

The Effect of Organizational Commitment and Organizational Citizenship Behavior (OCB) on The Intention of Sharing Knowledge

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Abstract — Human resources are the determinants of the effectiveness of the company's operations. In addition to fulfilling good human resources, sharing knowledge is also an important resource for organizations, which is a reciprocal process where individuals share knowledge. In a work situation the desire to share knowledge depends on a person's intention or tendency to be willing to do something related to knowledge sharing activities. This study aims to analyze the effect of organizational commitment and organizational citizenship behavior on the intention of sharing knowledge among employees. The subjects in this study were 248 employees of PT. Bank Rakyat Indonesia (BRI) (Persero) Tbk Medan Iskandar Muda branch office. Measuring instruments used in this research are organizational commitment scale, organizational citizenship behavior scale, and knowledge sharing intention scale. The data obtained were then analyzed using multiple regression analysis. The results showed that organizational commitment and organizational citizenship behavior together had a positive and significant effect on the intention to share knowledge ($R = .745$; $p < .05$) with an effective contribution of 55.4% ($R^2 = .554$). The implication of this research is that organizations can maintain or optimize the intention of sharing knowledge with employees for human resource development for the realization of the goals of the company.

Keywords — Intention Of Sharing Knowledge; Organizational Commitment; Organizational Citizenship Behavior; Banking Employees

I. INTRODUCTION

Human resources in an organization are very important determinants for the effectiveness of activities within the organization. Human resources have a crucial role because they are very much needed in producing products or services and are able to provide company efficiency and effectiveness. In addition to fulfilling good human resources, an organization needs to carry out a management of the organization and human resources in it, one of which is by sharing knowledge (Benjamin et al, 2017).

Knowledge sharing is an important resource for several organizations. According to Hoof and Ridder (2004), knowledge sharing is a reciprocal process in which individuals share knowledge (tacit and explicit knowledge) and together create new knowledge (solutions). In addition, sharing knowledge itself is divided into two aspects, namely giving (donating) knowledge and receiving / seeking (collecting) knowledge (Hoof & Ridder, 2004). Sharing knowledge is also an individual process of exchanging knowledge to acquire new knowledge (Pramono and Susanty, 2015). The main focus of knowledge sharing is people who are willing to be invited to exchange information and knowledge, whether other people, groups or organizations. Someone can share their knowledge

in a discussion or forum, other people listen and they can discuss and exchange knowledge with each other. The awareness of sharing knowledge of course must be embedded from oneself, given the importance of this to be done (Pramono and Susanty, 2015).

Within the scope of the organization, knowledge sharing is needed so that leaders and employees are connected, communicate and exchange knowledge in order to build competencies to achieve goals. For this reason, optimization of knowledge sharing is needed for human resource development for the realization of the goals of the company. One of the factors affecting the intensity of knowledge sharing is organizational commitment. Organizational commitment is an employee's attachment to his organization and the employee's desire to exert all efforts on behalf of his organization (Wang & Noe, 2010). When workers have a psychological bond with the company, workers will internalize and adopt the characteristics or views of the organization (O'Reilly & Chatman, 1986). When employees are committed to a company, they will accept and believe in the goals and values of the company so that individuals are willing to give more effort to the organization and maintain their membership in the organization (Burud, & Tumolo, 2004).

Organizational commitment affects knowledge sharing in two ways. First, commitment affects workers' willingness to share knowledge. Second, lack of commitment can lead to high turnover rates. Organizational commitment is positively related to knowledge sharing behavior. Neyestani et al. (2013) conducted a study on the relationship between organizational commitment to knowledge sharing at Shiraz University of Medical Sciences. The results of his research show that there is a positive correlation between organizational commitment and its dimensions of knowledge sharing. Each of the dimensions can predict knowledge sharing. The results of empirical research that show organizational commitment have an effect on knowledge sharing was carried out by Demirel & Goc (2013) and Giri et al. (2016).

In addition, in order to realize knowledge sharing within the organization, of course, it must be built from the strong will of employees. Organ (2006) states that knowledge sharing behavior can be driven by Organizational Citizenship Behavior (OCB). OCB is a preferred behavior that is not part of an employee's formal work obligations, but can support the effective functioning of the company (Robbins, 2012). Furthermore, Podsakoff (2000) also states that OCB is a free individual behavior, not directly related to the reward system and can improve organizational functions. Podsakoff (2000) further explains that being free and voluntary is behavior that is not required by role requirements or job descriptions that are clearly demanded based on company decisions but as personal choices.

Currently, there are many new banks established and the emergence of banking products with various attributes, illustrating that the competition between banks in getting customers is increasingly felt. Human resources are the dominant factor in determining the course of a company's business for the sake of the production process or activity to achieve the goals of a company. Therefore, knowledge resources are closely related to human resources, which are the most important assets and intellectual capital of the company. To be able to survive, compete, and maintain their survival properly, organizations need to develop their competitiveness not solely from traditional resources such as natural resources, labor and funds, but from intangible resources such as knowledge.

PT. Bank Rakyat Indonesia (BRI) (Persero), Tbk is one of the State-Owned Enterprises (BUMN) engaged in the banking sector which has survived in the banking industry for more than 123 years. PT. BRI in the Medan Regional Office with the largest number of employees is in the PT. BRI Medan Iskandar Muda branch office compared to other PT. BRI Office in North Sumatra.

Based on the description above, researchers are interested in seeing the effect of organizational commitment and organizational citizenship behavior on the intention of sharing knowledge among employees at PT. Bank Rakyat Indonesia (BRI) (Persero) Tbk Medan Iskandar Muda branch office.

II. METHOD

The method used in data collection in this study is the scale method. The scale to be given in this study is the Likert scale model. Each statement contains five answer choices, namely Strongly Agree (SS), Agree (S), Neutral (N), Disagree (TS) and Strongly Disagree (STS). The scale contains statements that are favorable and unfavorable. The value of each choice moves from 1 to 5. For the favorable statement the score given is: Very Agree = 5, Agree = 4, Neutral = 3, Not Agree = 2, Very Not Agree = 1. As for the unfavorable statement the score is vice versa.

In this study, researchers used three measuring tools, namely the self-report scale that is Intention of Sharing Knowledge Scale, Organizational Commitment Scale and Organizational Citizenship Behavior (OCB) Scale. Measuring instruments are arranged based on the dimensions and aspects contained in each research variable. The following is an explanation of each scale as a measuring tool

for this research. In this study, the characteristics of the population used are 248 employees at PT. Bank Rakyat Indonesia (BRI) (Persero) Tbk Medan Iskandar Muda branch office. All members of the population will be used as subjects in this study.

In this research, the data analysis method used is the quantitative method, namely the statistical analysis method. The statistical analysis method is used because this method can show conclusions (generalizations) of research from an objective analysis of numbers (Azwar, 2012). In this study, the statistical measurement used to test the hypothesis is to use the multiple linear regression analysis method. This analysis is used to determine the effect of independent variables on the dependent variable.

III. RESULTS

The data taken in this study amounted to 248 people. The results of the effect of organizational commitment and organizational citizenship behavior on intention of sharing knowledge can be seen from the multiple regression analysis with the results as below:

TABLE I. MULTIPLE REGRESSION TEST RESULTS

ANOVA					
<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Regression	3416.394	2	1603.972	152.461	.000 ^a
Residual	2577.535	245	10.521		
Total	5785.480	247			

Based on the table above, it can be seen that the significance value is $p = 0.000$ ($p < .05$). Thus, it can be concluded that organizational commitment and organizational citizenship behavior have a significant effect on intention of sharing knowledge. Furthermore, to determine the magnitude of the effect of organizational commitment and organizational citizenship behavior on intention of sharing knowledge, the R determination test was carried out with the results as in the following table:

TABLE II. RESULTS OF THE DETERMINATION TEST R

Model Summary				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.745 ^a	.554	.551	3.244

Based on the table can be seen the R value of .745 and found that the value of the determinant coefficient (R Square) of .554 or 55.4%, meaning that the contribution of organizational commitment and organizational citizenship behavior together on intention of sharing knowledge is 55.4 % while the remaining 44.6% is explained by reasons other than this study. Thus, from the explanation above, it can be concluded that organizational commitment and organizational citizenship behavior together have a significant effect on intention of sharing knowledge.

IV. DISCUSSION

The first results in this study indicate that there is a positive influence organizational commitment on knowledge sharing intentions. Thus, organizational commitment has a positive and significant effect on the level of intention to share knowledge. This means that the higher the organizational commitment of employees, the higher the intention of sharing knowledge among employees, conversely, the lower the organizational commitment of employees, the lower the intention level of sharing knowledge among employees.

When workers have a psychological bond with the company, workers will internalize and adopt the characteristics or views of the organization (O'Reilly & Chatman, 1986). When employees are committed to a company, they will accept and believe in the goals and values of the company so that individuals are willing to give more effort to the organization and maintain their membership in the organization (Burud, & Tumolo, 2004). In addition, Mowday, et al (1982) stated that organizational commitment means more than just passive loyalty, but involves active relationships and the desire of employees to make meaningful contributions to their organization. Organizational commitment is a factor that influences knowledge sharing as previous research has found that the

willingness of employees to share knowledge depends on three main factors, namely: individual factors (such as employee commitment to the organization), group factors (such as trust in coworkers) and other factors. organization (such as the work environment and ethics in the organization) (Allen & Meyer, 1991).

The second results in this study indicate that there is a positive effect of organizational citizenship behavior (OCB) on the intention to share knowledge. This means that the higher organizational citizenship behavior (OCB) owned by employees, the higher the level of intention to share knowledge among employees, conversely, the more organizational citizenship behavior (OCB) owned by employees, the lower the level of intention to share knowledge among employees.

The theory put forward by Organ (2006) states that knowledge sharing behavior can be driven by Organizational Citizenship behavior (OCB). Organizational Citizenship Behavior (OCB) is a choice of behavior that is not part of an employee's formal work obligations, but can support the effective functioning of the company (Robbins, 2012).

The third results in this study indicate that there is a positive and significant influence between organizational commitment and organizational citizenship behavior (OCB) together on the intention to share knowledge with a correlation value (R) of .745 shows a strong correlation between organizational commitment and organizational citizenship behavior together towards the intention of sharing knowledge.

V. CONCLUSION

Based on the analysis and interpretation of research data, the conclusion that can be made is organizational commitment and organizational citizenship behavior (OCB) which together have a positive and significant effect on the intention to share knowledge with employees at PT. Bank Rakyat Indonesia (BRI) (Persero) Tbk Medan Iskandar Muda branch office with an effective contribution of 55.4%. Then employees at PT. Bank Rakyat Indonesia (BRI) (Persero) Tbk Medan Iskandar Muda branch office in general has organizational commitment, organizational citizenship behavior (OCB) and the intention to share knowledge are in a high category.

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