

Effect of Knowledge Sharing dan Leader member Exchange (LMX) and Organizational Citizenship Behavior (OCB) to Indonesian Lecturers' Performance

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ABSTRACT

The goal of this study was to determine and analyse the effect that information sharing on University teachers' performance, to develop and analyse the effect of LMX on university lecturers' performance, to determine and analyse the impact of Organizational Citizen's Conduct (OCBs) on University lecturers' performance, etc. Quantitative techniques for interpretation are used in this study. Data collection took place in private Universities in Jakarta by offering electronic surveys for lectures. As data processing methods version 3.0 of SmartPLS was used. Data from 180 lectures in private universities by taking a snowball sample set. The outcome of this study is the exchange of information which has a positive and significant impact on lecture performance and the positive and significant impact on lecture performance and the actions of the OCB as a leader in membership (LMX).

Keywords: Knowledge Sharing , Leader member Exchange (LMX), Organizational Citizenship Behavior (OCB), Lectures' Performance

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INTRODUCTION

The careers of lecturers became highly competitive in the period of the Industrial Revolution 4.0. In this period, lecturers have more demands, both in terms of expertise and the opportunity to cooperate with different foreign class groups. Readers need to adapt to the Industrial Revolution 4.0. Learning patterns can not use the old patterns anymore and teachers must be in a position to pursue technical innovations to deliver highly competitive graduates. Professors also have a role to play in promoting enthusiasm and encouraging students and introducing learning items on the basis of test outcomes. Professors are also welcoming to students. A full sense of responsibility must be dealt with for lecturers in the age of the Industrial Revolution 4.0 and he must strive to determine his own expertise, as a lecturer who must plan human capital. Lecturers must constantly develop and strengthen their skills so that they are not left over by the times and can continue to live and become lecturers who have information on the future and not on the past. Problems with the Leader Member Exchange of the university (LMX) are focused on direct observation and interviews with many university professors. Several supervisors do not want to help and train subalterns and many subordinates do not follow their superiors' orders to avoid the success of their universities. The leaders'

exchange is an improvement in the efficiency of the linkage between supervisors and lecturers, which will boost both of them, according to [Kadiyono \(2020\)](#); [Bahdin \(2020\)](#); [Abidina \(2020\)](#); and [Yunita \(2020\)](#). However, the relationship between lecturers and supervision can in fact be divided into two relationships, namely a good relationship and a bad one. A good relationship promotes trust, positive attitude and loyalty for lecturers, but the opposite result is a poor relationship. The exchanges of leading members to the University, which play an important role in the organisational progress, are the actions of the lecturers, [Suheny \(2020\)](#); [Basri \(2020\)](#) and [Supriadi \(2020\)](#). Professors' well-treated care may offer lecturers a voluntary feeling to sacrifice for the company. It would also be able to increase the contribution of lecturers to the universities where the professors practise by means of constructive special care.

University OCB issues, including direct observation and interviews with a number of university lecturers, found that a large number of workers do not want to do their job outside of their main functions and many employees complain about their work and ask for incentives to discourage their university results. The problem was that many of them did not want to work without their main functions. The OCB is also described as actions which are

beyond their legal obligations, which are related not to direct compensation according to Fahmi (2020); Sartika (2020) and Achmadi (2020) OCB. So anyone with large OCB would not be compensated for in money, but will work more than planned if employees not only perform major tasks, but choose to do additional tasks as a service provider, such as helping coworkers to break with the organisation. Service customers are ready to make good use of their working time. Pro-social activity or additional acts outside the given university role description are referred to as the OCB. The OCB conduct of workers is one of the targets organisations really want. OCB-related issues at the university include that some workers also appear less integrated with their careers, despite having adapted to their educational context. That also makes the task sluggish and takes time to execute tasks that must be completed in a shorter time. In addition, the lack of clarity about the future of nurses, workers and non-stop siblings ensures that the conduct of the OCB is not demonstrated optimal by nurses, staff and midwives.

Problems relating to the exchange of information in universities include observing directly and interviews with a number of university professors, it has been found that some professors still have not wanted to share information with other staff, some supervisors and subordinates do not want to share knowledge with others and some supervisors do not want to teach their subordinates. So this may inhibit the university's results. The knowledge sharing is an activity where knowledge (information, ability, know-how) is shared with other people, friends, or even family members and the community in the organisation according to Fatoni (2020); Cahyono (2020) and Kartika (2020). Sharing information is not about offering or accepting something from other people. However, the exchange of information happens as people instinctively turn to each other to learn new skills and capacity for action. There is thus a desire to share information, which is not coerced or formally trained, to flow naturally and to assist others in their advancement or achievement of those objectives. The information sharing mechanism is often referred to as a process of learning, according to Fahmi (2020); Sartika (2020) and Achmadi (2020). This means that people gain understanding, new insights into something by sharing information, and that increase is one form of learning. The key emphasis of sharing knowledge is the capacity of a person to make knowledge clear to individuals, groups and organisations and to share it with them. In addition, a person should be able to contribute his or her knowledge through a framework established by the organisation in the knowledge management system rather than sharing it with others or with specific groups. The management of knowledge is the secret to the success of organisational knowledge sharing activities. For knowledge management to succeed in the organisation, the help of internal parties, namely employees in the organisation, is essential.

The good knowledge management will boost employer performance, namely by exchanging knowledge, according to Suheny (2020); Basri (2020) and Supriadi (2020) so that business performance can indirectly increase and have a competitiveness advantage. from. Besides making the best use of information, knowledge sharing can also provide opportunities to study knowledge in order to acquire or develop new knowledge. Innovation or exploratory knowledge sharing approach is expected to be a move towards knowledge

sharing in the future. With such a model of knowledge sharing, knowledge will be exchanged among individuals through the creation of a network of knowledge which ensures knowledge flow. The exchange of information helps workers overcome complicated everyday work issues. This research was designed to determine and analyse the impact of the sharing of information on the performance of lecturers in Universities, to evaluate and analyse their influence on the performance of lecturers and to determine and analyse the influence of the actions of organisational citizenry on the performance of lecturers.

LITERATURE REVIEW AND HYPOTHESES

Knowledge Sharing

The know-how sharing mechanism is a knowledge-management application that is important to achieve for an organisation to become a knowledge culture, according to Kadiyono (2020); Bahdin (2020); Abidina (2020) and Yunita (2020). The pattern of exchanging information would transform information into an organisation's asset. In research institutes and businesses, organisations. It is therefore important to share trust based information, which can be shared in the form of knowledge and confidence, a work culture and communication capable of compiling roadmaps and goals in terms of knowledge management. a. After undergoing a socialisation, externalisation, combination and internalisation process, this knowledge sharing can become new knowledge. New information resulting from socialisation, externalisation, combination and internalisation will be compounded if it undergoes a permanent SECI process. The externalisation mechanism (externalisation), which shifts the implicit information that is specifically known. You can use written papers and also if appropriate books to write down the know-how and knowledge gained. These texts can be very useful for those who need them. b. The method of merging, namely using current explicit knowledge to other explicit knowledge. This method is very beneficial to increase personal skills and productivity. Explicit knowledge can be combined and linked into new, more explicit knowledge. c. The process of internalisation is the shift in explicit knowledge as an inspiration for implicit knowledge to come. Learning in another language. I began working on references in previous manuals and books and found new insights, new understandings, and new knowledge which could not be learned from the book according to Fahmi (2020); Sartika (2020) and Achmadi (2020). d. The phase of socialisation, which converts tacit knowledge to other tacit knowledge. Stuff that are sometimes forgotten, too. A realistic example is learning from others, who may have a greater experience. This process enhances awareness and is also essential for improvement of oneself. This method will rotate, namely the externalisation, in the first method. The efficient new tacit knowledge process, the more explicit knowledge is created in the process of externalisation. In the following ways, knowledge sharing can be described: (1) the design of a conversation space. Especially conversational organisations are an important part of daily organisational life. This approach is therefore available in one of the wisdom-sharing techniques. 2) Awareness week or open forum. 2) Organizations may share information in a number of ways, including through departmental or cross-work units. Some of them will build a platform and appoint workers informally.

Leader Member Exchange

Leader Member Exchange is a two-way mechanism between leaders in building ties with each of their collaborators according to Dansereau *et al.* (1975). Graen and Uhl-Bien (1995) argue that LMX relies upon reciprocal employee-leader connexion. This philosophy also supporting leaders and workers to provide input to each other. Leader Member Exchange is also not limited to peer relations. Another Liden and Maslyn (1998) opinion says that LMX is working-related, respectful of leaders' abilities and experience, commitment to each other and a shared affection. By a combination of the theories outlined above, it may be inferred that LMX is a mutual relationship, which involves contact among leaders and employees through affection, mutual involvement, loyalty and respect between people. Good relationships between managers and workers are expected to boost business efficiency. Each employee and leader develops different relationships. They vary. Truckenbrodt (2000) says that an organisation can be grouped into two categories as the product of partnership and interaction between management and staff: 1. In-group: workers and leaders have a strong relationship in this relationship. In-group Both are based on feelings for each other of the same fate, faith and love. 2. Out-Group: The leader's role is more professional in relation to workers. This is because very little time has been given to come closer and workers have little time for their bosses, and only in the usual corridor of authority interactions is the relationship between the two. Basically, the Leader Member Exchange has several dimensions. Liden and Maslyn (1998, p.50) split into four dimensions, including: 1. Leader Member exchange. Affect refers to the intimacy between one person and another. Affection Such familiarity does not consider social status itself. The ties between employees and leaders, leaders with leaders and staff with employees may shape interactions. Liden and Maslyn (1998) add that the element of love may or may not depend on the type of relationship that occurs in the workplace. The time taken to develop a relationship between a leader and a subordinate appears to be different and some can create good connexions in a short time, but some are not. For the survival of the LMX, a shared partnership between management and employees is important. 2. A contribution is a belief that the activities of other individuals relate also to each entity in the organisation. Contribution (contribution) The participation factor is the understanding of task-oriented tasks at a certain level between leaders and workers for the achievement of common objectives, Liden and Maslyn (1998, p.50) suggest. The amount of work and knowledge they receive level 525 of a person's contributions can be seen. The presence of high quality contributions allows workers ready for leaders, colleagues and the business to make sacrifices. The higher the participation level of workers, the better the output of LMX. 3. Loyalty is loyalty and support offered to others, whether workers or leaders of the company. Loyalty Loyalty Liden and Maslyn (1998) suggest loyalty is how leaders and workers support each other in all circumstances. As stated in the statement Liden, Graen, Scandura (1986) and Maslyn (1998), leaders would rather allocate loyal staff employment. For the survival of the LMX, loyalty of workers and leaders is necessary to ensure the success of the organisation .. 4. Professional respect / respect for the job performed by others means professional respect or admiration.

professional respect / respect Awe can be focused on different factors, such as the ability to be this person or the success of the person that you admire. An employee's appreciation is due to the integrity of the chief. Liden and Maslyn (1998, p.50) announce that credibility can be built by historical data concerning a person, for example personal knowledge, comments from individuals as well as external individuals as well as awards. These good qualities are supposed to adhere in your everyday lives to people who have a high regard for the leader's success and interactions.

Organizational Citizenship Behavior

According to Vizano (2020), an individual effort that exceeds the demands of a position in the workplace is an organisational civic behaviour. This is a value-added to the person who is a type of pro-social behaviour which helps to promote productivity, namely positive, productive and meaningful conduct. In the Organizational Citizenship Behavior (OCB) as per Asbari (2020), 5 indicators are available, namely: 1. A behaviour intended to help colleagues to overcome their difficulties in difficult circumstances encountered by organisations and the North Sumatra University with their own difficulties. altruism (selflessness). This factor contributes to the actions of aid that is not responsible. 2. Behaviour, which seeks to deliver exceeds the expectations of the business. Conscience (carefully nature). This is a dimension that contributes to activities that go beyond the job designation as a workforce, according to Fatoni (2020); Cahyono (2020) and Kartika (2020). 3. Athletic conduct, which aims at tolerating circumstances which are not desirable in the organisation without raising objections or refusals. Someone with a high level of sport can boost a good working atmosphere among workers and create a favourable working environment. 4. A comportament that aims at maintaining good relations with colleagues, so as to prevent interpersonal difficulties. This dimension leads to mutual respect among employees. 5. A comportement intended to demonstrate a positive work attitude, including taking the initiative to help create processes or procedures for work, maintaining the resources of the company, and others; the social virtue (social morals). This factor contributes to the organisation's duty to increase the performance quality of their work. Meanwhile, Asbari (2020) offers an OCB definition, focused on modern political philosophy and theory. From this theoretical point of view, Graham suggested 3 OCB forms: 1. Obedience which outlines employee readiness to accept organisational rules and procedures and comply with them. 2. Loyalty (loyalty) that defines employees' desire to support and maintain their personal interests in the organization. 3. Participation that defines employee desire to actively improve any aspect of organisational life. Participation shall be: a. Social engagement, which defines employees' involvement in organisational and social events. For instance: attention should always be paid to specific organisational problems or attend informal meetings. b. Participation in activism, which defines employee ability to promote the company through encouragement and creative thinking. For example: contributing to the company and encouraging other staff to contribute ideas on organisation. c. Functional engagement that defines the commitment of employees exceeding the appropriate working standards. For example: voluntary work in additional tasks, overtime to finalise an essential Northern initiative, or additional training for the growth

of organisations.

Lecturer Performance

According to [Fatoni \(2020\)](#), [Cahyono \(2020\)](#) and [Kartika \(2020\)](#), the success is the result of work done in the organisation by a individual or group of people with the intention of achieving the goals of the organisation concerned. Legal, does not infringe the statute, and is morally and ethically in line. In another opinion, performance is the outcome or degree of progress of a person or the entire individual for a certain period of time in exercising an undertaking in relation to a number of different possibilities, such as standard job outcomes, goals or requirements. It can be argued that organisational efficiency is a company's degree of achievement in order to accomplish its objectives, which were successfully and efficiently decided upon for a certain period of time. In general the measurements of the performance variable can be divided into six classes: a. This indicator essentially tests the appropriateness of the resulting production to accomplish something that is desired. That performance indicator answers the question of whether we do the right thing (do we do the right thing?). B. This indicator tests the degree of process suitability for low cost production quality. Indicators concerning the effectivity of answering questions about the correctness of the work (are we doing it the right thing? C. Consistency this indicator tests the adequacy of the product's quality and the quality of the service provided as expected. d. A timely assessment of whether the work has been done correctly and on time. e. "The degree to which work has been performed well" is one of the simplest meanings of success by individuals ([Campbell et al., 1993](#)).

Hypothesis Development

Relationship Knowledge Sharing and lecture performance

Previous studies showed different findings and results on the link between information sharing and success. As done by [Asbari et al \(2019\)](#); [Fatoni \(2020\)](#); [Chahyono \(2020\)](#); [Fahmi \(2020\)](#) it shows the positive and important influence of information sharing on the results of the employee 's success and similar to the research done by [Purwanto et al , \(2019\)](#) by Bernard et al. From the summary of previous study, most studies indicate that sharing information has an influence on results.

Hypothesis 1: exchanging knowledge) has a positive impact on lecture output

Relationship leader member exchange (LMX) relationship with lecture performance

Previous studies showed numerous results and findings concerning the relationship between LMX and performance. As done by [Purwanto et al\(2019\)](#); [Kadiyono\(2020\)](#); [Bahdin\(2020\)](#); [Abidina \(2020\)](#); [Yunita\(2020\)](#) it showed the positive and important impact of Leader Member Exchange (LMX) on the performance of workers. Like research carried out by [Pramuno et al \(2019\)](#), [Asbari et al \(2019\)](#), which shows a positive and important impact on employee performance on the leading members' exchange (LMX). The overview of previous research shows that most studies show that exchanges of leading members (LMX) have a performance impact.

Hypothesis 2: LMX has a positive and powerful impact on reading output LMX

Relationship Organizational Citizenship Behavior (OCB) with Lecture performance

Previous studies have shown various results and findings about the relationship between Organizational Citizenship Behavior (OCB) and performance. As done by [Brenarto et al \(2019\)](#); [Suheny \(2020\)](#); [Basri \(2020\)](#); [Supriadi \(2020\)](#); [Sartika \(2020\)](#); [Achmadi \(2020\)](#) it shows that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance. Similar to research conducted by [Vizano et al \(2019\)](#), [Asbari et al \(2019\)](#), which shows that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance. From the description of previous research, it can be concluded that most studies show that Organizational Citizenship Behavior (OCB) has an effect on performance.

Hypothesis 3: Organizational Citizenship Behavior (OCB) has a positive and significant effect on lecture performance

METHODS

As an analysis tool, this review uses quantitative methods. Data collection was achieved through the distribution, in private universities in Jakarta, of online electronic questionnaires. Five responses to each closed question / statement issued, namely: strong agreement (SS) score 5, consensus (S) score 4, divergence (KS) score 3, divergence (TS) score 2, and sharp disagreement (STS) score 1. As data processing tools, PLS software and SmartPLS version 3.0 were used. Snowball data set of 180 lectures at private universities.

Table 1. Information descriptive of the sample

| Criteria | | Total |
|---------------------------|-----------------|-------|
| Age | < 30 years | 55 |
| | 30 - 40 years | 85 |
| | > 40 years | 40 |
| Working period as Teacher | < 5 years | 75 |
| | 5-10 years | 65 |
| | > 10 years | 40 |
| Highest education | Bachelor degree | 125 |
| | Master degree | 45 |
| | Doctoral degree | 10 |

Based on the returned questionnaire, a total of 55 papers between 30 and 40 years of age were obtained, some 85 lectures and those over 40 years of age were given. The

answering profile of the respondents was less than 30 years of age. In the category of work as lectures, for less than 5 years of work time, there were seventy five

lectures, sixty five presentations between five and ten years and 40 lectures over ten years. The highest level of education is based on 125 lectures, 45 MA lectures, and

10 PhD courses. The candidates will earn their doctorate in the field of education.

This model of study is based on literature review and previous research.

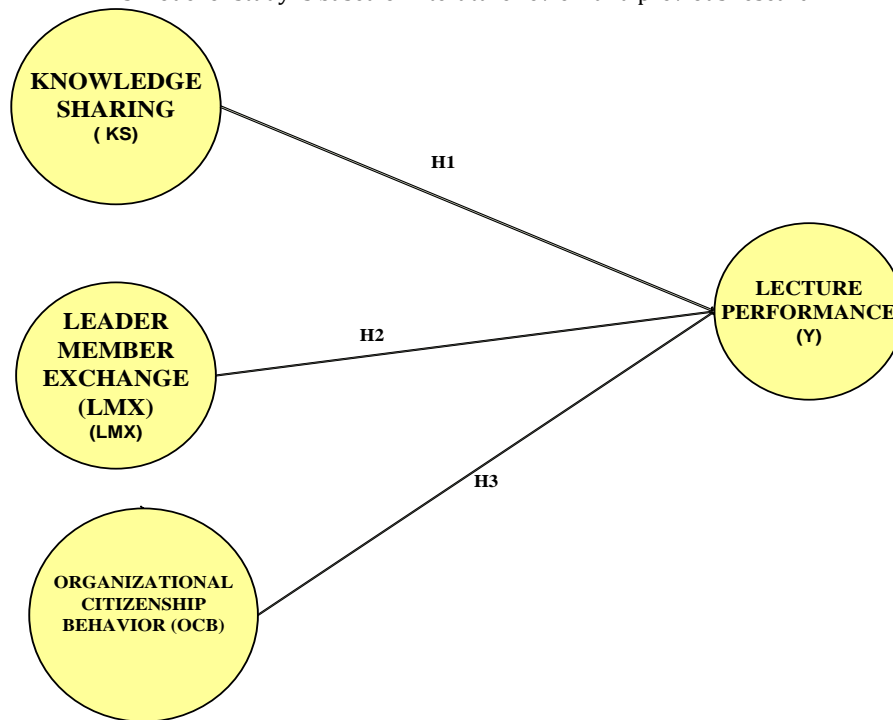


Fig 1. Research Model

Hypothesis 1: Knowledge Sharing has a positive and significant effect on lecture performance

Hypothesis 2: Leader Member Exchange (LMX) has a positive and significant effect on Lecture performance

Hypothesis 3: Organizational Citizenship Behavior (OCB) has a positive and significant effect on Lecture performance

The data obtained from the research results were then processed using data analysis techniques, namely Partial Least Square (PLS). PLS according to Wold in Ghozali (2008) is a powerful analytical method because it is not based on many assumptions. This study uses PLS as a data analysis technique with SmartPLS version 2.0 software. The PLS method has its own advantages including: the data does not have to have a normal multivariate distribution (indicators with category, ordinal, interval to ratio scales can be used in the same model) and the sample size does not must be big.

The stages used to analyze the data are Confirmatory Factor Analysis. Church and Burke in Widhiarso (2004) say that the Confirmatory Factor Analysis technique is a technique that is quite adequate in analyzing a simple model in seeing the functioning of the empirical construct (factor) in a structural model. One of the strengths of Confirmatory Factor Analysis is the degree of flexibility it has when applied to a complex hypothetical model. The purpose of this factor analysis is to explain and describe by reducing the number of parameters that exist. Confirmatory Factor Analysis constructs are used to see the validity of each indicator and to test the reliability of the construct. The criterion of indicator validity is measured by convergent validity. The indicator is said to

be valid with a convergent validity of loading value of 0.7 but for research in the early stages of development the loading value of 0.5 to 0.6 is considered sufficient, and can also be indicated by the Average Variance Extracted (AVE) value which is above 0.50. Construction reliability is measured by Composite Reliability and Cronbach Alpha. A construct is said to be reliable if it has Composite Reliability and Cronbach Alpha values above 0.70 (Ghozali (2008)). Research that emphasizes model building needs to be tested for suitability, including research using structural equation modeling. The Structural Model is evaluated using the Goodness of Fit Model, which shows the difference between the observed values and the values estimated by the model. In the regression model, Goodness of Fit (suitability testing) which shows an R2 value above 80% is considered good.

RESULTS AND DISCUSSION

Measuring models used during the research process include convergence in validity, discrimination in validity and composite reliability research. To evaluate the study hypothesis if all metrics in the PLS model fulfil the convergent validity criteria, the PLS analysis results can be used for discriminatory validity and reliability tests.

Convergent Validity Test

A convergence validity test is performed to verify the loading factor of each indicator. Late structures are assumed to be properly validated for most references, clarified by a weighting factor of 0.5 or more (Chin, 1998; Hair et al, 2010; Ghozali, 2014). In this analysis, minimum load factor size of AVE requirements for each construct > 0.5 are agreed (Ghozali, 2014).

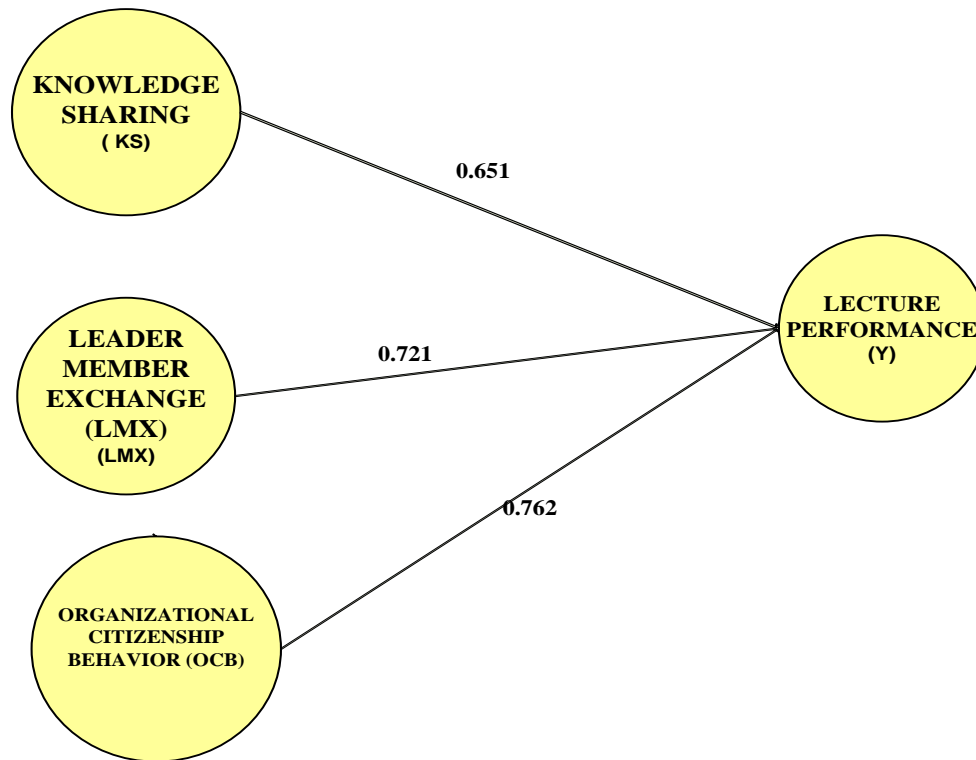


Figure 2. Estimation valid model

Construct Reliability Test

The value of alpha and composite durability of each building will determine the reliability of buildings. The composite reliability and alpha values of Cronbach are more than 0.7. (France, 2015). The results of both structures show composite stability and the alpha value of Cronbach is higher than 0.7 (> 0.7). Finally, all the constructs have been met with the necessary reliability. All indicators have a loading factor value above 0.5 so that the model meets the convergent validity

requirements, which is based on the estimation results of the PLS model in the picture above. Convergent validity is assessed from the AVE value in each construct, besides that it is also seen from the value of the loading factor on each indicator. AVE value for each construct of this research is above 0.5. So the convergent validity of this research model meets the requirements. In table 2 below can see the loading value, Cronbach's alpha, composite reliability, and AVE of each construct:

Table 2. Items, Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

| Variables | Items | Loadings | Cronbach's Alpha | Composite Reliability | AVE |
|--------------------------|-------|----------|------------------|-----------------------|-------|
| KS | KS1 | 0.672 | 0.761 | 0.903 | 0.814 |
| | KS2 | 0.651 | | | |
| | KS3 | 0.641 | | | |
| | KS4 | 0.760 | | | |
| | KS5 | 0.543 | | | |
| LMX | LMX1 | 0.711 | 0.812 | 0.970 | 0.731 |
| | LMX2 | 0.792 | | | |
| | LMX3 | 0.764 | | | |
| | LMX4 | 0.985 | | | |
| OCB | OCB1 | 0.875 | 0.733 | 0.988 | 0.965 |
| | OCB2 | 0.791 | | | |
| | OCB3 | 0.861 | | | |
| | OCB4 | 0.871 | | | |
| | OCB5 | 0.686 | | | |
| Lecture Performance (LP) | LP1 | 0.731 | 0.733 | 0.961 | 0.773 |
| | LP2 | 0.671 | | | |
| | LP3 | 0.851 | | | |
| | LP4 | 0.671 | | | |

Discriminant Validity Test

To ensure that each concept of each latent variable is different from other latent variables do discriminant validity. If the AVE squared value of each exogenous construct (diagonal value) exceeds the correlation between construct and another construct (values below

the diagonal) it can be interpreted that the model has good discriminant validity (Ghozali, 2014). AVE squared value is used as a result of the discriminant validity test by looking at the Fornell-Larcker Criterion Value obtained as follows:

Table 3. Discriminant Validity

| Variables | KS | LMX | OCB | LP |
|------------|--------------|--------------|--------------|--------------|
| KS | 0.969 | | | |
| LMX | 0.642 | 0.956 | | |
| OCB | 0.615 | 0.665 | 0.976 | |
| LP | 0.809 | 0.823 | 0.834 | 0.907 |

The results of the discriminant validity test in table 3 above can conclude that the model meets the discriminant validity show by all constructs that have AVE square root values above the correlation value with other latent constructs (through the Fornell-Larcker criteria).

Hypothesis Test

The inner model test was referred to as the PLS hypothesis test. In this test are included a test of the

importance of direct and indirect effects and a measurement of the exogenous variables impact on endogenous variables. T-state tests of the partially least squared analysis model (PLS) are conducted using the direct effect test with the aid of the SmartPLS 3.0 programme. The following table contains the bootstrapping strategy, R Square and sense test values:

Table 4. R Square Value

| | R Square | R Square Adjusted |
|----------------------------|----------|-------------------|
| Lecture Performance | 0.889 | 0.776 |

According to Table 4 above, the performance of the R-square lecturers (LP) is 0.889 which means that the reading's performance variable (IP) can explain the remaining 11.1 percent (not addressed in this study) with Information sharing Dan Leader Exchange (LMX)

and Organizational Citizenship Behavior (OCB)). Although Table 5 shows the effect between the above listed research variables, T statistics and P values are displayed.

Table 5. Hypothesis Test

| Hypothesis | Relationship | Beta | SE | T Statistics | P-Values | Decision |
|------------|--------------|-------|-------|--------------|----------|-----------|
| H1 | KS -> SP | 0.209 | 0.054 | 5.621 | 0.002 | Supported |
| H2 | LMX -> SP | 0.461 | 0.072 | 4.231 | 0.002 | Supported |
| H3 | OCB -> SP | 0.321 | 0.056 | 3.641 | 0.001 | Supported |

DISCUSSION

Based on Table 5 above, it shows that the relationship between all hypotheses is significant with a T-statistic of greater than 1.96 or > 1.96) with a p value of less than 0.050 <0.050, thus all hypotheses in this study are accepted.

Relationship between Knowledge Sharing and Lecture Performance

Based on Table 5 above, the relationship between knowledge sharing and reading performance in hypothesis 1 is important with a T-statistic of 5,621 above 1,96 or > 1,96 having a p value of 0.002 below 0.050 · 0.050 Hypothesis 1 being acknowledged, the relationship between knowledge share and reading performance is positive and meaningful. The relation between knowledge sharing and reading. This is in line with the research carried out by Asbari (2019) and Purwanto (2020), which shows that the exchange of

knowledge has a major performance impact. Vizano's (2020) research indicates that the exchange of information has a major impact on results. Research conducted by Kadiyono (2020); Bahdin (2020); Abidina (2020) and Yunita (2020) also says that a major impact is put on success through the sharing of information.

Relationship between Leader member Exchange (LMX) and lecture Performance

The relationship between leader exchange (LMX) and reading performance in hypothesis 2 indicates, on the basis of Table 5 above is important with a T-statistic of 4231 higher than 1.96 or 1.96, and a p-value of 0.002 less than 0.050 < 0.050; hypothesis 2 The relationship between leader member exchange (LMX) and reading performance is positive and meaningful. These findings are aligned with Purwanto (2019) and Asbari (2020) research which shows that the Leader Member Exchange (LMX) has a significant performance impact. Vizano 's

research (2020) also shows that Leader Member Exchange (LMX) has a substantial performance influence. Kadiyono research (2020); Bahdin research (2020); Abidina (2020); Yunita (2020) also reports that the success effects of the LDA member Exchange (LMX).

Relationship between Organizational Citizenship Behavior (OCB) and Lecture Performance

Based on the above Table5, a relationship between OECB and Hypothesis 3 is shown to be significant with a T statistics of 3,641 higher than 1,96, or $> 1,96$ with a p-value of 0,001 lower than $0,050 < 0,050$, hypothesis is thus accepted, the correlation between the OECB and the OECD's Readings Perfect. These findings are consistent with research by Purwanto (2019) and Asbari (2020) which indicates that the performance of organisational citizenship (OCB) is important. Research by Vizano (2020) indicates also that the behavioural effects of Organizational Citizenship (OCB) on success are important. Analysis by Fatonia (2020); Cahyono (2020); Kartika (2020); Sartika (2020); Achmadi (2020) also suggests a major impact on performance of Organizational citizenship behaviour (OCB).

Greater LMX will boost employee engagement with the company. The results of the study showed that exchanges between leaders had a direct impact on the dedication of organisations. The more interactions between superiors and subordinates, the stronger the commitment of organisation and vice versa, if interactions between superiors and subaltern are low or negative, the employee's commitment to the business would be low. Changes to the LMX variable are accompanied by output adjustments for the lecturer. Kadiyono (2020); Bahdin (2020); Abidina (2020) and Yunita (2020) claim that an increase in LMX can enhance staff efficiency. The opinion, according to Fahmi (2020); Sartika (2020) and Achmadi (2020) that employees appear to be able to work more than their share, work immediately, take more initiative, and work in a better way when the relationship between their employees and leaders is well defined. This is supported by the opinion. The conduct of organisational civics (OCB) has a direct influence on the success of the lecturer. As the organisational civic conduct variable (OCB) increases or decreases, the reader's output variables may increase or decrease. According to Suheny (2020), Basri (2020) and Supriadi (2020) have reported that a high level of organisational citizenry (OCB) can have a positive effect on improving teacher performance. The results are based on the findings of the analysis. LMX is a way that leaders and subordinates communicated. This can be accomplished by employee leadership and, vice versa, subalterns can build and perceive relationships of exchange .. A high quality partnership is provided that mutual dependency, commitment and assistance are possible, so that lecturers can function calmly and perform at great levels. If the lecturer is strongly organisational citizenship-based (OCB) the linkage would be even greater. So, when the OCB behaviour in employees is high, LMX will also have greater effects on their performance.

The conduct of organisational citizenship suggests that lecturers typically have high degree of organisational citizenship. Similarly, the following conclusions can be drawn with the five dimensions, that is to say, altruism, consciousness, sport, civic morality, and courtesy: the conduct of university organisational citizenship has an average meaning, which can be graded as good or high, very high or very good, and the perception of employees

that are uniform or equal. Organizational actions will improve the effectiveness and competitiveness of workers and organisations that eventually contribute to an organisation's successful functioning. This scale measures the cinquas dimensions of OCB as Altruism, which helps some persons, including replacements for employees who are absent or break off, helps others whose job is overwhelmed, helps to orient new lecturers even if they are not needed, and helps others with their assignment if they do not. Come in, spend time helping people with job problems. This is above the minimum expectations, such as attendance, adherence to laws, etc. Arrive soon so that when the schedule begins, you are ready to work. Each day punctual, regardless of the season or traffic, etc. Talk in telephone conversations as required. Do not spend time outside of work in discussions. If needed, hurry up. Don't take excess time even though you have 6 (six) days extra work. Sporting skills or the ability to bear without complaint, stop moaning and cursing practises, find no fault in the company, do not complain about anything, and do not exaggerate out of proportion issues. Civic virtue is an organisational associate. For example , pay attention to the roles that support the reputation of the organisation, pay attention to important meetings and help coordinate departmental co-operation. Courtesy, which stores knowledge about events and organisational changes, monitors changes and organisational trends, reads and monitors announcements and takes care of what is best for an organisational organisation

CONCLUSIONS

From these findings, LMX has a major positive influence on university performance , which means, the higher LMX quality the higher the performance. In comparison, the lower the LMX quality, the lower its performance. The positive influence on university performance of information sgarng means that, the greater LMX efficiency, the more university performance. In comparison, the lower the LMX quality, the lower the output. Organizational civic behaviour (OCB) has an important positive impact on university performance, because the higher the OCB, the higher the reverse performance, the lower the OCB, the lower the performance will. the more the OCB, the lower the OCB, is. Leading and subordinate LMX's a form of interaction. This relationship can be built by employees' leadership, and vice versa, subordinates can build and interpret relationships between superiors. A partnership of high quality can take place in a situation where there is shared dependence, commitment and encouragement such that workers can function happily and perform highly .. If the employee has a strong organisational commitment, this connexion would be even greater .. So the LMX has a higher effect on its efficiency, if the employee 's organisational contribution is important. University leaders must continue to enhance and sustain the standard of OCB and organisational dedication to enhancing the performance of each faculty member, so that everyone can grow their ideas and further improve their performance, work together in teams, and also engage in various activities and work and therefore increase the performance of the lecturer and the university. T Additional variables not mentioned in this analysis should be studied for further studies.

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