

The Role of Knowledge Sharing , Leader-Member Exchange (LMX) on Organizational Citizenship Behavior and Employee Performance : An Empirical Study on Public Health Center of Pati 1, Pati 2 and Trangkil in Central Java

Noor Sa`adah¹, Tristiana Rijanti²

^{1,2}Universitas Stikubank, Semarang, Indonesia

Email : noorsaadah79@gmail.com

ABSTRACT

The purpose of this study is to describe and analyze the effect of knowledge sharing on organizational citizenship behavior, analyze the effect of Leader-Member Exchange (LMX) on Organizational Citizenship Behavior, analyze the effect of Knowledge Sharing on performance, analyze the effect of Leader-Member Exchange (LMX) on performance, analyze the effect of OCB on Performance, analyzing the effect of Knowledge Sharing on performance with OCB mediation, analyzing the effect of Leader-Member Exchange (LMX) on performance with OCB mediation. The population of this research is the employees of Puskesmas Pati 1, Pati 2 and Trangkil as many as 165 people. The number of samples for this research is 98 respondents. In this study, the sampling technique used is simple random aside. Data collection will be carried out through an online questionnaire survey. Statistical analysis in this study uses the process of calculating researchers using the IBM SPSS Statistic Version 23 computer program. Based on the results of data analysis, it is concluded that knowledge sharing positive and significant effect on organizational commitment, knowledge sharing has a positive and significant effect on performance, leader member exchange has a positive and significant effect on organizational commitment, leader member exchange has a positive and significant effect on performance, organizational commitment has a positive and significant effect on performance, organizational commitment mediates the relationship between knowledge sharing and performance, organizational commitment mediates the relationship between leader member exchange and performance.

Keyword: Knowledge Sharing , Leader-Member Exchange (LMX) , Organizational Citizenship Behavior , Employee Performance, Public Health Center

PENDAHULUAN

Problems related to the competence of the employees of UPTD Puskesmas Pati 2, UPTD Puskesmas Trangkil, UPTD Puskesmas Pati 1, from interviews with several puskesmas employees it was found that there were still health workers who were less concerned with Knowledge Sharing with fellow employee members, based on the results of a preliminary survey through online questionnaires, it was obtained that the level of employee Knowledge Sharing is still below the standard, which is actually 60% of the 100% standard, this has the potential to hamper the performance of the puskesmas. Problems related to the Leader member exchange (LMX) at the Trangkil Health Center. Interviews with several puskesmas employees found that there were some superiors who did not want to foster and educate their subordinates and there were also many subordinates who did not carry out the orders of their superiors so that this could hamper the performance of the puskesmas. based on the results of a preliminary survey through an online questionnaire, it was found that the awareness of the employee leader member exchange (LMX) is still below the standard, which is actually 70% from the 100% standard. Leader member exchange is an increase in the quality of the relationship between

supervision and employees will be able to improve the work of both. But in reality, the relationship between employees and supervision can be grouped into two relationships, namely a good relationship and a bad relationship. A good relationship will create employee trust, positive attitude, and loyalty, but a bad relationship has the opposite effect.

Problems related to OCB at the Trangkil Health Center, among others, from direct observations and interviews with several puskesmas employees, it was found that many employees did not want to do work outside their main duties and many employees if given tasks outside their main duties complained and asked for compensation so that this could hamper the performance of the puskesmas. Based on the results of a preliminary survey through an online questionnaire, it was found that the OCB of employees is still below the standard, which is actually 68% of the 100% standard. OCB is often interpreted as behavior that exceeds formal obligations (extra role) that is not related to direct compensation. That is, someone who has a high OCB is willing not to be paid in cash, but is willing to work more than what is expected, such as volunteering to help colleagues during breaks. Organizations will be successful if employees not only do their main tasks but also want to do extra tasks such as providing extra services to service users, and willing to use their work time effectively. Prosocial behavior or extra actions that exceed the description of the roles specified in the Puskesmas or the company are referred to as OCB. Problems related to Knowledge Sharing at the Trangkil Public Health Center, among others, from direct observations and interviews with several puskesmas employees, UPTD Puskesmas employees in Pati Regency, it was found that there were still some employees who did not want to share knowledge with other employees, there were some superiors and subordinates who did not want to share knowledge with others and there are also superiors who do not want to teach their subordinates so that this can hamper the performance of the puskesmas. based on the results of a preliminary survey through an online questionnaire, it was found that knowledge sharing awareness of employees is still below the standard, which is actually 67% from the 100% standard.

Previous research stated that in addition to strengthening the relationship between employees and leaders, the Leader Member Exchange also affects employee performance has been proven by several experts such as According to Rugian et al. (2017) that Leader Member Exchange is positively related to employee performance. Arsintadiani and Harsono (2002) have also proven that the Leader Member Exchange has a positive effect on employee performance. However, in reality, it is not known whether the Leader Member Exchange leadership system has a significant impact on employee performance. exchange on performance by mediating organizational citizenship behavior at Puskesmas Pati 2, Puskesmas Trangkil, and Puskesmas Pati 1.

Research purposes are:

1. Describe and analyze the effect of Knowledge Sharing on Organizational Citizenship Behavior
2. Describe and analyze the influence of Leader-Member Exchange (LMX) on Organizational Citizenship Behavior
3. Describe and analyze the effect of Knowledge Sharing on Performance
4. Describe and analyze the influence of Leader-Member Exchange (LMX) on performance
5. Describe and analyze the effect of OCB on Performance
6. Describe and analyze the effect of Knowledge Sharing on Performance with OCB mediation
7. Describe and analyze the influence of the Leader-Member Exchange (LMX) on performance through mediation

LITERATURE REVIEW

Knowledge Sharing

According to Rugian et al. (2017);Sakti et al. (2020) Knowledge Sharing is interpersonal communication that involves communicating and receiving knowledge from others, and one of the main ways to transfer knowledge is like human interaction. According to Lin (2007) Knowledge

Sharing is a culture that involves social interaction where employees exchange knowledge, experience and skills (skills) through all departments or organizations. According to ;Sakti et al. (2020); Saraswati et al. (2017) Knowledge Sharing is a method or one of the steps in knowledge management that is used to provide opportunities for members of a group, organization, agency, or company to share their knowledge, techniques, experiences and ideas with other members. According to Rugian et al. (2017);Sakti et al. (2020); Saraswati et al. (2017) Knowledge Sharing is a culture of social interaction, including the exchange of knowledge between employees of the organization, this creates a common basis for the need for cooperation.

Leader-Member Exchange (LMX)

According to Septiadi et al. (2017); Shanty et al. (2019) Leader-Member Exchange (LMX) is the quality of interpersonal exchange relationships between leaders and their members. A high LMX relationship is characterized by friendship, loyalty, professional respect and contribution, while a low LMX relationship is characterized by a lack of friendship, loyalty, professional respect and contribution. According to Setyawan et al. (2018); Suherman et al. (2018); Suryana et al. (2019); Triyanthi et al. (2018) Leader-Member Exchange (LMX) is an increase in the quality of the relationship between supervision and employees will be able to improve the work of both. But in reality, the relationship between employees and supervision can be grouped into two relationships, namely a good relationship and a bad relationship. A good relationship will create employee trust, positive attitude, and loyalty, but a bad relationship has the opposite effect. According to Septiadi et al. (2017); Shanty et al. (2019);Setyawan et al. (2018); Suherman et al. (2018); Suryana et al. (2019); Triyanthi et al. (2018) Leader-Member Exchange (LMX) is a unique leadership approach by focusing on the special relationship that leaders create with each of their subordinates.

Organizational Performance

Performance is a person's achievement or achievement with regard to the tasks assigned to him. Almost the same as other meanings, performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. From the definitions of performance above, it can be seen that there are factors that can affect performance, namely individual factors and work climate factors that are formed within the organization. Performance is organizational behavior that is directly related to the delivery of goods or services. According to Sakti et al. (2020); Saraswati et al. (2017) states that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Everything that is done by employees, supervisors, and managers is a performance. This performance itself is something that can be measured even though it is abstract. According to Rugian et al. (2017);Sakti et al. (2020) argues that employee performance is something that is crucial in a company and is something that must be analyzed. Employee performance is likened to a building block where the building is an inseparable unit, for example, if a building loses only one part, the building will not be able to stand firmly and may even collapse, as is the case with employee performance. If a company does not analyze the performance of its employees properly, the company will become chaotic and out of control.

Organizational Citizenship Behaviour

According to Trimisat et al. (2020); Verianto et al. (2018) defines organizational citizenship behavior is not something that should be done from one in the organization because it is an extra activity of employees for their organization. Employees in an organization or institution who engage in organizational citizenship behavior are more respected and are better off in the organization. This shows that when everyone who performs citizenship behavior in the organization shows that these people are very important to the organization, because they are more productive for the organization than other employees. According to Trimisat et al. (2020); Verianto et al. (2018); Yasa et al. (2021) defines OCB as individual behavior that contributes to the creation of organizational effectiveness and

is not directly related to the organization's reward system. According to Trimisat et al. (2020); Verianto et al. (2018); Yasa et al. (2021); Yuhista et al. (2017) describe OCB as individual behavior that is independent (discretionary), which is not directly and explicitly rewarded by the formal reward system, and which as a whole (aggregate) increases the efficiency and effectiveness of organizational functions. It is free and voluntary, because such behavior is not required by role requirements, or job descriptions that are clearly required by contract with the organization, but as a personal choice. The definition explains that behavior that is based on personal desire that is carried out outside of its formal duties and is not directly or explicitly related to the reward system and contributes to improving the effective functioning of an organization..

Relationship Between Variables and Hypothesis Development

Effect of Knowledge Sharing on OCB

According to research conducted According to Trimisat et al. (2020); Verianto et al. (2018) stated that Knowledge Sharing had a positive and significant effect on Organizational Citizenship Behavior (OCB). Another study conducted by Yasa et al. (2021); Yuhista et al. (2017) stated that there was a positive relationship between Knowledge Sharing, LMX and OCB, nurse work engagement and performance. Research by Yasa et al. (2021); Yuhista et al. (2017) there is a positive relationship between Knowledge Sharing, LMX and nurse engagement and OCB, as well as affective commitment and nurse engagement. On the other hand, LMX has a negative relationship with the desire to leave nurses. Based on the results of these studies, the following hypotheses were formulated:

Hypothesis 1 (H1): Knowledge Sharing has a positive effect on Organizational Citizenship Behavior (OCB)

Effect of LMX on OCB

According to research by Chaurasia & Sukhla (2016) which states that LMX has a positive effect on employee engagement and OCB, employee engagement also mediates the LMX variable with the role of work performance. According to another study by Agarwal et al. (2012) LMX and OCB are positively correlated with work engagement. According to Septidiningtyas (2016) LMX is positively related to OCB and individual nurse performance, work engagement partially mediates individual performance, LMX has a positive effect on OCB. Based on the results of these studies, the following hypotheses were formulated:

Hypothesis 2 (H2): LMX has a positive effect on Organizational Citizenship Behavior (OCB)

The Effect of Knowledge Sharing on Performance

According to research conducted by According to Rugian et al. (2017); Sakti et al. (2020); Saraswati et al. (2017); Septiadi et al. (2017) stated that Knowledge Sharing and LMX have a positive and significant effect on Organizational Citizenship Behavior (OCB) and performance. Another study conducted by Shanty et al. (2019); Setyawan et al. (2018); Suherman et al. (2018); Suryana et al. (2019); Triyanthi et al. (2018) stated that there is a positive relationship between knowledge sharing, LMX and OCB, nurse work engagement and performance. According to Setyawan et al. (2018); Suherman et al. (2018); Suryana et al. (2019); Triyanthi et al. (2018) there is a positive relationship between Knowledge Sharing, LMX with nurse engagement and OCB, as well as affective commitment and nurse engagement. On the other hand, LMX has a negative relationship with the desire to leave nurses. Based on the results of these studies, the following hypotheses were formulated:

Hypothesis 3 (H3): Knowledge Sharing has a positive effect on performance.

Effect of LMX on Performance

According to Suryana et al. (2019); Triyanthi et al. (2018) stated that LMX has a positive effect on employee engagement and OCB, employee engagement also mediates the LMX variable with the role of performance. According to another study by According to Rugian et al. (2017); Sakti et al. (2020); Saraswati et al. (2017); Triyanthi et al. (2018) LMX and OCB are positively correlated with work

engagement. According to Riyanthi et al. (2018) LMX is positively related to OCB and individual performance of nurses, work engagement partially mediates on individual performance, LMX has a positive effect on OCB. Based on the results of these studies, the following hypotheses were formulated:

Hypothesis 4 (H4): LMX has a positive effect on performance

The effect of knowledge sharing on performance through OCB mediation

According to Suherman et al. (2018); Suryana et al. (2019); Triyanthi et al. (2018) states that knowledge sharing has a positive and significant effect on performance through OCB mediation, according to Setyawan et al. (2018); Suherman et al. (2018); Suryana et al. (2019) Knowledge Sharing has a positive and significant effect on performance through OCB mediation and Ida Ayu Brahmasari (2008) that Knowledge Sharing has a positive and significant effect on performance through OCB mediation, another study by Septiadi et al. (2017); Shanty et al. (2019) stated that Knowledge Sharing had a positive and significant effect on performance through OCB mediation. Based on the results of these studies, the following hypotheses were formulated:

Hypothesis 5 (H5): Knowledge Sharing has a positive effect on performance through OCB . mediation

Effect of LMX on Performance through OCB mediation

According to Asbari (2020) stating that LMX has a positive and significant effect on performance through OCB mediation, Triyanthi et al. (2018)) LMX has a positive and significant effect on performance through OCB mediation and Purwanto (2020) that LMX has a positive and significant effect on performance through OCB mediation, other studies by Vizano (2020) and Akhmad Nizam Er Hamza (2015) state that LMX has an effect positive and significant impact on performance through OCB mediation. Based on the results of these studies, the following hypotheses were formulated:

Hypothesis 6 (H6): LMX has a positive effect on performance through OCB mediation.

Effect of OCB on Performance

According to research conducted by According to Rugian et al. (2017); Sakti et al. (2020); Saraswati et al. (2017); Septiadi et al. (2017) stated that Organizational Citizenship Behavior (OCB) has an effect on performance. Another study conducted by Wulandari & Ratnaningsih (2016) stated that there is a positive relationship between OCB and performance. Research by Shanty et al. (2019); Setyawan et al. (2018); Suherman et al. (2018); Suryana et al. (2019); Triyanthi et al. (2018) there is a positive relationship between OCB and performance. Based on the results of these studies, the following hypotheses were formulated:

Hypothesis 7 (H7): OCB has a positive effect on performance

The graphic model of the relationship between the independent and dependent variables in this study can be arranged as follows:

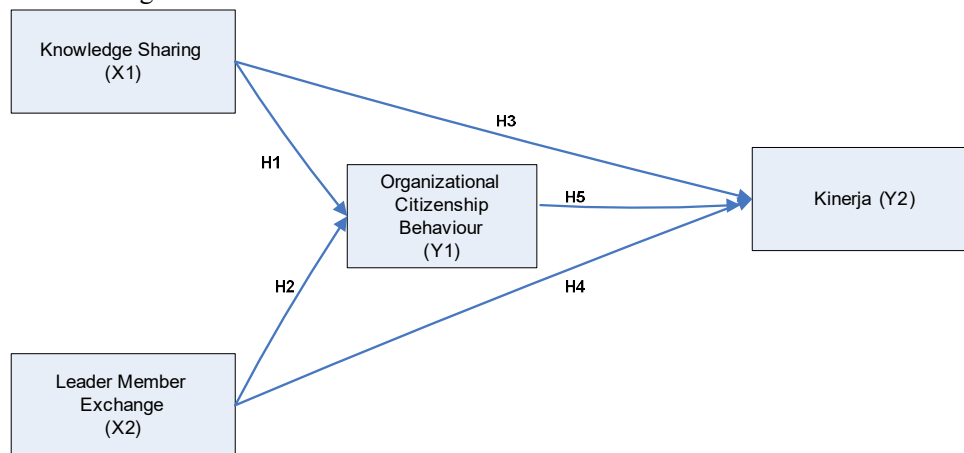


Fig 1. Research Model

METHOD

Population

The population used in this study were all employees who work at the Puskesmas in Pati Regency. Sampling that will be used in this research is done by purposive sampling. Purposive sampling is used because the information to be taken comes from a source that is deliberately selected based on the criteria set by the researcher (Desi and Ertambang, 2008). The population of this research is the employees of Puskesmas Pati 1, Pati 2 and Trangkil as many as 165 people,

Sample

Based on this formula with a population of 165 employees, the number of samples for this study was 98 respondents. Sampling Technique According to (Sugiyono, 2016 that the sampling technique is a sampling technique. To determine the sample to be used in research there are various sampling techniques used. In this study the sampling technique used is non-probability sampling with proportional random sampling, per Puskesmas is taken proportionally .

Data and Data Sources

Data collection will be carried out through a questionnaire survey which is collected by questionnaire, using non-probability sampling with purposive sampling method. Statistical analysis in this study uses the process of calculating researchers using the computer program IBM SPSS Statistics Version 23 For Windows. SPSS is a program or software used for statistical data processing

RESULT AND DISCUSSION

Model Testing

Model 1 Test (Knowledge Sharing and Leader Member Exchange on Organizational Citizenship Behavior)

The model testing was carried out using the coefficient of determination (Adjusted R Square) covering the ability of the independent variable to explain the dependent variable and the F test was carried out to test the suitability of the model used for analysis.

a. F . test

The results of the competency and Leader Member Exchange regression test on Organizational Citizenship Behavior are as follows:

Table 1. Results of the F (Anova) Test of Knowledge Sharing and Leader Member Exchange on Organizational Citizenship Behavior

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1652.296	2	826.148	22.584	.000 ^a
Residual	3475.265	95	36.582		
Total	5127.561	97			

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y1

Based on Table 1, it is known that the value of sig. on the F (Anova) test of 0.000 indicating a significance level less than 0.05, it can be concluded that the regression model used meets the requirements of Goodness of Fit. Knowledge Sharing and Leader Member Exchange variables have a simultaneous/joint effect on Organizational Citizenship Behavior.

b. Determination Test

The results of the regression test for the influence of Knowledge Sharing and Leader Member Exchange on Organizational Citizenship Behavior are as follows:

Table 2: Determination Test Results (Adjusted R Square) Knowledge Sharing and Leader Member Exchange on Organizational Citizenship Behavior

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.568 ^a	.322	.308	6.04828

a. Predictors: (Constant), X2, X1

Based on table 2, the Adjusted R Square value of the Knowledge Sharing and Leader Member Exchange determination test on Organizational Citizenship Behavior is 0.308, which means that 30.8% of changes in the Organizational Citizenship Behavior variable can be explained by the Knowledge Sharing and Leader Member Exchange variables in the model, while the remaining 69.2% is explained by other variables or factors outside the model.

Model 2 Test (Knowledge Sharing, Leader Member Exchange and Organizational Commitment to Performance)

a. F Uji test

The results of the regression test for the influence of Knowledge Sharing, Leader Member Exchange and Organizational Citizenship Behavior on performance are as follows:

Table 3: Results of the F (Anova) Test of Knowledge Sharing, Leader Member Exchange and Organizational Citizenship Behavior on performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2098.835	3	699.612	28.975	.000 ^a
	Residual	2269.665	94	24.145		
	Total	4368.500	97			

a. Predictors: (Constant), Y1, X1, X2

b. Dependent Variable: Y2

Based on Table 3, it is known that the value of sig. on the F (Anova) test of 0.000 indicating a significance level less than 0.05, it can be concluded that the regression model used meets the requirements of Goodness of Fit. Knowledge Sharing, Leader Member Exchange and Organizational Citizenship Behavior variables have a simultaneous/joint effect on performance

a. Determination Test

The results of the regression test for the influence of Knowledge Sharing, Leader Member Exchange and Organizational Citizenship Behavior on performance are as follows:

Table 4: Results of Determination Test (Adjusted R Square) Knowledge Sharing, Leader Member Exchange and Organizational Commitmen Against Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693 ^a	.480	.464	4.91379

a. Predictors: (Constant), Y1, X1, X2

Based on table 4, the value of the Adjusted R Square test of determination of Knowledge Sharing, Leader Member Exchange and organizational commitment to performance is 0.464, meaning that 46.4% of changes in the Performance variable can be explained by the Knowledge Sharing, Leader Member Exchange and Organizational Citizenship Behavior variables in model, while the remaining 54.6% is explained by other variables or factors outside the model.

Hypothesis Test (t Test)

The results of the regression analysis of the influence of Knowledge Sharing, Leader Member Exchange on performance mediated by Organizational Citizenship Behavior are as follows:

Table 5: T-Test Results The Effect of Knowledge Sharing, Leader Member Exchange on Organizational Citizenship Behavior

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.299	4.908		.672	.503
	X1	.223	.104	.196	2.148	.034
	X2	.595	.117	.464	5.090	.000

a. Dependent Variable: Y1

Based on the calculation of multiple linear regression in table 5, it can be seen that the regression equation is as follows:

$$Y1 = + 1X1 + 2X2 + e$$

$$Y1 = 3.299 + 0.223X1 + 0.595X2 + e$$

From the regression equation above, it can be explained that:

1. If the value of the variables X1 (Knowledge Sharing) and X2 (Leader Member Exchange) is constant or equal to zero, then the magnitude of the variable Y1 (organizational commitment) is 3,299 units.

2. The coefficient value of the Knowledge Sharing (X1) variable is 0.223. A positive sign indicates a unidirectional change from the Knowledge Sharing (X1) variable to the Organizational Citizenship Behavior (Y1) variable, which means that if the Knowledge Sharing (X1) variable increases 1 time, the Organizational Citizenship Behavior (Y1) variable will also increase by 0.223units. And vice versa.

3. The coefficient value of the Leader Member Exchange variable (X2) is 0.595. A positive sign indicates a unidirectional change from the Leader Member Exchange (X2) variable to the performance variable (Y2), which means that if the Leader Member Exchange (X2) variable increases 1 time, the Organizational Citizenship Behavior (Y1) variable will also increase by 0.595224 units.

After doing a regression analysis based on table 5, the following hypothesis test results were obtained:

1. H1: Knowledge Sharing has a positive effect on Organizational Citizenship Behavior

The regression results show that the beta value of Knowledge Sharing on Organizational Citizenship Behavior is 0.223 and the significance level is 0.035 less than 0.050, so it can be concluded that the Knowledge Sharing hypothesis has a positive and significant effect on Organizational Citizenship Behavior on employees of Pati 1, Pati 2 and Trangkil Health Centers, which means that Knowledge Sharing is accepted. positive and significant effect on Organizational Citizenship Behavior.

2. H2: The quality of the Leader Member Exchange has a positive effect on Organizational Citizenship Behavior

The regression results show that the beta value of the Leader Member Exchange on Organizational Citizenship Behavior is 0.595 and the significance level is 0.000 less than 0.05, so it can be concluded that the hypothesis that the quality of work life has a positive effect on Organizational Citizenship Behavior on employees of Puskesmas Pati 1, Pati 2 and Trangkil is accepted, it means that Leader Member Exchange has a positive and significant effect on Organizational Citizenship Behavior.

Table 6: T-Test Results The Effect of Knowledge Sharing, Leader Member Exchange and Organizational Commitment on Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9.498	3.997		-2.376	.020
	X1	.257	.086	.245	2.985	.004
	X2	.288	.107	.243	2.687	.009
	Y1	.353	.083	.383	4.237	.000

a. Dependent Variable: Y2

Based on the calculation of multiple linear regression in table 6, the regression equation can be seen as follows:

$$Y2 = + 1X1 + 2X2 + 2Y1 + v e$$

$$Y2 = - 9.498 + 0.257X1 + 0.288X2 + 0.353Y1 + e$$

From the regression equation above, it can be explained that: If the values of the variables X1 (Knowledge Sharing), X2 (Leader Member Exchange) and organizational commitment (Y1) are constant or equal to zero, then the magnitude of the variable Y2 (performance) is -9,498 units.

1. The coefficient value of the Knowledge Sharing variable (X1) is 0.257. A positive sign indicates a unidirectional change from the Knowledge Sharing (X1) variable to the performance variable (Y2), which means that if the Knowledge Sharing variable (X1) has increased 1 time, the performance variable (Y2) will also increase by 0.257 units. And vice versa.
2. The coefficient value of the Leader Member Exchange variable (X2) is 0.288. A positive sign indicates a unidirectional change from the Leader Member Exchange variable (X2) to the performance variable (Y2), which means that if the Leader Member Exchange variable (X2) has increased 1 time, the performance variable (Y2) will also increase by 0.288 units. . And vice versa.
3. The coefficient value of the Organizational Citizenship Behavior (Y1) variable is 0.353. A positive sign indicates a change in the direction of the performance variable (Y2), which means that if the Organizational Citizenship Behavior (Y1) variable increases 1 time, the performance variable (Y2) will also increase by 0.353 units.

After doing a regression analysis based on table 6, the following hypothesis test results were obtained:

1. H3: Knowledge Sharing has a positive effect on performance

The regression results show that the beta value of the influence of Knowledge Sharing on performance is 0.257 and the significance level is 0.004 which is smaller than 0.05, so it can be concluded that the Knowledge Sharing hypothesis has a positive effect on the performance of the Pati 1, Pati 2 and Trangkil Health Center employees, meaning that Knowledge Sharing has a positive effect. and significant to Performance .

2. H4: Leader Member Exchange has a positive effect on performance

The regression results show that the Leader Member Exchange beta value on performance is 0.288 and the significance level is 0.009 less than 0.05, so it can be concluded that the Leader Member Exchange hypothesis has a positive effect on the performance of the Pati 1, Pati 2 and Trangkil Health Center employees, meaning Leader Member Exchange has a positive and significant effect on performance.

3. H5: Organizational Citizenship Behavior has a positive effect on performance.

The regression results show the beta value of the influence of Organizational Citizenship Behavior on Performance. of 0.353 and the significance level of 0.000 is less than 0.05, it can be concluded that the hypothesis that the quality of the work environment has a positive and significant effect on Pati1,

Pati 2 dan Trangkil Health Center employees is accepted, meaning that Organizational Citizenship Behavior has a positive and significant effect on performance.

Test the Effect of Mediation with Sobel's Test

To determine the mediating effect of Organizational Citizenship Behavior, the test used is the Sobel test. The criteria for using the Sobel test is to compare the calculated t value with the t table value. If the value of t count > t table, it can be concluded that there is a mediation effect.

Indirect Effect of Knowledge Sharing on Performance

The hypotheses tested are:

Ho: Organizational Citizenship Behavior does not mediate the effect of Knowledge sharing on performance

Ha: Organizational Citizenship Behavior mediates the effect of Organizational Knowledge sharing on performance.

Calculation of the effect of mediation can be done using the Sobel test using the coefficients of the regression equation contained in the table below:

Table 7: T-Test Results The Effect of Knowledge Sharing, Leader Member Exchange and Organizational Commitment on Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9.498	3.997		-2.376	.020
	X1	.257	.086	.245	2.985	.004
	X2	.288	.107	.243	2.687	.009
	Y1	.353	.083	.383	4.237	.000

a. Dependent Variable: Y2\

Table 8: T-Test Results The Effect of Knowledge Sharing, Leader Member Exchange on Organizational Citizenship Behavior

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.299	4.908		.672	.503
	X1	.223	.104	.196	2.148	.034
	X2	.595	.117	.464	5.090	.000

a. Dependent Variable: Y1

Based on tables 7 and 8 above, the following values are obtained:

$$\begin{array}{rclclcl}
 a & = & 0.223 & a^2 & = & 0.066 \\
 b & = & 0.353 & b^2 & = & 0.051 \\
 Sa & = & 0.06 & Sa^2 & = & 0.003
 \end{array}$$

$$S_b = 0.09 \quad S_b^2 = 0.008$$

$$S_{ab} = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

$$S_{ab}=0.028$$

$$T \text{ value} = a \times b / S_{ab}$$

$$T \text{ value} = 0.26 \times 0.23 / 0.028$$

$$T \text{ value} = 2.101 \text{ and } t_{tab}=1.981$$

From these calculations, the t-count value is 2.078, where the value is greater than the t-table value with a significance level of 0.05, which is 2.101. So it can be concluded that there is a mediating effect of Organizational Citizenship Behavior on Knowledge Sharing on performance

Indirect Effect of Leader Member Exchange on Performance

The next hypothesis being tested is:

Ho: Organizational Citizenship Behavior does not mediate the influence of Leader Member Exchange on performance

Ha: Organizational Citizenship Behavior mediates the effect of quality of work life on performance

Based on tables 8 and 8 above, the following values are obtained:

a	=	0.595	a ²	=	0.15
b	=	0.383	b ²	=	0.0506
Sa	=	0.050	Sa ²	=	0.003
Sb	=	0.09	Sb ²	=	0.01

$$S_{ab} = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

$$S_{ab} = 0.026$$

$$T \text{ value} = a \times b / S_{ab}$$

$$T \text{ value} = 0.385 \times 0.225 / 0.026 = 3.306 \text{ and } t \text{ table} = 1.981$$

From these calculations, the t-count value is 3.306, where the value is greater than the t-table value with a significance level of 0.05, which is 1.99. So it can be concluded that there is a mediating effect of Organizational Citizenship Behavior on the Leader Member Exchange on performance.

Discussion

Influence of Leader Member Exchange on Organizational Citizenship Behavior of Pati 1, Pati 2 and Trangkil Health Center employees

The regression results show that the beta value of Leader Member Exchange on Organizational Citizenship Behavior is 0.223 and the significance level is 0.034, which is smaller than 0.05. So it can be concluded that the Leader Member Exchange has a positive and significant effect on Organizational Citizenship Behavior. From the results of the hypothesis analysis that has been carried out, it is in line with the results of previous studies, namely research conducted by Ristanti et al. (2017); Hasmalawati et al. (2018); Ace et al. (2017) which is proven by statistical tests, namely the Pearson correlation test where the Leader Member Exchange has a significant effect on the Organizational Citizenship Behavior of health workers at the Puskesmas. Subsequent research that supports the results of the author's research from Hasmalawati et al. (2017); Iskandar et al. (2019) and Rahman et al. (2017) with research results showing that there is a relationship between Leader Member Exchange and Organizational Citizenship Behavior. Then the research conducted by Oktafien et al. (2018); Pritama et al. (2017); Loss et al. (2017) and Pebriyansyah et al. (2021) which proves that there is a positive and significant relationship between the Leader Member Exchange and its dimensions including admiration for the professional skills of superiors, there is an appreciation for employee competence from superiors, there is an appreciation for employee knowledge from the

leadership, there is an award for completing tasks beyond the job description, there is support on the work of employees from the leadership, there is support for the work of subordinates, there is an exchange of information between leaders and employees, there is an exchange of experience between leaders and employees. Based on data analysis, it was found that all indicators of the Leader Member Exchange were admiration for the superior's professional skills, there was an appreciation for employee competence from superiors, there was an appreciation for employee knowledge from the leadership, there was an award for completing tasks beyond the job description, there was support for employee work from the leadership, there was support for the work of subordinates, there is an exchange of information between leaders and employees, there is an exchange of experiences of leaders and employees making a positive contribution to the Organizational Citizenship Behavior of the Puskesmas.

The Influence of Leader Member Exchange on the Performance of Health Workers

The regression results show that the beta value of Knowledge Sharing on Organizational Citizenship Behavior is 0.257 and a significance level of 0.004 is less than 0.05, so it can be concluded that the Knowledge Sharing hypothesis has a positive and significant effect on Organizational Citizenship Behavior on employees of Puskesmas Pati 1, Pati 2 and Trangkil accepted, meaning that Knowledge Sharing has a positive and significant effect on Organizational Citizenship Behavior. This positive and significant effect is in line with research conducted by Ristanti et al. (2017); Hasmalawati et al. (2018) and Ace et al. (2017) which states that the relationship between Leader Member Exchange and performance is generally positive and significant. From the analysis conducted, it shows that there is a positive relationship with a beta value of 0.290 and a t-statistic of 2.721, this means that the Leader Member Exchange relationship is directly proportional to the performance of Health Workers at UPTD Puskesmas Trangkil, Pati 1 and Pati 2 in Pati Regency. It can be concluded that the better the Leader Member Exchange, the better the performance will be. Based on the results of this study, it supports the research conducted by Hasmalawati et al. (2017); Iskandar et al. (2019) and Rahman et al. (2017). The results of research conducted by Agow et al. (2020); Bekti et al. (2018); Handayani et al. (2018) shows that Leader Member Exchange has an influence on employee productivity. Further research that supports the results of the author's research was conducted by Bekti et al. (2018) and Handayani et al. (2018) who conducted research on Puskesmas health workers which showed the results that there was a positive relationship between the Leader Member Exchange on the performance of health workers. Another study by Shahbazi et al. (2011) also shows that there is a positive relationship between the Leader Member Exchange on the performance of health workers. Increasing the Leader Member Exchange variable can improve performance indicators, namely the error rate at work is reduced, Employees work accurately and thoroughly, Employees have knowledge to solve problems, Employees establish good communication, Employees prioritize work interests, Employees can complete tasks well, Employees do not procrastinate, the employee's work is completed according to the target.

The Effect of Knowledge Sharing on Employee Performance at Pati 1, Pati 2 and Trangkil Public Health Centers

The regression results show that the beta value of the influence of Knowledge Sharing on performance is 0.288 and the significance level is 0.009, which is smaller than 0.05, so it can be concluded that the Knowledge Sharing hypothesis has a positive effect on the performance of the Pati 1, Pati 2 and Trangkil Health Center employees, meaning that Knowledge Sharing has a positive effect. and significant to Performance. Thus, it can be concluded that organizational knowledge sharing has a proven significant effect on performance. This is in line with the research of Apriliyanti et al. (2019); Aziz et al.. (2020); Lestiyani et al. (2019) which states that knowledge sharing has a significant positive effect on performance, and the research results of Triyanthi et al. (2018); Trimisat et al. (2020); Verianto et al. (2018) also supports the finding that knowledge sharing has a significant positive effect on performance. The results of this study are supported by Triyanthi et al. (2018); Trimisat et al. (2020); Verianto et al. (2018) that knowledge sharing has a significant positive effect

on employee performance and is in line with research by Patras et al. (2017); Saraswati et al. (2017); Saraswati et al. (2018) that knowledge sharing has a significant positive effect on organizational performance.

Improved performance can be achieved by increasing the indicators of knowledge sharing variables, namely leaders and subordinates sharing new information about work, leaders and subordinates paying attention to colleagues, leaders and subordinates sharing stories about work problems, leaders and subordinates gathering new knowledge, Leaders and subordinates collect new information about work, Leaders and subordinates collect new ideas from each other, Leaders and subordinates collect new knowledge about work, Between employees share job knowledge, Between employees share work experience.

Effect of Knowledge Sharing on Organizational Citizenship Behavior of Puskesmas Pati 1, Pati 2 and Trangkil

The regression results show that the beta value of Knowledge Sharing on Organizational Citizenship Behavior is 0.595 and a significance level of 0.000 is less than 0.05, so it can be concluded that the Knowledge Sharing hypothesis has a positive and significant effect on Organizational Citizenship Behavior on employees of Puskesmas Pati 1, Pati 2 and Trangkil accepted, meaning that Knowledge Sharing has a positive and significant effect on Organizational Citizenship Behavior. In other words, Knowledge Sharing has been shown to have a positive effect on Organizational Citizenship Behavior. From the results of the hypothesis analysis that has been carried out, it is in line with the results of previous studies, namely the research conducted by Triyanthi et al. (2018); Trimisat et al. (2020); Verianto et al. (2018) which is proven by statistical tests, namely the Pearson correlation test where Knowledge Sharing has a significant effect on the Organizational Citizenship Behavior of health workers at the Puskesmas. The findings of this study are the dimensions of Knowledge Sharing, namely togetherness, appropriateness, contribution, assessment, consistency, free of prejudice, accuracy of information, ethics and morals, courtesy, dignity, respect, appropriateness of words, which make a strong contribution to the Organizational Citizenship Behavior of Health Workers. Subsequent studies that support the results of the authors' research from Purwanto et al.(2021); Triyanthi et al. (2018); Trimisat et al. (2020); Verianto et al. (2018) with research results showing that there is a relationship between Knowledge Sharing and organizational commitment. Then the research conducted by Oktafien et al. (2018);Pritama et al. (2017); Loss et al. (2017) and Pebriyansyah et al. (2021) which proves that there is a positive and significant relationship between Knowledge Sharing and its indicators, namely the rewards that health workers receive reflect the effort put in at work, the rewards that health workers receive according to the work that health workers do, the rewards that health workers receive reflects my contribution to the company, the compensation that health workers receive is in accordance with the performance that I produce, the organization of health workers applies regulations consistently, health workers are allowed to disagree with the job decisions made by the leadership, the regulations of the puskesmas are made based on accurate information, the regulations puskesmas The superiors of health workers treat them with dignity, superiors of health workers treat them with respect, superiors understand themselves not to make inappropriate comments, make a strong contribution to Organizational Citizenship Behavior of Health Workers.

The Effect of Organizational Citizenship Behavior on the Performance of Health Workers

The regression results show the beta value of the influence of Organizational Citizenship Behavior on Performance. of 0.353 and the significance level of 0.000 is less than 0.05, it can be concluded that the hypothesis of Organizational Citizenship Behavior has a positive and significant effect on employees of Puskesmas Trangkil, Pati 1 and Pati 2 is accepted, meaning that Organizational Citizenship Behavior has a positive and significant effect on performance. . In other words, Organizational Citizenship Behavior has been shown to have a positive effect on employee performance. Based on the results of these tests proves that Organizational Citizenship Behavior is

directly proportional to the performance of health workers. The higher the commitment will cause employees to be willing to try their best for the interests and goals of the organization. From the results of the hypothesis analysis that has been carried out, it supports the results of research conducted by Suryana et al. (2019); Metria et al. (2018); Nathania et al. (2018) which shows that the dimensions of Organizational Citizenship Behavior jointly and independently affect the performance of health workers. Subsequent studies that support the results of this study were conducted by Septiadi et al. (2017); Yasa et al. (2021); Shanty et al. (2019) with research results showing that there is a significant relationship between Organizational Citizenship Behavior on employee performance. The results of the study also support the results of research conducted by Suherman (2018); Sakti et al. (2020) which shows that the three dimensions of organizational commitment have a positive and significant correlation to the performance of health workers. Based on the description above, it can be concluded that the results of this study are in line with previous studies where Organizational Citizenship Behavior affects the performance of health workers. The higher the commitment of health workers, the higher the resulting performance. This is in accordance with the opinion of Setyawan et al. (2018); Giarto et al. (2018) which states that Organizational Citizenship Behavior is characterized by the emotional attachment of health workers to the puskesmas resulting from shared values and interests.

Improved performance can be achieved by increasing the indicators of the Organizational Citizenship Behavior (OCB) variable, namely employees helping voluntarily, Employees respecting and paying attention to others, employees respecting the opinions of others, employees participating and caring for the organization, employees being responsible for their work, employees do not complain, employees are able to adapt to the work environment, employees work beyond the job description set, employees are on time in completing work.

The Effect of Knowledge Sharing on Organizational Citizenship Behavior Mediated Performance of Health Workers

From these calculations, the t-count value is 2.078, where the value is greater than the t-table value with a significance level of 0.05, which is 2.101. It can be concluded that there is a mediating effect of Organizational Citizenship Behavior on Knowledge Sharing on performance. In other words, Knowledge Sharing has been shown to have a positive effect on the performance of health workers through Organizational Citizenship Behavior. This means that the high level of Knowledge Sharing in the Puskesmas environment will indirectly have a significant effect on the high performance of health workers through the Organizational Citizenship Behavior of health workers. From the results of the hypothesis analysis that has been carried out, it supports the research conducted by Ristanti et al. (2017); Hasmalawati et al. (2018); Ace et al. (2017) with research results showing that there is an indirect effect of Knowledge Sharing on the performance of health workers through organizational commitment and job satisfaction as intermediate variables. Furthermore, research conducted by Apriliyanti et al. (2019); Aziz et al. (2020); Lestyanie et al. (2019) which states that Organizational Citizenship Behavior mediates the relationship between Knowledge Sharing and the performance of health workers. Then research from Triyanthi et al. (2018); Trimisat et al. (2020); Verianto et al. (2018) with research results showing that Organizational Citizenship Behavior is a mediating variable between Knowledge Sharing on the performance of health workers.

Based on the analysis that has been done, it proves that Organizational Citizenship Behavior is a factor that is able to mediate the relationship between Knowledge Sharing and the performance of health workers. For this reason, organizations must increasingly understand the importance of retaining employees as a very important resource for organizational development.

The Influence of Leader Member Exchange on Health Workers' Organizational Citizenship Behavior Mediated Performance

From these calculations, the t-count value is 3.306, where the value is greater than the t-table value with a significance level of 0.05, which is 1.99. So it can be concluded that there is a mediating effect of Organizational Citizenship Behavior on Leader Member Exchange on performance. In other

words, Leader Member Exchange has been shown to have a positive effect on the performance of health workers through Organizational Citizenship Behavior. This means that the high level of Leader Member Exchange in the Puskesmas environment will indirectly have a significant effect on the high performance of health workers through the Organizational Citizenship Behavior of health workers. From the results of the hypothesis analysis that has been carried out, it supports the research conducted by Ristanti et al. (2017); Hasmalawati et al. (2018); Ace et al. (2017) with research results showing that there is an indirect effect of Leader Member Exchange on the performance of health workers through organizational commitment and job satisfaction as intermediate variables. Furthermore, research conducted by Oktafien et al. (2018); Pritama et al. (2017); Loss et al. (2017); Pebriyansyah et al. (2021) which states that, Organizational Citizenship Behavior mediates the relationship between Leader Member Exchange and the performance of health workers. Then research from Hasmalawati et al. (2017); Iskandar et al. (2019); Rahman et al. (2017) with research results showing that Organizational Citizenship Behavior is a mediating variable between Leader Member Exchange on the performance of health workers.

CONCLUSION

Based on the results of research and data analysis, the following conclusions can be drawn:

1. Knowledge sharing has a positive and significant effect on organizational commitment of health workers at Pati 1, Pati 2 and Trangkil Health Centers. This means that the higher the increase in the knowledge sharing variable, the higher the increase in organizational commitment. Thus, strengthening the knowledge sharing variable can increase the organizational commitment variable.
2. Organizational knowledge sharing has a positive and significant effect on the performance of health workers at the Pati 1, Pati 2 and Trangkil Health Centers. This means that the higher the increase in the Knowledge sharing variable, the higher the performance. Thus, strengthening the Knowledge sharing variable can improve performance.
3. Leader Member Exchange has a positive and significant effect on organizational commitment of health workers at Pati 1, Pati 2 and Trangkil Health Centers. This means that the higher the increase in the Leader Member Exchange variable, the higher the organizational commitment. Thus, strengthening the Leader Member Exchange can increase organizational commitment.
4. Leader Member Exchange has a positive and significant effect on the performance of health workers at the Pati 1, Pati 2 and Trangkil Health Centers. This means that the higher the increase in the Leader Member Exchange variable, the higher the performance. Thus, strengthening the Leader Member Exchange can improve performance.
5. Organizational commitment has a positive and significant effect on the performance of health workers at the Pati 1, Pati 2 and Trangkil Health Centers. This means that the higher the increase in the organizational commitment variable, the higher the performance. Thus, strengthening organizational commitment can improve performance.
6. Organizational commitment mediates the relationship between Knowledge Sharing and the performance of health workers at the Pati 1, Pati 2 and Trangkil Health Centers. This means that an increase in organizational commitment will increase the relationship between Knowledge Sharing and the performance of health workers. The higher the organizational commitment, the higher the relationship between Knowledge Sharing and the performance of health workers.
7. Organizational commitment mediates the relationship between Leader Member Exchange and the performance of health workers at the Pati 1, Pati 2 and Trangkil Health Centers. This means that an increase in organizational commitment will increase the relationship between Leader Member Exchange and the performance of health workers. The higher the organizational commitment, the higher the relationship between the Leader Member Exchange and the performance of health workers.

Research Limitations

1. This research was only conducted at a limited research location, namely health workers at the Pati 1, Pati 2 and Trangkil Health Centers so that the results of this study may not necessarily be generalized to health centers in other areas, so for those who wish to use the findings of this study, it is necessary to review in generalizing the results of the study, because it is not necessarily the same research results if carried out on different research objects.
2. Filling out the online questionnaire is voluntary, there are no binding rules so that respondents can give inaccurate answers and can answer well even though their performance is not good.
3. The research was carried out during a pandemic, which could have different results if it was carried out during a non-pandemic period

Recommendation

Based on the frequency distribution table of respondents' answers from the smallest mean value, we can suggest the following:

1. Health center leaders to implement a better Leader Member Exchange between leaders and employees who are able to reach all professions in the health sector so that they are truly able to improve employee performance at Pati 1, Pati 2 and Trangkil Health Centers
2. The leaders of the Pati 1, Pati 2 and Trangkil Health Centers must create good conditions for Knowledge sharing and Leader Member Exchange because they are proven to be able to support in improving Organizational Citizenship Behavior and performance.
3. The leaders of the Pati 1, Pati 2 and Trangkil Health Centers must understand the current condition of the employees to increase organizational commitment and better performance so that the mission and mission of the organization can be achieved.
4. Further researchers can add other variables that can affect performance such as work environment, leadership, work motivation, work culture and job satisfaction.
5. This research uses quantitative methods and it is hoped that further research will use different methods such as qualitative or mixed methods.
6. This research was conducted at the Pati 1, Pati 2 and Trangkil Health Centers and for further research to be carried out in several Puskesmas in other areas with larger respondents.
7. The statistical data processing tool for this research is SPSS and it is hoped that further research will use other statistical tools such as SmartPLS, Lisrel and AMOS.

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