypothesis is accepted or H0 is rejected and H4 is accepted, this means that the results of the statistical analysis coefficient test path is significant. The meaning of the results of this test that the acceptance of hypothesis 5 is, organizational citizenship behavior (OCB) (X1) has a significant effect on employee performance (Y2) mediated by job satisfaction (Y1) at Private Hospitals in Ambon City.

Organizational citizenship behavior with indicators: employees always help colleagues (overload) voluntarily, ready to work overtime to complete work, willing to voluntarily complete workers without being asked, finish work never complain, willing to give advice to colleagues in need. always give ideas in getting the job done. always provide information to colleagues, are willing to help colleagues who are unable to attend and are willing to assist in the orientation process of new colleagues without being asked to be mediated by job satisfaction can improve employee performance at Private Hospitals in Ambon City.

It can be explained that organizational citizenship behavior if the indicator is assessed by employee performance mediated by job satisfaction will give meaning where employees are willing to voluntarily complete workers without being asked, Complete work according to working hours, finish work never complain and even handle patients quickly, always help co-workers (overload) voluntarily and even able to maintain a good name, ready to work overtime to complete work trying to use resources efficiently, always willing to give advice to colleagues in need. Trying to use work resources effectively, always providing information to colleagues to complete work beyond working hours, always giving ideas in completing work. Serving patients carefully, willing to help coworkers who are unable to do a good job without being supervised, willing to help the orientation process of new colleagues without being asked Serving patients always prioritize quality, handle

patients on time and in order to maintain self-esteem mediated by job satisfaction can improve employee performance at Private Hospitals in Ambon City.

The results of this study support the results of research that has been done previously by: Soejono 2005. organizational citizenship behavior (OCB) on employee performance and employee job satisfaction as a mediation has an effect on strengthening the Public Passenger Terminal in Surabaya. Anton Helistiawan (2008) which proves that the influence of organizational citizenship behavior (OCB), leadership and competence has a significant influence on employee performance mediated by job satisfaction.

## CONCLUSION

Based on the test results and the previous discussion, the conclusions are as follows: (1). Knowledge sharing has a significant effect on job satisfaction. Hypothesis accepted. (2). Organizational citizenship behavior has a significant effect on job satisfaction. Hypothesis accepted (3). Job satisfaction has no significant effect on employee performance. Hypothesis rejected. (4.). Knowledge sharing has a significant effect on employee performance mediated by job satisfaction. Hypothesis accepted. (5). Organizational citizenship behavior has a significant effect on employee performance mediated by job satisfaction. Hypothesis accepted

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