

# Investigating the Role of OCB and Intellectual Capital on Job Performance through Knowledge Sharing Behavior

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## ***Abstract***

*This paper provides new insights by testing the effect of OCB and intellectual capital on knowledge sharing behavior and job performance. As many as 172 employees of Representative Office of Bank Indonesia in East Java, Indonesia, were involved. The data was analyzed using path analysis. The results revealed that: a) OCB has a significant direct positive effect on knowledge sharing behavior; b) Intellectual capital has a significant direct positive effect on knowledge sharing behavior, c) OCB has a significant direct positive effect on job performance; d) intellectual capital has a significant direct positive effect on job performance; e) knowledge sharing behavior has a significant direct positive effect on job performance; f) knowledge sharing behavior mediates the indirect effect of OCB on job performance, and i) knowledge sharing behavior mediates the indirect effect of intellectual capital on job performance. These results provide new insight for organization in improving their employees' job performance and knowledge sharing behavior in this competitive and disruptive era.*

**Keywords** —Organizational Citizenship Behavior (OCB), Intellectual Capital, Knowledge Sharing Behavior, Job Performance

## **I. Introduction**

Knowledge sharing is the focus of knowledge management. As one of the three parts of the knowledge management process, knowledge sharing is the most difficult part compared to knowledge acquisition and knowledge utilization. This is because knowledge sharing activities are closely related to humans and also organizational culture that is difficult to change. If knowledge sharing is done effectively, knowledge sharing will increase understanding between fellow members so that members will support each other and improve performance and ultimately find the best work process for the organization. Effective practice of knowledge sharing contributes

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to increase productivity and profitability, including revenue and sales growth through share their idea, knowledge and experience in making decision, problem solving and innovate new ideas(Magnus and DeChurch, 2005). A leader who simply explains what needs to be done is no longer necessary, but what employees need is someone who is able to explore potential knowledge and support employees with the required resources, so they can carry out their duties effectively.Lee and Choi (in Khanal and Poudel, 2016) state that knowledge management is a driver of employee performance, good knowledge management practices will accelerate the completion of employee work, which has an impact on improving employee performance in the company.However, it must be accepted that knowledge sharing is not a behavior that can easily be accomplished. Therefore, the ways of ensuring that the employees share knowledge have been studied.

Knowledge sharing behavior can be affected by many factors. One of them is extra-role behavior or Organizational Citizenship Behavior (OCB). OCB is referred to as a set of behaviors in the workplace that exceed a person's basic job requirements and is often described as behavior that goes beyond assignment (Jahangir, et al, 2004: 75). This means that an employee tends to carry out an activity if it is considered a role rather than an additional role. OCB is how broadly the employee defines his responsibilities so that without any reward, the employee continues to do additional work. Lin stated that knowledge sharing is affected by altruism, conscientiousness, courtesy, civic virtue and sportsmanship, which are the dimensions of OCB, and discusses the relationship between these dimensions and knowledge sharing. Prior research found that OCB is a good predictor of knowledge sharing behavior and job performance. Razak, et. al. (2016) stated that OCB is one of knowledge management challenges in business environment. Husain and Husain (2016), Sadegh, et.al. (2018), and Dehghani, et.al. (2015) found that employee with OCB is more likely to share its knowledge to their co-workers than employee without OCB. Mallick, et al. (2015) and Sugianingrat et. al. (2018) also discovered that OCB positively affects the performance of employees. OCB improves the ability of employees to carry out their jobs through more efficient planning, scheduling, problem-solving, and contribution to excellent service (Hui et al., 2001).

Another predictor to knowledge sharing behavior which can promote employee performance is intellectual capital. Intellectual capital is the main strength in an organization, which includes information, technical practitioners, expertise, intellectual property aimed at generating profit. Bontis (1999) stated that intellectual capital is an intangible organizational resource, and is usually classified into human capital (HC), structural capital (SC) and relationship capital (CC). Intellectual capital is knowledge, information and intellectual property that is able to find opportunities and manage threats in the life of an organization, so that it can affect the endurance and competitive advantage in various ways (Baron and Armstrong, 2013). When people have high quality intellectual capital, they would spread their personal knowledge with their associates. The knowledge, regardless of its nature, tacit, explicit, formal or informal, should be circulated so the knowledge can be useful to the organization. This flow of knowledge would improve the existing knowledge value and the expanded knowledge becomes more valuable and meaningful. Li, et al (2019) found that the three dimensions of intellectual capital have significant influence on knowledge sharing behavior. Golafshani and Malayeri (2018) found that structural capital, human capital, and relational capital played an important role in improving knowledge creation, knowledge storage, knowledge share, and knowledge application in an organization. Roshanifar and Pourasadi (2016) found that structural capital, customer capital,

human capital have significant influence on the dimensions of productivity (possibility, ability, and desire). Farajat (2019) also found that structural capital as one of element of intellectual capital has a positive effect on job performance. Obeidat, et al. (2016) found that knowledge sharing had a positive intervening effect on the relationship between intellectual capital and organizational performance.

But prior studies did not always show consistent findings about the relationship between intellectual capital, OCB, knowledge sharing, and employee's job performance. Sondeng, et.al. (2020) found that organizational citizenship behavior was not associated with knowledge sharing behavior, and also OCB was not a mediation variable for knowledge sharing behavior on graduates at job training centers in Southeast Sulawesi, Indonesia. Irawan, et al. (2019) found no significant influence of knowledge sharing behavior on job performance. Hidayat, et al. (2020) did not found any significant effect of human capital on sustainable competitive advantage of Sharia Banking in Jakarta, Indonesia. This inconsistent result provides a gap to re-examine the effect of intellectual capital, OCB on employee performance with knowledge sharing as intervening variable.

This paper investigates the effect of intellectual capital and OCB on knowledge sharing behavior and job performance and the effect of intellectual capital and OCB on job performance through knowledge sharing behavior. This study is conducted in Representative Office of Bank Indonesia in Jember, Malang, and Kediri in Indonesia. Bank Indonesia has the biggest challenge faced as a central bank in realizing knowledge management, which is to remove the impression of rigid and closed bureaucracy. Bureaucracy inhibits the growth of creativity and knowledge development. Rigidity makes it difficult for organizations to adapt for change and it affects the credibility of organization. In this regard, it is important for Bank Indonesia to implement knowledge management due to the emergence of public demands for the creation of a credible, anticipative Bank Indonesia and not only being reactive to developments. Goeltom (2008) stated that the main reason for implementing knowledge management is the low performance of Bank Indonesia employees when working in groups. It is important for Bank Indonesia to implement the culture of knowledge management among employees so that the knowledge among Bank Indonesia can be efficiently organized throughout an organization and the knowledge possessed by each employee is not buried. Through this knowledge sharing culture, Bank Indonesia can quickly know developments regarding the latest economic conditions and can adapt to environmental changes.

## **II. Theoretical Framework and Hypothesis development**

### **2.1 The Relationship between OCB and Knowledge Sharing Behavior**

Empirical studies of knowledge-sharing behavior are related to extra-role behavior (Yun, et al., 2007; MacKenzie, et al., 1991). OCB is the most effective practice for defining true knowledge sharing behavior. OCB is universal behavior expressed by employees such as supportive, caring, helping, and being outside the obligations of formal duties (Organ, 1988). OCB's main concern is the belief that productive behavior contributes to the effectiveness or performance of businesses, groups and individuals. Therefore, in knowledge sharing behavior, the feeling of having a business voluntarily influences individuals to share knowledge with others in the business.

Batman and Organ (1983) stated that individuals who have high levels of OCB will tend to contribute tacit knowledge to other colleagues in the same organization for the common good, not for personal interests. Sadegh, et.al. (2018) found that organizational citizenship behavior would be positively related to knowledge sharing behavior on employees of 20 hospitals in Iran. They argued that employees who believe in OCB tend to perform knowledge sharing behavior. Contrarily, hospital's employees who face low OCB also show low level of knowledge sharing behavior. Husain and Husain (2016) proved that extra role behavior has a significant positive effect on knowledge sharing behavior on facilitators of SINTESA in Indonesia. Dehghani, et.al. (2015) found a significant correlation coefficient of organizational citizenship behaviors and its components (altruism, conscientiousness, sportsmanship, courtesy, civic virtue) with knowledge sharing and its components (attitude toward knowledge sharing, intention to share knowledge) in university employees in Tehran.

H<sub>1</sub> : OCB has a significant positive effect on knowledge sharing behavior

## **2.2 The Relationship between Intellectual Capital and Knowledge Sharing Behavior**

Intellectual capital is knowledge, information and intellectual property that is able to find opportunities and manage threats in the life of an organization, so that it can affect the endurance and competitive advantage in various ways (Stewart, 2003). According to Baron et al., (2013) there are three elements of intellectual capital which can be translated into three aspects of measuring intangible assets consisting of human capital, social capital and organizational capital. Human capital is a combination of knowledge, skills, innovation and a person's ability to carry out their duties so that they can create value to achieve goals. The formation of added value contributed by human capital in carrying out its duties and jobs will provide sustainable revenue in the future for an organization. Social capital is expressed in the form of shared beliefs and value and social relationships among organizational members, unlike other invisible capital. Social capital is embedded in the structure of interpersonal relationships and also among organizational members. Organizational Capital includes every element of the organizational structure that facilitates the ability of employees to create wealth for the company and stakeholders. The effectiveness of this process is very important because it involves internal procedures that allow for the integration of knowledge and sharing of capabilities that results in wealth creation for the organization (Baron et al., 2013, Bontis, N (2013).

Prior studies discovered positive relationship between intellectual capital and knowledge sharing behavior. Li, et al (2019) found that the three dimensions of intellectual capital have significant influence on knowledge sharing behavior of construction enterprises employees in China, where structural capital has the biggest influence on knowledge sharing behavior. Golafshani and Malayeri (2018) found that structural capital, human capital, and relational capital played an important role in improving knowledge creation, knowledge storage, knowledge share, and knowledge application of employees in General Directorate of Education in Yazd province.

H<sub>2</sub> : Intellectual capital has a significant positive effect on knowledge sharing behavior

### **2.3 The Relationship between OCB and Job Performance**

Prior studies discovered the fact that OCB can contribute to the achievement of employees (Podsakoff et al, 1997). OCB improves the ability of employees to perform their jobs through more efficient planning, problem-solving, and contribution to the service given (Hui et al., 2001). Performance improvement depends in part on the positions that employees occupy in an organization, especially informal participation related to job content and decisions within the hierarchical framework of relationships with seniors. In other words, by producing positive evaluations, OCB can contribute to performance. The place of the OCB in the evaluative process in the work organization is widely informed. Several studies have been conducted in this area which have yielded the same conclusions.

The relationship between OCB and job performance is shown from the research conducted by Mallick, et al. (2015) and Sugianingrat et al. (2018). Mallick, et al. (2015) found that OCB positively affects the performance of health care organizations employees in Kolkata, India. Sugianingrat et. al. (2018) also found that OCB play an important role in mediating the effect of employee engagement on performance of non-star hotel employees in the Sarbagita area of Bali, Indonesia.

H<sub>3</sub> : OCB has a significant positive effect job performance

### **2.4 The Relationship between Intellectual Capital and Job Performance**

Intellectual capital is one of the determinants that encourages the growth of a knowledge-based economy and increases organizational competitiveness in spite of it is profit or non-profit oriented (Adnan, et al., 2014). Furthermore, IC consists of strategies and unique approaches that organizations implement to generate, compete, solve problems and imitate resources (Akpinar and Akdemir, 1999). Therefore, abandoning IC will create dilemmas for the organization such as employee ineffectiveness and bad quality of service. The relationship between intellectual capital and employee's job performance is supported by research from Roshanifar and Poursadi (2016) and Farajat (2016). Roshanifar and Poursadi (2016) found that structural capital, customer capital, human capital have significant influence on the dimensions of productivity (possibility, ability, and desire) of Post Bank employees in Tehran. Farajat (2019) also found that structural capital as one of element of intellectual capital has a positive effect on job performance in Petra Development and Tourism Region Authority, Jordan.

H<sub>4</sub> : Intellectual capital has a significant positive effect job performance

### **2.5 The Relationship between Knowledge Sharing Behavior and Job Performance**

Knowledge sharing helps employees to solve complex problems in their daily work. Tobing (2011: 26) states that through knowledge sharing there will be maximum exploitation of knowledge. Apart from exploiting knowledge maximally, knowledge sharing can also open up opportunities to explore knowledge to gain or create new knowledge. Here are a few of the benefits of knowledge sharing: (1) Creating equal opportunities for members

of the organization to access knowledge and learn it (2) Increase learning opportunities or reduce the time needed to acquire and learn new knowledge (3) Speed up the completion of tasks or problems, because solutions are no longer starting from zero (4) Solving a problem using methods that have been proven effective in the unit or elsewhere (5) Providing the basic ingredients for innovation in the form of varied and multi-perspective knowledge (Lumbantobing, 2011:27)

Kuzu and Ozilhan (2014) found that knowledge sharing, measured by voluntarily sharing and conditionally sharing, has a mid-level positive association with performance of five star hotel employees in Altalya, Turkey. Masa'deh (2015) found that knowledge dissemination as one of dimensions of knowledge management has positive effect on job performance of university lecturers in Jordan. Kuruppuge and Gregar (2017) found that tacit and explicit knowledge sharing positively correlated with job performance of knowledge-based industries in Sri Lanka.

H<sub>5</sub>: Knowledge sharing behavior has a significant positive effect job performance

### **III. Research Method**

This research is a quantitative research using confirmatory and explanatory approach. This study aims to confirm the hypotheses among the variables of OCB, intellectual capital, knowledge sharing behavior, and employee performance. The population in this study are all employees of third grade Representative Office of Bank Indonesia in East Java, namely in Jember, Malang, and Kediri. As many as 172 employees, consisting of 74 employees of Representative Office of Bank Indonesia in Jember, 46 employees of Representative Office of Bank Indonesia in Kediri, and 52 employees of Representative Office of Bank Indonesia in Malang were involved. The determination of the number of samples used by the authors in this study is the census method based on the provisions put forward by Sugiyono (2002: 61-63), which states that saturated sampling is a sampling technique when all members of the population are used as samples. The data were collected by distributing questionnaires. The data were analyzed using path analysis. Path analysis is a technique for analyzing the causal relationship that occurs in multiple regression if the independent variable affects the dependent variable not only directly but also indirectly (Sarwono, 2007: 2). The independent variables are OCB and intellectual capital, the intervening variable is knowledge sharing behavior, and the dependent variable is job performance.

### **IV. Result and Discussions**

#### **4.1 Results**

##### **a. The Result of Normality Test of Data**

Normality test of data must be done before the data is processed (Singarimbun and Efendy, 2005: 18). This normality test aims to determine the distribution of data on the variables that will be used in the study. The results of normality test of data can be seen in Table 1.

Table 1. The Result of Normality Test of Data

Variable	$\alpha$	Interpretation
OCB ( $X_1$ )	0,127	Normally distributed
Intellectual capital ( $X_2$ )	0,052	Normally distributed
Knowledge sharing behavior (Z)	0,107	Normally distributed
Job performance (Y)	0,085	Normally distributed

Source SPSS Output, 2020

As shown in the Table 1, all research variables have a significance number that are greater than 5%. It can be interpreted that all data on the variables studied are normally distributed.

*Path Analysis Results*

The analytical method used to analyze the effect of OCB and intellectual capital on the performance of employees with knowledge sharing behavior as an intervening variable is path analysis. Each path tested represents the hypothesis in this study. Path analysis is done by looking at standardized regression. The results of the direct path coefficient test are presented in Table 2.

Table 2. The Result of Path Analysis

Independent Variable	Dependent Variable	Std. Coeff.	Sig.	Explanation
OCB( $X_1$ )	Knowledge sharing behavior (Z)	0,542	0,021	Significant
Intellectual capital( $X_2$ )	Knowledge sharing behavior(Z)	0,421	0,003	Significant
OCB( $X_1$ )	Job performance(Y)	0,133	0,027	Significant
Intellectual capital( $X_2$ )	Job performance(Y)	0,543	0,033	Significant
Knowledge sharing behavior(Z)	Job performance(Y)	0,178	0,039	Significant

Source: SPSS Output, 2020

Table 2 shows that OCB has greater effect on knowledge sharing with a direct effect regression coefficient of 0,542 than another path. The path from intellectual capital to knowledge sharing behavior showed direct influence coefficient of 0,421.

Statistical test results also show that the intellectual capital has greatest direct effect on job performance with regression coefficient of 0,543. Then it followed by the path from intellectual capital to job performance and then the path from knowledge sharing behavior to job performance.

Based on the test results of the path coefficient as shown in Table 2, the model can be stated in the form of an equation presented as follows:

$$Y_1 = 0,542 X_1 + 0,421 X_2 + \epsilon$$

$$Y_2 = 0,133 X_1 + 0,543 X_2 + 0,178 X_3 + \epsilon$$

*The Result of Classical Assumption Test*

a. Normality Test of Model Results

Normality test is done to test whether the residuals in a regression model are normally distributed or not. To find out, the Kolmogorov Smirnov test was carried out. The result of normality test of model is shown in Table 3 below.

Table 3. The Result of Normality Test of Model

Variable	Sig.	Interpretation
Dependent variable: Knowledge sharing		
Independent Variables:	0,118	Data residual is normally distributed
a. OCB		
b. Intellectual capital		
Dependent variable: Job Performance		
Independent Variables:	0,089	Data residual is normally distributed
a. OCB		
b. Intellectual capital		
c. Knowledge sharing		

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Source: SPSS Output, 2019

As shown above, the significance values are 0,118 and 0,089. Because the p-value is greater than alpha ( $0,118 > 0,05$  and  $0,089 > 0,05$ ), it can be concluded that the residual data in both models is normally distributed.

#### b. Multicollinearity Test

Multicollinearity shows the correlation between independent variables. The results of the multicollinearity test based on detecting the VIF (Value Inflation Factor) and Tolerance Values are listed in Table 4.

Table 4. The Result of Multicollinearity Test

Variable	<i>Tolerance</i>	VIF	Interpretation
Dependent variable:			
Knowledge sharing behavior			
Independent Variables:			
a. OCB	0,622	1,607	No Multicollinearity
b. Intellectual capital	0,419	2,388	No Multicollinearity
Dependent variable:			
Job performance			
a. OCB	0,617	1,621	No Multicollinearity
b. Intellectual capital	0,344	2,905	No Multicollinearity
c. Knowledge sharing behavior	0,300	3,328	No Multicollinearity

Source: SPSS Output, 2020

As shown above, the Tolerance value  $\leq 1$  and the Value Inflation Factor (VIF) value is less than 10, this shows that there are no multicollinearity symptoms in both regression models.

#### c. Heteroscedasticity Test

A good regression model is free from heteroscedasticity, the test is carried out using Glejser test. If partial test values are known to show figures greater than 5%, this means that heteroscedasticity does not occur.

Table 5. The Result of Heteroscedasticity Test

Variabel	Sig.	Interpretation
Dependent Variable: Knowledge sharing behavior		
Independent Variable:		
a. OCB	0,877	No Heteroscedasticity
b. Intellectual capital	0,673	No Heteroscedasticity
Dependent Variable: Job performance		
Independent Variable:		
a. OCB	0,111	No Heteroscedasticity
b. Intellectual capital	0,566	No Heteroscedasticity
c. Knowledge sharing behavior	0,091	No Heteroscedasticity

Source: SPSS Output, 2020

Heteroscedasticity can be explained by using the coefficient of significance. If the significance of coefficient  $> \alpha = 5\%$ , this means that heteroscedasticity does not occur. From the table above, it can be concluded that all the variables in the two models do not occur heteroscedasticity, because all the values of Sig.  $> 5\%$ .

*Path Calculation*

The calculation of path analysis can be presented as follows:

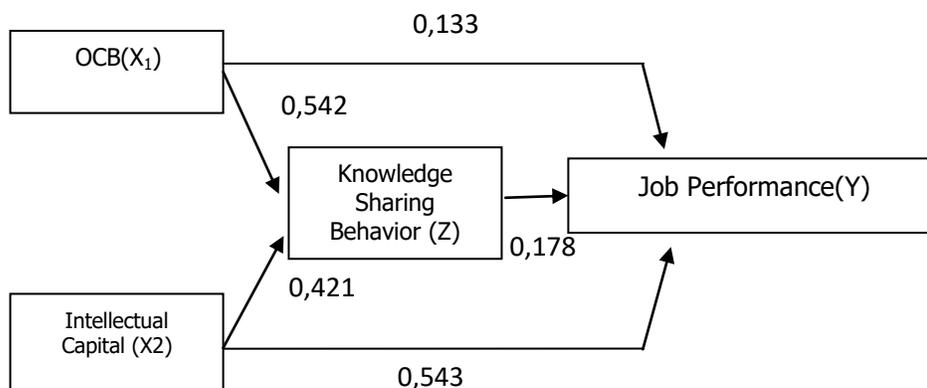


Figure 2. Coefficients of Path Analysis

a. Direct Effect (DE)

1) The Direct Effect of OCB (X1) on Job Performance (Y)

$$DE_{xy} = X1 \rightarrow Y$$

$$DE_{xy} = 0,133$$

2) The Direct Effect of Intellectual Capital (X2) on Job Performance (Y)

$$DE_{xz} = X2 \rightarrow Y$$

$$DE_{xz} = 0,543$$

3) The Direct Effect of (Z) on Job Performance (Y)

$$DE_{zy} = Z \rightarrow Y$$

$$DE_{zy} = 0,178$$

b. Indirect Effect (IE):

1. The Indirect Effect of OCB (X1) on Job Performance (Y) through Knowledge Sharing Behavior (Z)

$$IE_{zyx1} = X1 \rightarrow Z \rightarrow Y$$

$$IE_{zyx1} = 0,542 \times 0,178$$

$$= 0,096$$

2. The Indirect Effect of Intellectual Capital (X2) on Job Performance (Y) through Knowledge Sharing Behavior (Z)

$$IE_{zyx2} = X2 \rightarrow Z \rightarrow Y$$

$$IE_{zyx2} = 0,421 \times 0,178$$

$$= 0,075$$

c. Total Effect (TE):

1. The Total Effect of OCB (X1) on Job Performance (Y) through Knowledge Sharing Behavior (Z)

$$TE_{zyx1} = X1 \rightarrow Z \rightarrow Y$$

$$TE_{zyx1} = (0,133) + \{(0,542 \times 0,178)\}$$

$$= 0,229$$

2. The Total Effect of Intellectual Capital (X2) on Job Performance (Y) through Knowledge Sharing Behavior (Z)

$$TE_{zyx2} = X2 \rightarrow Z \rightarrow Y$$

$$\begin{aligned} TEzyx2 &= (0,177) + \{(0,421 \times 0,178)\} \\ &= 0,251 \end{aligned}$$

## 4.2 Discussion

### *A. The Influence of OCB on Knowledge Sharing Behavior*

Based on the test results, OCB has a significant positive direct effect on knowledge sharing behavior of the employees at Representative Office of Bank Indonesia, which means that the high or low OCB of the employees can affect the inclination to implement knowledge sharing within the workplace. Based on the recapitulation of respondents' answers, the proportion of respondents who have good OCB is more numerous than respondents who have poor OCB. Likewise, the proportion of respondents who have favorable knowledge sharing behavior is greater than respondents with unfavorable knowledge sharing behavior. This condition illustrates that employees who have OCB tend to share their knowledge to the counterparts because they are concerned with organization's interest rather than personal interests.

In this study, OCB is measured by 1) obedient, namely behavior that describes the willingness of employees to accept and comply with organizational rules and procedures, 2) loyalty, namely behavior that places their personal interests for the benefit and continuity of the organization, 3) participation, which describes the willingness of employees to actively develop all aspects of organizational life. The results of this study support the research by Sadegh, et.al. (2018) who found that organizational citizenship behavior is positively related to knowledge sharing behavior on employees of 20 hospitals in Iran. This result is also in line with Husain and Husain (2016) who proved that extra role behavior has a significant positive effect on knowledge sharing behavior on facilitators of SINTESA in Indonesia. Dehghani, et.al. (2015) also discovered a significant correlation coefficient of organizational citizenship behaviors and its components (altruism, conscientiousness, sportsmanship, courtesy, civic virtue) with knowledge sharing and its components (attitude toward knowledge sharing, intention to share knowledge) in university employees in Tehran.

### *B. The Influence of Intellectual Capital on Knowledge Sharing Behavior*

The statistical result exhibits that intellectual capital has a significant positive direct effect on the knowledge sharing behavior of the employees at Representative Office of Bank Indonesia, which means that the level of OCB possessed by the employees can trigger the tendency to do knowledge sharing in the workplace significantly. Based on the recapitulation of respondents' answers, the proportion of respondents who have good intellectual capital is more numerous than respondents who have poor intellectual capital. Likewise, the proportion of respondents who have favorable knowledge sharing behavior is greater than respondents with unfavorable knowledge sharing behavior. This condition illustrates that employees who have better intellectual capital tend to share their knowledge to the counterparts because they have better human capital, such as better skill and knowledge, better social capital, and better structural capital to be shared to other co-workers.

This result supports the research by Li, et al (2019) which found that the three dimensions of intellectual capital have significant influence on knowledge sharing behavior of construction enterprises employees in China. This is also in line with Golafshani and Malayeri (2018) who found that structural capital, human capital, and relational capital played an important role in improving knowledge creation, knowledge storage, knowledge share, and knowledge application of employees in General Directorate of Education in Yazd province.

### *C. The Influence of OCB on Job Performance*

Based on the statistical tests, OCB has a significant positive direct effect on job performance of the employees at Representative Office of Bank Indonesia, which means that the high or low OCB of the employees can affect their achievement and productivity in the workplace. Based on the recapitulation of respondents' answers, the proportion of respondents who have good OCB is greater than respondents who have poor OCB. Likewise, the proportion of respondents who have favorable job performance is more numerous than respondents with unfavorable job performance. This condition illustrates that employees who have OCB tend to perform well than others through more better participation, more efficient planning and problem-solving, and better compliance. This result is in accordance with Mallick, et al. (2015) and Sugianingrat et al. (2018). Mallick, et al. (2015) found that OCB positively affects the performance of health care organizations employees in Kolkata, India. Sugianingrat et al. (2018) also found that OCB play an important role in mediating the effect of employee engagement on performance of non-star hotel employees in the Sarbagita area of Bali, Indonesia.

The finding also confirms significant indirect effect of OCB on job performance through knowledge sharing behavior. This means that when employees have strong OCB and apply it in their daily basis, they tend share their skill and knowledge to the co-workers within organization. This kind of activity will further hone their competence and be able to improve their performance. OCB has an important role in faster job completion and resource optimization which will have an impact on knowledge sharing in helping employees understand their work and helping organizations grow rapidly

### *D. The Influence of Intellectual Capital on Job Performance*

The finding showed that intellectual capital has a significant positive direct effect on the job performance of the employees at Representative Office of Bank Indonesia, which means that high level of intellectual capital owned by the employees can improve their job performance. Conversely, low level of intellectual capital could lowered their job performance. This finding is in line with Roshanifar and Poursadi (2016) who found that structural capital, customer capital, human capital have significant influence on the dimensions of productivity (possibility, ability, and desire) of Post Bank employees in Tehran. This is also in accordance with Farajat (2019) who found that structural capital as one of element of intellectual capital has a positive effect on job performance in Petra Development and Tourism Region Authority, Jordan.

We also found significant indirect effect of intellectual capital on job performance through knowledge sharing behavior. This implies that Representative Office of Bank Indonesia in East Java rely heavily on intellectual capital and knowledge sharing to improve their performance. Information sharing is a key determinant of enhancing

the performance benefits derived from intellectual capital. This result supports the research by Obeidat, et al. (2016) who found that knowledge sharing had a positive intervening effect on the relationship between intellectual capital and organizational performance.

#### *E. The Influence of Knowledge Sharing Behavior on Job Performance*

Based on the test results, knowledge sharing has a significant positive direct effect on job performance of the employees at Representative Office of Bank Indonesia, which means that the high or low knowledge sharing behavior owned by employees can affect their productivity and their achievement within the workplace. Based on the recapitulation of respondents' answers, the proportion of respondents who have good knowledge sharing behavior is more numerous than respondents who have poor knowledge sharing behavior. Likewise, the proportion of respondents who have favorable job performance is greater than respondents with unfavorable job performance. Information is usually considered an individual's competitive advantage so that it is rarely shared with others, especially for those of different departments in Representative Office of Bank Indonesia, but sharing individual information can hone skills and increase credibility in the field. Sharing of knowledge, and the ability to acquire and implement knowledge are important skills that can contribute directly to improving organizational performance. When employees share not only knowledge, but also all job-related skills and information, they can gain a stronger ability to do their job.

This significant relationship supports the research by Kuzu and Ozilhan (2014) which found that knowledge sharing, measured by voluntarily sharing and conditionally sharing, has a mid-level positive association with performance of five star hotel employees in Antalya, Turkey. Masa'deh (2015) also found that knowledge management has positive effect on job performance of university lecturers in Jordan. This is also in line with Kuruppuge and Gregar (2017) who found that tacit and explicit knowledge sharing positively correlated with job performance of knowledge-based industries in Sri Lanka.

## **V. Conclusion**

Based on the results of the analysis and discussion in the previous chapter, the conclusions that can be drawn are as follows: 1) OCB has a significant positive direct effect on knowledge sharing behavior among Bank Indonesia employees, which means the higher the OCB possessed by employees, the better the knowledge sharing behavior; 2) Intellectual capital has a significant positive direct effect on knowledge sharing behavior among Bank Indonesia employees, which means the higher the intellectual capital possessed by employees, the better the knowledge sharing behavior; 3) OCB has a significant positive direct effect on job performance among Bank Indonesia employees, which means the higher the OCB possessed by employees, the more excellent their performance; 4) Intellectual capital has a significant positive direct effect on the job performance among Bank Indonesia employees, which means the higher intellectual capital possessed by employees, the more excellent their performance; 5) Knowledge sharing behavior has a significant positive direct effect on the job performance among Bank Indonesia employees, which means that the higher the knowledge sharing behavior, the more excellent their

performance. We also found indirect effects: 1) Knowledge sharing behavior mediates the indirect effect of OCB on job performance, and 2) knowledge sharing behavior mediates the indirect effect of intellectual capital on job performance.

Based on the conclusions, we have several suggestions: 1) Bank Indonesia should maintain and even improve the OCB and intellectual capital among employees in order to boost the knowledge sharing behavior which in turn can improve their job performance. The Representative Office of Bank Indonesia in East Java must also enrich their intellectual capital in accordance with their respective businesses, such as attending seminars, and training/ workshops. 2) Future studies are expected to distinguish between contract employees and permanent employees because they have different characteristics. Future studies are also expected to use more sophisticated analysis tools to show the interrelationships between variables.

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