

The Role of Knowledge Sharing, Emotional Intelligence and Organizational Communication on Employee Performance with Organizational Citizenship Behavior as Intervening Variables in PT. Dedy Jaya Lambang Perkasa Brebes

Nurnose Titis Aryasa¹, Gunistyo², Mahben Jali³
{nefertitinaryasa@yahoo.co.id}

Magister of Management, Universitas Pancasakti Tegal, Indonesia

Abstract. This study aims to analyze the effect of knowledge sharing, emotional intelligence and organizational communication on employee performance with organizational citizenship behavior as an intervening variable at PT Dedy Jaya Lambang Perkasa Brebes. The sampling technique in this study was using the Proportionate Stratified Random Sampling technique. This technique is almost similar to simple random sampling, which is a technique that is carried out randomly or everyone has an equal opportunity to be selected as a sample. The number of employees of PT Dedy Jaya Lambang Perkasa which was used as a sample in this study was 365 respondents. Data collection techniques were carried out by: (1) distributing questionnaires and (2) literature study. The instrument in this study was carried out using a questionnaire that was shown to obtain answers from respondents. The data analysis technique was carried out in two ways, namely descriptive analysis and statistical analysis. The data processing aids used SEM (Structural Equation Modeling).

Keywords: Emotional Intelligence, Knowledge Sharing, Organizational Communication, Employee Performance, OCB

1. Introduction

Today there are many new and interesting studies in the field of human resources (HR). Many studies have been conducted to find new things that can be used as a source of increasing human abilities. HR plays a very important role in a company or organization, because the success or failure of a company depends on the quality of its human resources. Every company seeks to obtain quality human resources, therefore human resources must be managed properly in an effort to achieve company goals. The low quality of human resources will certainly have a negative impact both for the company (work environment) and for themselves. On the other hand, forward-oriented organizations need employees who are willing to do more than just their formal duties and are willing to deliver performance beyond expectations. Human resources need to be developed continuously in order to obtain quality human resources in the true sense that the work carried out will produce something desired [1]

Employee performance is measured through five employee assessment criteria, namely quality, quantity, timeliness, need for supervision, and interpersonal impact [2]. If these criteria are not met, several problems will arise, such as employees leaving during working hours, low employee discipline, and employees who don't come on time. As a result, the target is not as desired or not on time, so a lot of work is delayed and piled up due to untimely completion.

Employee performance that is common to most jobs includes elements namely quantity of results, quality of results, speed of time of results, attendance, and ability to work together. Performance appraisal is the basis used in determining compensation. Performance appraisal is basically a key actor to develop an organization effectively and efficiently and performance appraisal is a process through which organizations evaluate or assess employee performance. Employee performance at PT. Dedy Jaya Lambang Perkasa itself is quite good, only 3 to 4 people are still below average. Such as lack of focus at work, arriving late, completing assignments not on time, and placing the wrong items. This is due to a lack of information sought or obtained.

Knowledge sharing is the essence of success in the implementation of knowledge management, because without the practice of sharing, the learning process and the addition of knowledge will be hampered, and the scale of knowledge utilization will be limited because existing knowledge will only be used by certain people and at the same time. limited units. The implementation of sharing practices in organizational life is not an easy thing, because it takes awareness and commitment by each individual to remain consistent in implementing the practice of implementing knowledge management. Knowledge sharing is a systematic process of sending, distributing, and disseminating knowledge and multidimensional contexts from a person or organization to people or organizations who need it through a variety of methods and media.

Knowledge sharing in PT. Dedy Jaya Lambang Perkasa is quite good, this is proven in the initial interview. Where is the owner of PT. Dedy Jaya Lambang Perkasa always provide or shares information or knowledge to his employees about how to do his job, such as knowledge of HR in handling services so that consumers feel interested, knowledge in maintaining the quality of employee performance, and so on. Where this is done by sharing with other employees or with direct managers. However, even so, there are still some employees who do not want or do not want to carry out these knowledge sharing activities.

There are several aspects that can affect employee performance, including knowledge sharing, emotional intelligence and organizational communication. Several studies explain that knowledge sharing, emotional intelligence and organizational communication have been shown to have an effect on individual behavior both within the organization and in social life. One of them is research conducted [3] which examines "The Effect of Emotional Intelligence on Employee Performance (Case Study at the Regional Revenue Service Office of Malang City). The results of this study indicate that Emotional Intelligence (EQ) has a significant effect on employee performance.

Most people judge that a person's success is influenced by the large role of intelligence or IQ. In fact, IQ is not the only indicator of success. IQ is a score obtained from an intelligence test tool. For this reason, someone with a high IQ is not necessarily successful in solving complex problems in the world of work, but there needs to be another intelligent side of the employee. [4] states that IQ only affects 5-10% of success, the rest is another intelligence factor. Goleman further stated that another important intelligence factor is Emotional Quotient (EQ).

[4] argues that EQ is an intelligence that refers to the ability to recognize our own feelings and the feelings of others, the ability to motivate ourselves, and the ability to manage

emotions well in ourselves and in relation to others. It can be said that EQ is the ability to hear the inner voice as a source of information. Emotional intelligence teaches about integrity, honesty, commitment, vision, creativity, mental resilience, wisdom and self-control. Therefore, employees who have a good EQ will greatly affect their work performance. Like the research conducted by [5] on "Emotional Intelligence and Job Performance, A Study Among Malaysian Teachers", the results show that emotional intelligence has been shown to affect work performance, but several other studies have stated that EQ has no significant effect on achievement. Employee Work, such as research conducted [6] which examines "The Role of Emotional Intelligence on Job Performance", the results show that emotional intelligence does not directly affect employee performance, but there are other variables (job satisfaction) that mediate this influence.

Meanwhile, according to [7] the performance of employees of a company can also be influenced by organizational communication from the company. Because the research states that organizational communication is an important thing for employees, because good communication in the organization makes employees more active at work.

In an organization usually every member works according to the job description, but it would be better if they could work more than just their job responsibilities. This is what is called OCB (organizational citizenship behavior). OCB is an extra-role behavior (not listed in the job description and not related to the reward system) that is important for individuals or employees to have to improve the efficiency and effectiveness of the organization or company. The basic difference between in-role behavior and extra-role behavior is the reward. Marisson's in-role behavior [8] is associated with rewards and sanctions/punishments, while extra-role behavior is usually not tied to rewards, because the behavior carried out by individuals is not organized in the rewards they will receive accept.

Employees who have a good personality tend to show OCB, where employees will make a positive contribution to the company that exceeds the demands of their roles in the workplace [9] If employees in the company have OCB behavior, then efforts to control employees will decrease because employees can control their own behavior [10] This OCB involves several behaviors including helpful behavior, volunteering for extra tasks, obeying workplace procedures. This behavior describes the value added (value added) of employees which is a form of prosocial behavior, namely positive and meaningful social behavior to help. According to [11] the facts show that organizations that have employees with good OCB will have better performance than other organizations, this is because employees who have high OCB will be able to control their own behavior so that they can choose the best behavior for them. the interests of the organization [12]

PT. Dedy Jaya Lambang Perkasa Brebes is one of the big companies in Brebes Regency which is engaged in various fields; including auto bus (PO. Dedy Jaya), building material depot (PD. Dedy Jaya), Group gas stations, agricultural/pond facilities, Unilever distributors, hospitality (Hotel Dedy Jaya, Hotel Anggraini and Grand Dian Hotel), ice factory; Developer of mortgages, car show rooms, hospitals (Dedy Jaya Hospital and Harapan Sehat Hospital), tourism (Cyblon Water Boom), higher education (Muhadi Setiabudi University) and banking (BPR Muhadi Setiabudi). This can be seen from the number of employees he employs, which is about ± 4,000 employees spread throughout the PT Group. Dedy Jaya, the symbol of the mighty. The work system that must be fast and being chased by deadlines makes employees have to continue to improve their performance optimally. Employee performance targets and targets are important for management in managing HR effectively and efficiently, because this relates to individual work results and employee performance in the organization.

However, what happens in the field is that employee performance is still relatively low, because according to [13] promotions and job rotations carried out by PT. Dedy Jaya Perkasa Perkasa Brebes only based on organizational needs, and put aside the aspect of achievement. This causes every employee not to strive to achieve maximum employee performance. Even though companies that have good work performance, usually will always carry out promotions to employees who excel, because this will encourage every employee to work better in carrying out their work. one of the conditions for promotion is good employee performance, because in general every company always includes conditions for employee performance [14].

Based on the description above in relation to the importance of knowledge sharing, emotional intelligence and organizational communication in a professional worker as one of the important factors to achieve employee performance. Therefore, the importance of employees working optimally, especially being able to work in extra roles will provide many benefits to the company. Based on the background description above, the researcher to examine the role of several variables by conducting a study with the title, "The Role of Knowledge Sharing, Emotional Intelligence and Organizational Communication on Employee Performance with Organizational Citizenship Behavior as Intervening Variable at PT. Dedy Jaya, Lambang Perkasa Brebes".

2. Method

This study will examine several variables, namely independent variables: Knowledge Sharing (X1), Emotional Intelligence (X2), Organizational Communication (X3), Intervening Variables: Organizational Citizenship Behavior (Z) and the dependent variable is Employee Performance (Y). Causal design will be used to analyze the relationship and level of influence on the dependent variable from the independent variables used through intervening variables, then the data obtained will be analyzed statistically.

The number of employees of PT Dedy Jaya Lambang Perkasa is 4164 people. The sampling technique in this study was using the Proportionate Stratified Random Sampling technique. This technique is almost similar to simple random sampling, which is a technique that is carried out randomly or everyone has an equal opportunity to be selected as a sample. However, there is a difference, namely in the Proportionate Stratified Random Sampling technique, everyone in the sampling frame is divided into strata (groups or categories), then into each category a simple random sample or a systematic sample is selected ([15]. Thus, the number of samples used in this study were 365 respondents.

Data collection techniques were carried out by: (1) distributing questionnaires and (2) literature study. The instrument in this study was carried out using a questionnaire that was shown to obtain answers from respondents. The data analysis technique was carried out in two ways, namely descriptive analysis and statistical analysis. The data processing aids used SEM (Structural Equation Modeling).

3. Result & Discussion

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 knowledge, techniques, their experiences and ideas to other members [16].

Knowledge sharing activities include sharing experiences and knowledge, will help individuals in solving work problems based on existing experience. Likewise, from sharing this knowledge, individuals will get more work knowledge to improve the effectiveness and

efficiency of work processes. Increased knowledge sharing activities will have an effect on increasing individual performance [17]. The research states that there is a positive relationship between knowledge sharing and employee performance, besides that knowledge sharing has a significant influence on employee performance.

Emotional intelligence and performance are related and interrelated. Every individual in an organization who has good emotions tends to have the will to improve and improve their performance, as stated by [4] Emotional intelligence refers to the ability to recognize our own feelings and those of others, the ability to motivate ourselves and the ability to manage emotions well and to build relationships with others. The emotional intelligence framework is self-awareness, regulation, motivation, empathy and social skills. The results of [18] found that the emotional intelligence (EQ) variable had a positive and significant effect on employees and showed that the social skills variable had the most dominant influence. This study explains that emotional intelligence (EQ) among employees plays a role in improving employee performance.

Organizational commitment is the identification and involvement of a person who is relatively strong in the organization. Organizational commitment is the desire of organizational members to maintain membership in the organization and are willing to strive to improve their performance for the achievement of organizational goals. Which suggests that communication helps the development of motivation by explaining to employees what to do, how they work well and what to do to improve performance if it is below standard. Several studies that have been conducted, found that there is a direct positive relationship between communication and employee performance [11]

According to [19] OCB is a deep individual contribution that exceeds the demands of the role at work and is appreciated by the acquisition of task performance. For companies, to increase OCB in employees, it is important to give appreciation to employees so that employees are more accustomed to behaving outside of their responsibilities and obligations, so that in the future they can provide added value to the company. These results are also supported by [20] which states that organizational citizenship behavior (OCB), has a positive and significant effect on employee performance. This indicates that the higher organizational citizenship behavior (OCB) in employees, the higher the employee's performance.

According to research [21] stated that an employee who has greater management knowledge than other employees will always try to help the progress of an organization through a high willingness in their work activities, based on the results of the study, there is a positive influence between knowledge sharing on organizational citizenship behavior (OCB). The results of research conducted by [22] state that knowledge sharing has a positive effect on sharing knowledge between employees, and organizational citizenship behavior has a positive effect on improving employee performance. Because of the ability of employees to be able to share their knowledge with their co-workers or be able to help each other with co-workers who find it difficult to work.

The results of research by [23]); states that emotional intelligence has a positive and significant effect on organizational citizenship behavior. This means that employees who have high emotional intelligence where they work will have a high level of organizational citizenship behavior. organizational communication has a positive and significant effect on Organizational Citizenship Behavior. This means that the better the application of organizational communication, the higher the Organizational Citizenship Behavior shown by its employees [24]. research shows that Knowledge Sharing, Emotional Intelligence and Organizational Communication have a positive and significant effect on employee performance through Organizational Citizenship Behavior [25].

4. Conclusion

From the description above, it can be said that Knowledge Sharing affects employee performance through Organizational Citizenship Behavior, meaning that Knowledge Sharing can provide Organizational Citizenship Behavior for employees of PT. Dedy Jaya Lambang Perkasa because he feels he has knowledge of his work, this makes employees better understand the knowledge in their work, so that employee performance can increase.

Emotional Intelligence affects employee performance through organizational citizenship behavior, meaning that emotional intelligence can provide organizational citizenship behavior for employees of PT. Dedy Jaya Lambang Perkasa because employees can control their feelings and know the feelings of others at work, this makes employees better understand other employees in their work, so that employee performance can increase.

Organizational communication affects employee performance through organizational citizenship behavior, meaning that organizational communication can provide organizational citizenship behavior for employees of PT. Dedy Jaya Lambang Perkasa because information is conveyed to employees so that communication runs smoothly, and is very helpful in doing their work, this makes it easier for employees to understand information in their work, so that employee performance can increase.

Acknowledgements

Appreciation and gratitude to Management Masters Program of Universitas Pancasakti that held event International Conference on Law, Social Science, Economics and Education 2002 with theme "Digitalitation of Management Issues And Enviromental Law on Educations for Sustainability Development".

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