

Research Article

The Development of Organizational Citizenship Behavior to Encourage Knowledge Sharing and Improve Staff Performance

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ORCIDBambang Supriadi: <https://orcid.org/0000-0002-3377-7065>**Abstract.**

This study aims to describe organizational culture, organizational citizenship behaviour, and knowledge sharing in RSPAU Indonesia, and determine the effect of organizational culture and organizational citizenship behaviour on knowledge sharing and staff performance. It analyzes the effect of knowledge sharing on staff performance. The research sample of 167 people were all members of the operational medical, nursing and other health workers of RSPAU in Indonesia. This study uses descriptive analysis and structural equation modelling (SEM) analysis. The results show that organizational culture can increase knowledge sharing by creating ideas based on suggestions and discussions regarding new things. Organizational culture can also improve organizational citizenship behaviour. When employee knowledge sharing is supported, organizational culture and organizational citizenship behaviour can improve performance, in terms of both quality and quantity of work.

Keywords: organizational citizenship behavior, performance, knowledge sharing

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1. Introduction

The existence of human resources in an organization is the central pillar and driving force in efforts to realize the organization's vision and mission [1]. Furthermore, the potential of these human resources needs to be developed and paid attention to so that they become professional and quality human resources so that they have an impact on the success of the organization. One of the organizational culture variables that affect organizational performance, especially in a competitive environment [2]. Organizational competitive advantage is through knowledge sharing to create performance that benefits the organization and knowledge management. Furthermore, performance will achieve maximum results if knowledge sharing owned by the organization supports



it. There are three elements of implementing knowledge management, according to Dalkir [3] namely (1) knowledge creation, (2) knowledge sharing, and (3) knowledge application. Organizations cannot create knowledge without the actions and interactions of members. The importance of knowledge sharing as a method in knowledge management is to provide opportunities for members or members of an organization to share knowledge, experiences and ideas with members.

Agwu [4] states that organizational culture is the shared values, beliefs and norms that influence how members think, feel and behave in the workplace. Agwu [4] states that organizational culture is a force that influences the work life of members. Organizational culture is essential because it is the habits that occur in an organization that represent behavioural norms and are followed by members. A study conducted by Tong et al. [5] states that organizational culture influences knowledge sharing. If implemented carefully, these two factors, namely organizational culture and knowledge sharing, will improve performance.

Performance, according to Riyadi [6], is a work result achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. Furthermore, in this study, a person's performance measures the extent to which a person's success in carrying out his work duties. A strong culture in the organization helps to improve the performance of members, which leads to the attainment of goals, thereby increasing the overall performance of the organization [7]. Shahzad et al. [7] research states that organizational culture influences member performance. So, the stronger the organizational culture implemented, the more it will influence members' performance.

One of the factors that influence individuals to increase knowledge sharing is Organizational citizenship behaviour (OCB) as prosocial Behavior, which can show friendliness and a tendency to relate to each other because of the ability of individuals to personally relate to each other and voluntarily share their knowledge to help each other. Organizations generally believe that to achieve excellence, they must strive to improve staff performance as best as possible, because, basically, staff performance greatly influences the performance of teams or work groups and can affect the performance of the organization as a whole.

Organizational culture and OCB of members of the organization will be vital if it is carried out with practical actions and behave correctly. Not only the business's quality but also the business's direction. The characteristics that exist in members

of the organization, the effort or willingness to work, and various supports from the organization are very significant for the successful performance of members. Thus, each member must know with certainty what his primary responsibility is and what kind of performance must be achieved. Moreover, it can measure itself according to indicators of success. In efforts to improve the quality of organizational members, organizational culture plays a very decisive role in forming the initial foundation for the development of human resources for members.

The objectives to be obtained in this study include analyzing the effects of organizational culture and organizational citizenship behaviour on performance and knowledge sharing in military hospital (RSPAU) Indonesia. Furthermore, it aims to analyze the influence of organizational culture and organizational citizenship behaviour on performance through knowledge sharing in RSPAU Indonesia. The benefits obtained from this research include the hope that this research can contribute to understanding knowledge management theory in public sector organizations that focus on developing knowledge sharing and can contribute to hospital leadership in improving staff performance by looking at the influence of organizational culture and organizational citizenship. Behaviour to improve performance.

2. Literature Review

2.1. Performance

Performance is the result of quality and quantity achieved by someone in carrying out their duties based on the responsibilities given to them; thus, performance or work achievement is the result of work in quality and quantity achieved by an employee in carrying out his duties are by the responsibilities given to him [8]. The factors that affect employee performance are skills and abilities, as well as one's skills in adapting to workers, and satisfaction factors at work because feelings of liking or happiness, the pleasure of someone in carrying out a job can create good performance.

There are several indicators for measuring individual employee performance according to Robbins and Judge [8] include quality of work, quantity of work, timeliness, and effectiveness. High employee performance is essential for increasing efficient, effective and productive organizational performance, creating motivation and achieving employee job satisfaction. High employee performance will become a pillar of sustaining life turmoil from outside the organization, which puts psychological and

financial pressure on the organization [9]. Performance appraisal is an essential aspect of managing employees in an organization. An understanding of expected performance is a starting point in performance appraisal. Performance appraisal provides an opportunity for employees to take corrective actions to improve performance through feedback provided by the organization. Research related to performance by Robbins and Judge [8].

2.2. Knowledge sharing

Organizational citizenship behavior (OCB) is defined by Robbins and Judge [8]. Organizational Citizenship Behavior (OCB) refers to a voluntary and discretionary behavior exhibited by employees that is not explicitly outlined in their formal job responsibilities, yet contributes to the effective operation of the business. According to the cited source [10], Organizational Citizenship Behavior (OCB) can be defined as a type of behavior characterized by individual choice and initiative, which is not contingent upon a formal organizational reward structure. However, when exhibited collectively, OCB has been found to enhance overall organizational effectiveness. The classification of organizational citizenship behavior (OCB) encompasses various dimensions, such as altruism, conscientiousness, sportsmanship, civility, and civic virtue [11]. Altruism refers to the conduct exhibited by employees in providing assistance to individuals facing challenges, whether inside the organizational context or in their personal lives.

2.3. Organizational citizenship behaviour

Organizational citizenship behavior (OCB) is defined by Robbins and Judge [8]. Organizational Citizenship Behavior (OCB) refers to a voluntary and discretionary behavior exhibited by employees that is not explicitly outlined in their formal job responsibilities, yet contributes to the effective operation of the business. According to the cited source [10], Organizational Citizenship Behavior (OCB) can be defined as a type of behavior characterized by individual choice and initiative, which is not contingent upon a formal organizational reward structure. However, when exhibited collectively, OCB has been found to enhance overall organizational effectiveness. The classification of organizational citizenship behavior (OCB) encompasses various dimensions, such as altruism, conscientiousness, sportsmanship, civility, and civic virtue [11]. Altruism refers

to the conduct exhibited by employees in providing assistance to individuals facing challenges, whether inside the organizational context or in their personal lives.

Conscientiousness, namely voluntary Behavior, is not the duty and obligation of employees. Courtesy, namely preventing the emergence of various work-related problems. Civic virtue, namely the constructive involvement of individuals in organizational processes that exceed the minimum demands of work, Behavior shows responsibility in organizational life.

2.4. Organizational culture

Organizational culture is the primary identity of an organization that is maintained and preserved. Organizational culture can be defined as the collective programming of the mind that differentiates one member of an organization from another. Organizational culture is a system of shared meaning held by members of an organization that differentiates it from other organizations Robbins and Judge [8]. Measuring organizational culture variables will cover 4 (four) characteristics of organizational culture that organizational members must understand in behaving, which include involvement, consistency, adaptation and mission to improve performance.

Robbins and Judge [8] concluded that organizational culture contains seven characteristics for organizational members to understand in their Behavior: innovation and risk-taking, attention to detail, result orientation, individual orientation, team orientation, aggressiveness, and stability. Organizational culture is critical in building organizational performance. Culture consists of some combination of expressive symbols or forms, values and beliefs, and the underlying assumptions held by members of the organization about appropriate Behavior.

3. Research Methods

3.1. Research design

The present study falls under the area of causal associative research, employing a quantitative methodology to explore the potential existence of a causal association between variables. This study aims to elucidate the correlation between the factors under investigation in terms of their capacity to exert influence and be influenced. The data that has been gathered will undergo analysed utilizing descriptive analytic methods

and SEM (Structural Equation Model). The analytical results are subsequently analyzed, followed by the final step of conclusion, and ultimately, suggestions are provided.

3.2. Population and research sample

The research population in this study was all operational members of medical, nursing and other health personnel of RSPAU in Indonesia. The population of this study was 923, with a sample of 167 people.

3.3. Data analysis technique

The analysis technique uses descriptive analysis to assess characteristics such as average, median, mode, standard deviation, variance, etc. It uses Structural Equation Modeling (SEM) analysis by testing the causal relationship between organizational culture variables and organizational citizenship behaviour on knowledge sharing. It will be tested with the SEM analysis model. Therefore, descriptive analysis techniques were used to describe the research variables and SEM analysis techniques using the AMOS (Analysis of Moment Structure) program package to analyze the data in this study.

4. Results and Discussion

4.1. Research result

4.1.1. SEM analysis results

The Structural Equation Modeling (SEM) technique was used to carry out inferential analysis in this research. Testing with SEM is intended to test research models and hypotheses. To analyze the causal relationship directly between the influence of organizational culture and organizational citizenship behaviour on performance or analyze the causal relationship indirectly on the influence of organizational culture and organizational citizenship behaviour on performance through the mediator variable knowledge sharing, the SEM technique is used. At the same time, this model tests the factor loading and regression weight of organizational culture and organizational citizenship behaviour on performance through the mediator variable knowledge sharing. As in the following Figure 1:

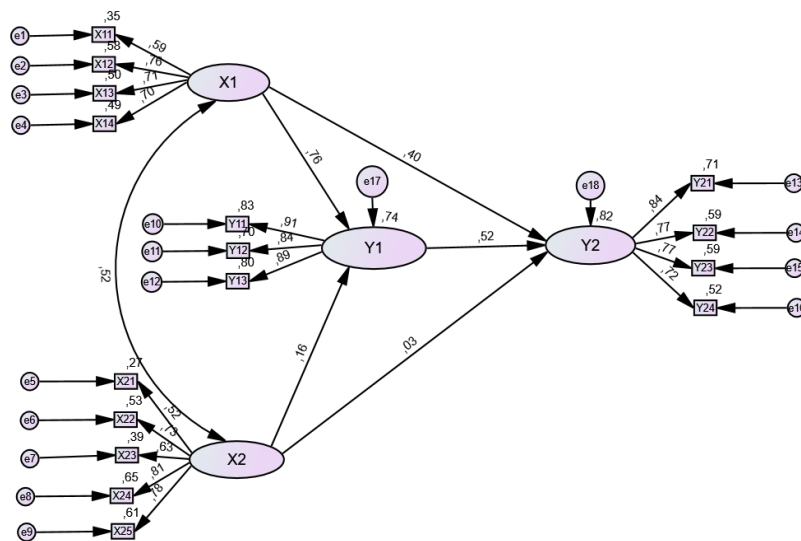


Figure 1: Structural model results.

Next, to calculate the structural equation that explains the effect of each variable, see table 1 below:

TABLE 1: Structural equation results.

Var. exogenous	Var. Endogenous	B	CR	Prob.
Organizational Culture (X1)	Knowledge Sharing(Y1)	0.921	7,339	0,000
Organizational Citizenship Behavior (X2)		0.220	2,133	0.033
Organizational Culture (X1)	Performance (Y2)	0.420	2,762	0.006
Organizational Citizenship Behavior (X2)		0.032	0.396	0.692
Knowledge Sharing (Y1)		0.457	3,692	0,000

The SEM results of this research were carried out with the AMOS for Windows program version 26. The four hypotheses can be described as follows. The causality relationship developed in the hypothetical model is tested with a t-test as it is in the regression analysis. CR statistic value The following is a description of the test results of the 4 (four) lines in the final model in this study. The results of testing the hypothesis are gradually described as follows:

The results of testing the first hypothesis (H1) can be seen in the following table.

TABLE 2: Standardized regression weight of organizational culture and organizational citizenship behavior on knowledge sharing.

Variable		Coef. Raw	CR	p-value	Information
Exogenous	Endogenous				
Organizational Culture (X1)	Knowledge Sharing (Y1)	0.76	7,339	0,000	Significant
Organizational Citizenship Behavior (X2)	Knowledge Sharing (Y1)	0.16	2.133	0.033	Significant

The table 2 above shows that the regression coefficient of organizational culture on knowledge sharing is 0.76 with a CR of 7.339 and the p-value (0.000), which means it is smaller than 0.05. This shows that organizational culture positively and significantly affects knowledge sharing. The regression coefficient of organizational citizenship behaviour on knowledge sharing is 0.16 with a CR of 2.133 and a p-value (0.033), meaning it is smaller than 0.05. This shows that organizational citizenship behaviour has a positive and significant influence on knowledge sharing; thus, from the results of statistical tests, it is proven that hypothesis 1 (one), which states that organizational culture and organizational citizenship behaviour have a positive and significant influence on knowledge sharing has been tested.

The results of second hypothesis (H2) are as follows.

TABLE 3: Standardized regression weight of organizational culture and organizational citizenship behavior on performance.

Variable		Coef. Raw	CR	p-value	Information
Exogenous	Endogenous				
Organizational Culture (X1)	Performance (Y2)	0.40	2,762	0.006	Significant
Organizational Citizenship Behavior (X2)	Performance (Y2)	0.03	0.396	0.692	Not significant

Table 3 shows that the regression coefficient of organizational culture on performance is 0.40 with a CR of 2.762 and a p-value of 0.006 (smaller than 0.05). This shows that organizational culture has a positive and significant influence on performance. The regression coefficient of organizational citizenship behaviour on performance is 0.03 with a CR of 0.396 and a p-value of 0.692 (greater than 0.05). This shows that organizational citizenship behaviour is not significant on performance; thus, from the results of statistical tests, the hypothesis stating that organizational culture has a positive and significant effect on performance has been tested. However, organizational citizenship behaviour does not affect performance.

The results of testing the third hypothesis (H3) are as follows.

TABLE 4: Standardized regression weight of knowledge sharing on performance.

Variable		Coef. Raw	CR	p-value	Information
Intervene	Endogenous				
<i>Knowledge Sharing</i> (Y1)	Performance (Y2)	0.52	3.692	0,000	Significant

The table 4 above shows that the regression coefficient of the knowledge-sharing variable on performance is 0.52 with a CR of 3.692 and a p-value of 0.000 (smaller than 0.05). This shows that knowledge sharing has a positive and significant effect on performance; thus, from the statistical test results, it is proven that hypothesis 3 (three), which states that knowledge sharing has a significant effect on performance, has been tested.

The examination of the indirect impact of organizational culture and organizational citizenship behavior on performance through knowledge sharing involves the comparison of the overall effect value with the direct effect. Regarding the findings, it was observed that the direct impact of organizational culture on performance is 0.40. Additionally, the overall influence of organizational culture on performance, mediated by knowledge sharing, is 0.79. This indicates that knowledge sharing acts as an intervening variable between organizational culture and performance. Furthermore, the results indicate that the direct effect of organizational citizenship behavior on performance is 0.03. Similarly, the total effect of organizational citizenship behavior on performance, mediated by knowledge sharing, is 0.

Based on these results, hypothesis 4 (4), which states organizational culture and organizational citizenship behaviour affect performance through knowledge sharing, has been tested. The statistical results of testing the fourth hypothesis about the influence of organizational culture and organizational citizenship behaviour on performance through knowledge sharing show that obtaining an indirect effect value is greater than the direct effect value, except for the indirect value of organizational culture, this can be seen and explained in table 5:

In Table 5, the regression coefficient pertaining to the organizational culture variable in relation to knowledge sharing is determined to be 0.40. This coefficient is accompanied by a critical ratio (CR) of 7.339 and a p-value of 0.000, which is below the conventional significance level of 0.05. These statistical findings indicate that organizational culture exerts a positive and statistically significant impact on knowledge sharing. The

TABLE 5: Results of the Influence of organizational culture and organizational citizenship behavior on performance through knowledge sharing.

Variable	Direct Influence	Indirect Influence	Total Influence
Organizational Culture (X1) on Performance (Y2) through Knowledge Sharing (Y1)	0.40	$0.76 \times 0.52 = 0.39$	0.79
Organizational Citizenship Behavior (X2) on Performance (Y2) through Knowledge Sharing (Y1)	0.03	$0.16 \times 0.52 = 0.08$	0.11

regression coefficient for the variable of organizational citizenship behavior in relation to information sharing is 0.16. This coefficient has a critical ratio (CR) of 2.133 and a p-value of 0.033, which is statistically significant at the 0.05 level. The findings indicate that there is a positive and substantial relationship between organizational citizenship behavior and knowledge sharing, however no such relationship was observed for organizational citizenship behavior. The concept holds considerable importance in relation to performance. The regression coefficient for the knowledge-sharing variable in relation to performance is 0.52. This coefficient has a critical ratio (CR) of 3.692 and a p-value of 0.000, which is statistically significant at the 0.05 level.

The indirect influence of organizational culture and citizenship behaviour on performance in the table above (total influence) organizational culture is more valuable than organizational citizenship behaviour through knowledge sharing. Comparing the total influence with the direct influence between each variable, knowledge sharing is proven to be a mediating variable between the influence of organizational culture on performance with a value of ($0.79 > 0.40$), as well as knowledge sharing as a mediating variable between organizational citizenship behaviour and performance is proven by the value ($0.11 > 0.03$). Thus, the modelling in this research, namely organizational culture and organizational citizenship behaviour, influences performance through knowledge sharing.

4.2. Discussion

The high level of trust and habits held by RSPAU staff, Dr Suhardi Hardjolukito Indonesia, can improve Knowledge Sharing, such as the quality of social interactions between individuals in organizations as a process to increase knowledge, experience and skills. This statement supports the research results of Alnidawy [12]; Retnowulan [13]; and Sari and Nugraha [14]. With the high culture of belief and customs adhered to by RSPAU

staff, Dr Suhardi Hardjolukito Indonesia can develop new ideas from various input and suggestions received by hospital staff. The high level of trust and habits held by RSPAU staff Dr Suhardi Hardjolukito Indonesia can improve the quality of discussions between staff to get new ideas—the high culture of beliefs and habits adopted by RSPAU staff Dr Suhardi Hardjolukito Indonesia can increase the value of openness to criticism received so that changes and improvements can occur in a better direction.

The quality of initiatives for change related to creativity in finding new ideas, both existing and to be developed, can encourage Knowledge Sharing, such as the quality of social interaction between individuals in the organization as a process to increase knowledge, experience and skills. Orientation towards review to determine the right direction of attitude based on the attention of hospital staff will encourage the quality of social interaction between individuals in the organization as a process to increase knowledge, experience and skills. More competitive actions can stimulate social interaction between individuals in the organization to increase knowledge, experience and skills.

The quality of the initiative for change related to creativity in finding new ideas, both existing and to be developed, can encourage new ideas and various input and suggestions received by hospital staff. The quality of initiatives for change related to creativity in finding new ideas, both existing and those that will be developed, can encourage the quality of discussions between staff to get new ideas. The quality of initiatives for change related to creativity in finding new ideas, both existing and to be developed, can encourage the value of openness to criticism received so that changes and improvements can occur in a better direction.

Orientation towards the review to determine the appropriate direction based on the attention of hospital staff will form new ideas for various input and suggestions received by hospital staff. Orientation towards reviews to determine the appropriate direction based on the concerns of hospital staff will shape the quality of discussions between staff to obtain new ideas. Orientation towards reviews to determine the right direction based on the attention of hospital staff will form the value of openness to criticism received so that changes and improvements can occur in a better direction.

More competitive actions can stimulate new ideas from various input and suggestions hospital staff receive. More competitive actions can stimulate quality discussions among staff to generate new ideas. More competitive actions can stimulate the value of openness to criticism received so that changes and improvements occur for the better.

The quality of the ability to withstand disturbances and pressure from outside will have an impact on new ideas and various inputs and suggestions received by hospital staff. The quality of the ability to withstand disturbances and pressure from outside will have an impact on the quality of discussions among staff to get new ideas.

The high level of awareness of RSPAU staff, Dr. Suhardi Hardjolukito in completing tasks outside of the burden he gives can create the quality of social interaction between individuals in the organization as a process to increase knowledge, experience, and skills. The high level of awareness of RSPAU staff, Dr. Suhardi Hardjolukito, in completing assignments outside of the burden he gave, was able to create new ideas and thoughts, various inputs and suggestions received by hospital staff. The high awareness of RSPAU staff, Dr. Suhardi Hardjolukito, in completing tasks outside of the burden he gives, can create quality discussions between staff to get new ideas—the high awareness of RSPAU staff, Dr.

The willingness to help each other among hospital staff without coercion will create quality social interactions between individuals in the organization as a process to increase knowledge, experience and skills. The value of each staff's voluntary attitude of participation and support for organizational functions in a professional manner can foster the quality of social interaction between individuals in the organization as a process to increase knowledge, experience and skills. The quality of performance achievements that exceed target standards will influence the quality of social interaction between individuals in the organization as a process to increase knowledge, experience and skills. Staff politeness by existing norms in the hospital can create quality social interactions between individuals in the organization as a process to increase knowledge, experience and skills. A sportsmanlike attitude in dealing with issues that disturb relations between staff can improve the quality of social interactions between individuals in the organization as a process to increase knowledge, experience and skills. The willingness to help each other among hospital staff without coercion will create new ideas and various input and suggestions received by hospital staff. The willingness to help each other between hospital staff without coercion will create quality discussions between staff to get new ideas.

Willingness to help each other among hospital staff without coercion will create new ideas and ideas for various inputs and suggestions received by hospital staff. The willingness to help each other among hospital staff without coercion will create quality discussions among staff to get new ideas. The willingness to help each other among hospital staff without coercion will create the value of openness to criticism received so

that changes and improvements can occur for the better. The quality of performance outcomes that exceed the target standard influences new ideas for thinking, various inputs and suggestions received by hospital staff. The quality of performance results that exceed the target standards will affect the quality of discussions among staff to get new ideas.

The courteous attitude of the staff to the norms in the hospital can create new ideas for thinking about various inputs and suggestions received by the hospital staff. Staff politeness by existing norms in the hospital can create quality discussions between staff to get new ideas. The staff's courteous attitude to the hospital's norms can create a value of openness to criticism received so that changes and improvements occur for the better. A sportsmanlike attitude in dealing with issues that interfere with the relationship between staff can increase new ideas and ideas from various inputs and suggestions hospital staff receive. A sportsmanlike attitude in dealing with issues that interfere with relations between staff can improve the quality of discussions among staff to get new ideas.

The adherence to a high culture of religion and practices by Dr. Suhardi Hardjolukito, a staff member at RSPAU in Indonesia, has the potential to enhance both the quality and quantity of work performed in fulfilling his professional responsibilities. This statement provides support for the research findings of [5] and [16], which suggest that the adoption of a high culture of beliefs and habits by the staff of RSPAU, specifically Dr. Suhardi Hardjolukito in Indonesia, can lead to improved work outcomes that are efficiently measured in order to achieve organizational goals. Furthermore, this high culture of beliefs and habits can also enhance the quantity of work accomplished by hospital staff in the execution of their duties, as well as improve the timeliness in completing tasks according to established directions and targets.

The quality of initiatives for changes related to creativity in finding new ideas, both existing and those to be developed, can encourage the quality and quantity of work in carrying out their duties based on responsibility. Orientation to review to determine the right direction attitude based on the attention of hospital staff will shape the quality and quantity of work in carrying out their duties based on responsibility. More competitive actions can stimulate the quality and quantity of work in carrying out their duties based on responsibility. The ability to withstand disturbances and pressure from outside will impact the quality and quantity of work in carrying out their duties based on responsibility.

The quality of initiatives for changes related to creativity in finding new ideas, both existing and those to be developed, can encourage the quality of work results that are measured efficiently to achieve organizational goals. The quality of initiatives for changes related to creativity in finding new ideas, both existing and those that will be developed, can encourage the quantity of work achieved by hospital staff in carrying out their duties. The quality of initiatives for changes related to creativity in finding new ideas, both existing and those to be developed, can encourage timeliness in completing tasks according to the directions and targets set. The quality of initiatives for change related to creativity in finding new ideas.

Orientation to review to determine the right direction attitude based on the attention of hospital staff will form the quality of work outcomes that are measured efficiently to achieve organizational goals. Orientation towards the review to determine the appropriate direction based on the attention of hospital staff will shape the quantity of work they achieve in carrying out their duties. Orientation towards the review to determine the appropriate direction based on the attention of hospital staff will form timeliness in completing tasks according to the directions and targets set. Orientation towards review to determine the appropriate direction based on the attention of hospital staff will shape the effectiveness of staff work in carrying out main tasks to achieve the desired goals.

More competitive actions can stimulate the quality of work outcomes that are measured efficiently to achieve organizational goals. More competitive actions can stimulate the quantity of work hospital staff achieve in carrying out their duties. More competitive actions can stimulate timeliness in completing tasks according to the directions and targets set. More competitive actions can stimulate the effectiveness of staff work in carrying out basic tasks to achieve the desired goals.

The ability to withstand disturbances and pressure from outside will impact the quality of work achievements that are measured efficiently to achieve organizational goals. The quality of the ability to withstand disturbances and pressure from outside will have an impact on the quantity of work achieved by hospital staff in carrying out their duties. The quality of the ability to withstand disturbances and pressure from outside will have an impact on the timeliness of completing tasks according to the directions and targets set. The quality of the ability to withstand disturbances and pressure from outside will have an impact on the effectiveness of staff work in carrying out basic tasks to achieve the desired goals.

The high and low levels of Organizational Citizenship Behavior (OCB) of RSPAU staff, Dr Suhardi Hardjolukito cannot influence the quality or quantity of work so that completing tasks beyond the burden he is given cannot be a measure to improve the quality of work achieved efficiently.

The willingness to help each other among hospital staff without coercion will create quality work outcomes that are measured efficiently to achieve organizational goals. The willingness to help each other between hospital staff without coercion will create the quantity of work achieved by hospital staff in carrying out their duties. The willingness to help each other among hospital staff without coercion will create timeliness in completing tasks according to the directions and targets set. The willingness to help each other among hospital staff without coercion will create effectiveness in staff work in carrying out basic tasks to achieve the desired goals.

The value of the attitude of participation and voluntary support of each staff towards organizational functions in a professional manner can foster the quality of work results that are measured efficiently to achieve organizational goals. The value of the attitude of participation and voluntary support of each staff towards organizational functions professionally can increase the work hospital staff achieve in carrying out their duties. The value of the attitude of participation and voluntary support of each staff towards organizational functions in a professional manner can foster timeliness in completing tasks according to the directions and targets set. The value of the attitude of participation and voluntary support of each staff towards organizational functions in a professional manner can foster the effectiveness of staff work in carrying out basic tasks to achieve the desired goals.

The quality of performance achievements that exceed target standards will affect the quality of work achievements that are measured efficiently to achieve organizational goals. The quality of performance achievements that exceed target standards will affect the quantity of work hospital staff achieve in carrying out their duties. The quality of performance achievements that exceed target standards will affect the timeliness of completing tasks according to the directions and targets set. The quality of performance achievements that exceed target standards will affect the effectiveness of staff work in carrying out main tasks to achieve the desired goals.

The courteous staff's attitude to the hospital's norms and quality work results that are measured efficiently to achieve organizational goals. The polite attitude of the staff to the norms in the hospital can create the quantity of work they achieve in carrying out

their duties. The staff's courteous attitude to the hospital norms can create timeliness in completing tasks according to the directions and targets set. The courteous attitude of staff by the norms in the hospital can create the effectiveness of staff work in carrying out basic tasks to achieve the desired goals.

A sportsmanlike attitude in dealing with issues that interfere with relations between staff can improve the quality of work outcomes that are measured efficiently to achieve organizational goals. A sportsmanship attitude in dealing with issues that interfere with relations between staff can increase the quantity of work hospital staff achieve in carrying out their duties. A sportsmanlike attitude in dealing with issues that interfere with relations between staff can increase the timeliness in completing tasks according to the directions and targets set. A sportsmanship attitude in dealing with issues that interfere with relations between staff can increase the effectiveness of staff work in carrying out basic tasks to achieve the desired goals.

The quality of social interaction between individuals in an organization as a process to increase knowledge, experience, and skills impacts the quality and quantity of work in carrying out their duties based on responsibility. The quality of social interaction between individuals in an organization as a process to increase knowledge, experience, and skills impacts the quality of work achievements that are measured efficiently to achieve organizational goals. The quality of social interaction between individuals in the organization as a process to increase knowledge, experience, and skills impacts the quantity of work hospital staff achieve in carrying out their duties. The quality of social interaction between individuals in the organization as a process to increase knowledge, experience, and skills impacts timeliness in completing tasks according to the directions and targets set. The quality of social interaction between individuals in an organization as a process to increase knowledge, experience, and skills impacts the effectiveness of staff work in carrying out main tasks to achieve the desired goals.

With the high level of culture of trust and habits of RSPAU staff, Dr. Suhardi Hardjolukito Indonesia can further improve the quality and quantity of work in carrying out its duties based on responsibility through quality knowledge sharing between social groups and individuals in the organization to increase knowledge, experience and skills.

The high culture of trust and habits of RSPAU staff, Dr Suhardi Hardjolukito Indonesia, can further improve the quality of work outcomes that are measured efficiently to achieve organizational goals if new ideas include input and suggestions received. The high culture of trust and habits of RSPAU staff, Dr Suhardi Hardjolukito Indonesia, can

further increase the quantity of work achieved by hospital staff in carrying out their duties through the quality of communication between staff to get new ideas. With the high level of culture of trust and habits of RSPAU staff, Dr. Suhardi Hardjolukito Indonesia can further improve the timeliness in completing tasks according to the directions and targets set if through the value of openness to criticism received so that changes and improvements occur for the better. The high culture of trust and habits of RSPAU staff, Dr Suhardi Hardjolukito Indonesia, can further improve the effectiveness of staff work in carrying out basic tasks to achieve the desired goals if new ideas include input and suggestions.

The quality of initiatives for change related to creativity in finding new ideas, both existing and those that will be developed, can encourage the quality and quantity of work in carrying out their duties based on responsibility through quality knowledge sharing between social groups and individuals in the organization to increase knowledge, experience and Skills. Orientation towards review to determine the right direction based on the attention of hospital staff will shape the quality and quantity of work in carrying out their duties based on responsibility if through quality knowledge sharing between social groups and individuals in the organization to increase knowledge, experience and skills. More competitive actions can stimulate the quality and quantity of work in carrying out their duties based on responsibility through the quality of knowledge sharing between social groups and individuals in the organization to increase knowledge, experience and skills. The quality of the ability to withstand disturbances and pressure from outside will have an impact on the quality and quantity of work in carrying out their duties based on responsibility if through the quality of knowledge sharing between social groups and individuals in the organization to increase knowledge, experience and skills.

The quality of initiative for change related to creativity in finding new ideas, both existing and to be developed, can encourage the quality of measurable work achievements efficiently to achieve organizational goals through new ideas, including input and suggestions received. The quality of initiatives for change related to creativity in finding new ideas, both existing and to be developed, can encourage the quantity of work achieved by hospital staff in carrying out their duties through quality communication between staff to get new ideas. The quality of initiatives for change related to creativity in finding new ideas, Both existing and those that will be developed, can encourage timeliness in completing tasks according to the directions and targets set through the value of openness regarding criticism received so that better changes and improvements can occur. The quality of initiative for change related to creativity in finding new

ideas, both existing and to be developed, can encourage the effectiveness of staff work in carrying out main tasks to achieve the desired goals through quality communication between staff to get new ideas.

Orientation towards review to determine the right direction based on the attention of hospital staff will form the quality of work achievements that are measured efficiently to achieve organizational goals through new thinking ideas including input and suggestions received. Orientation towards review to determine the right direction based on the attention of hospital staff will shape the quantity of work achieved by hospital staff in carrying out their duties through the quality of communication between staff to get new ideas. Orientation towards reviews to determine the right direction based on the attention of hospital staff will form timeliness in completing tasks according to the directions and targets set through the value of openness to criticism received so that better changes and improvements can occur. Orientation towards review to determine the right direction based on the attention of hospital staff will shape the effectiveness of staff work in carrying out main tasks to achieve the desired goals through quality communication between staff to get new ideas.

More competitive actions can stimulate the quality of work outcomes that are measurable efficiently to achieve organizational goals if new ideas include input and suggestions received. More competitive actions can stimulate the quantity of work hospital staff achieve in carrying out their duties through the quality of communication between staff to get new ideas. More competitive actions can stimulate timeliness in completing tasks according to the directions and targets set through the value of openness to criticism received so that changes and improvements occur for the better.

The ability to withstand disturbances and pressure from outside will impact the quality of work achievements that can be measured efficiently to achieve organizational goals through new ideas, including input and suggestions received. The ability to withstand disturbances and pressure from outside will impact the quantity of work achieved by hospital staff in carrying out their duties if the quality of communication between staff to get new ideas. The quality of the ability to withstand interference and pressure from outside will have an impact on the timeliness of completing tasks according to the directions and targets set through the value of openness to criticism received so that better changes and improvements can occur.

The high awareness of RSPAU staff, Dr. Suhardi Hardjolukito, in completing tasks outside of his assigned burden does not significantly influence performance. However,

it can be influenced if encouraged by Knowledge Sharing, which contains new ideas, various input and suggestions received by hospital staff, the quality of discussions between staff to get ideas and ideas, and the value of openness to criticism received so that changes and improvements occur for the better.

The extent to which Dr. Suhardi Hardjolukito, a staff member at RSPAU, demonstrates a heightened level of awareness in fulfilling tasks that exceed his designated workload does not exert a substantial impact on the quality of work accomplishments that are efficiently assessed to attain organizational objectives, the quantity of work accomplished by staff members, the promptness in completing tasks in accordance with instructions and targets, and the efficacy of staff members' work in executing tasks. The subject of discussion is the botanical organism commonly referred to as a tree. Nevertheless, the impact of knowledge exchange can be substantial in this regard.

The amount of mutual assistance between hospital staff without any coercion, the value of voluntary participation and support of each staff member towards the organization's functions in a professional manner, the quality of performance achievements that exceed target standards, the courtesy of staff by existing norms in the hospital, a sportsmanlike attitude in dealing with issues that disrupt relationships between staff cannot directly influence the quantity or quality of performance. However, it can have a significant impact if it is encouraged by knowledge sharing.

5. Conclusions and Recommendations

5.1. Conclusion

The conclusions of this research include organizational culture which includes innovation, orientation, aggressiveness and stability, which shows that the high level of culture of trust and habits adhered to by the staff of RSPAU Dr. Suhardi Hardjolukito Indonesia can improve the quality and quantity of work in carrying out his duties based on responsibility. Organizational citizenship behaviour, which includes altruism, civic virtue, conscientiousness, courtesy, and sportsmanship, states that the high awareness of RSPAU staff member Dr. Suhardi Hardjolukito in completing tasks beyond the burden he was given was unable to create quality or quantity of work in carrying out his duties based on responsibility.

Organizational culture, which includes innovation, orientation, aggressiveness, and stability, shows that the high culture of trust and habits adopted by RSPAU staff Dr.

Suhardi Hardjolukito Indonesia can quality social interaction between individuals in the organization as a process to increase knowledge, experience and skills. Organizational citizenship behaviour, which includes altruism, civic virtue, conscientiousness, courtesy, and sportsmanship, states the high awareness of RSPAU staff Dr. Suhardi Hardjolukito in completing tasks outside of the burden he gives can create quality social interaction between individuals in the organization as a process to increase knowledge, experience and skills.

The performance of RSPAU employees, specifically Dr. Suhardi Hardjolukito from Indonesia, can potentially be enhanced by the cultivation of a robust culture of belief and customs, particularly when it is accompanied by a strong emphasis on information exchange. The extent to which Dr. Suhardi Hardjolukito, a staff member at RSPAU, demonstrates a heightened level of consciousness in fulfilling responsibilities beyond those assigned to him does not yield a substantial impact on the quality of work accomplishments that are efficiently assessed in order to attain organizational objectives, the quantity of work completed by staff members, the punctuality in executing tasks in accordance with instructions and targets, and the efficacy of staff members in executing assigned duties. Nevertheless, the impact of this phenomenon might be substantial when it is prompted by the exchange of knowledge.

5.2. Suggestion

This research is expected to contribute to understanding the theory of knowledge management in public sector organizations that focus on developing knowledge sharing to deepen knowledge in the field of human resource management. For the management of RSPAU Indonesia, the results of this study can contribute to hospital leadership in improving staff performance by looking at the influence of organizational culture and organizational citizenship behaviour to improve performance, both directly and indirectly, through knowledge sharing. For the Indonesian Air Force Headquarters, the results of this study can be used as input in formulating organizational policies to improve individual and organizational performance through organizational culture and organizational citizenship behaviour.

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