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THE INFLUENCE OF KNOWLEDGE MANAGEMENT, LEADER MEMBER EXCHANG ANDJOB EMBEDDEDNESS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: AN EMPIRICAL STUDY ON INDONESIAN PUBLIC SECTOR GOVERNANCE EMPLOYEE

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ABSTRACT

This study discusses the Policy Evaluation of the Special Effort Program for the Development of the Rice Agriculture Sector (UPSUS) in Tinggar Jaya Village, Jatilawang District, Banyumas Regency. The UPSUS program aims to develop the agricultural sector, especially in the rice commodity sector as an effort to increase crop productivity and as an effort to improve national food security. It is hoped that the UPSUS program in increasing the productivity of rice farming will gradually be able to reduce rice imports which are carried out almost every year by the government. With the UPSUS program, local farmers will be able to increase agricultural productivity and be able to meet national rice needs. This research was conducted using a descriptive qualitative research method with a case study approach related to the evaluation of the UPSUS program. The data sources used are primary data directly with interviews and secondary data sourced from relevant data and references. The results of this study are seen from the aspect of the target group of the UPSUS program, where the main target group is farmers who are members of farmer groups in Tinggar Jaya Village. The stakeholder groups involved are the local government, the Banyumas Military District Command, the village government and farmer groups. Farmers' understanding of the UPSUS program which is implemented in general has been well implemented, with support from the government related to the assistance of agricultural equipment and repair of irrigation facilities to support the success of the UPSUS program in the development of the rice farming sector. The implementation of the UPSUS program is a model for the development of the agricultural sector which not only seeks to increase rice commodities but also changes the paradigm of farmers to develop modern agricultural models in a sustainable manner as an effort to increase farmers' welfare.

Keywords: *Policy Evaluation, UPSUS Program, Food Security*

PENDAHULUAN

In this global era, there are so many changes that often occur that reguire a company to always look at the demands of change and make many ways and efforts to create strategies and policies that are in accordance with environmental changes to be able to cope with any changes that will occur in the environment. As is evident, the rapid development of technology has changed the work system in the organization. Widyastuti et.al (2023) states that changes to the work system show a positive impact related to the use of digital technology in the delivery of public services so that they are more flexible, efficient and transparent. According to Afsar et al. (2016).Sekiguchi et al. (2008) every organization has various efforts in creating an ideal work environment, behavior Organizations play an important role in realizing guality human resources. According to Marfuatun et al. (2021) the success of a company in achieving its goals cannot be separated from the role of its employees. Employees in a company are not merely objects in achieving goals, but more than that, employees are also objects of actors. Without employees, companies and organizations cannot realize all the plans they have made, because it is in the hands of employees that all of this will develop. If an employee in doing everything, is not always driven by things that are profitable for him, but because the employee will have a feeling of satisfaction if he can help or do something that has more of a role, then this condition can be calledas organizational citizenship behavior or also called Organizational Citizenship Behavior (OCB). Susilatun et.al (2023) states that in practice the dynamics of implementing the merit system are quite complex due to the influence of environmental conditions in which the system is implemented, so that the progress of implementing the merit system between one agency and another is different considering that there are different social and geographical environmental contexts.

In the era of globalization that is getting faster, the development of organizations makes competition within the organization increasingly stringent. According to Zheng et al. (2010). Ndlela et al. (2001) an organization must have a strong vision and mission so that it has high competitiveness. Important knowledge for companies to acguire this knowledge must have a competitive advantage in the business world. Including technical knowledge and business development strategies as well as business development strategies resulting from work or performance produced by employees. According to Abdillah (2021) performance is things that are displayed by a person/employee or a process related to work. Performance is not the end of a series of work processes, but the appearance of totality that starts from the activity factors of process inputs, outputs and outcome materials. According to Kasmiruddin et al. (2022), Marfuatun et al. (2021) performance appraisal is the basis for determining remuneration. Employee performance appraisal is basically a major factor in developing an efficient and effective organization, and for evaluating work performance. Employees are one of the main keys/success of the establishment of an organization. Employees must have high competence to be in line with what the company wants to achieve.

Organizational Citizenship Behavior is the positive behavior of people in the organization. According to Abdillah 2021): Baety et al. (2022) OCB expressed in the form of a conscious and voluntary willingness to work, contributing to the organization more than what is formally reguired by the organization. Organizational Citizenship Behavior is an expression of love, loyalty and a high sense of belonging from members of the organization. If in an organization there are people who have high OCB, it can be expected that the organization will be able to face challenges that arise from environmental changes, both internal and external. According to Karavardar (2014).Liao et al. (2011)..Zheng et al. (2010): Ndlela et al. (2001) employee motivation to engage in Organizational Citizenship Behavior is determined by how much the employee wants to engage in the behavior and how much the employee feels that he or she must engage in some behavior. Employees may want to engage in a behavior, for the sake of employees, for the sake of other people (both leaders and co-workers, or for the organization itself. There are many factors that can influence the behavior of employees' Organizational Citizenship Behavior, one of which is leader member exchange and job embeddedness which will be discussed deeper into this research. The study found that employees feel satisfied if superiors are friendly and understanding, give praise for good performance, listen to employees' opinions and show concern for employees. According to Husain et al. (2016). Kasmiruddin et al. (2022) stated that if the interaction between superiors and subordinates is of high guality,

then a superior will have a positive view of his subordinates so that subordinates will feel that superiors provide a lot of support and motivation.

According to Risa et al. (2019), Wijayanto et al. (2004) with a mature leadership relationship (high LMX), superiors and subordinates experience mutual influence, extracontractual behavior, mutual respect and liking, internalization of the same goals. This extra contractual behavior reflects Organizational Citizenship Behavior. In addition to the Leader Member Exchange factors that affect Organizational Citizenship Behavior, this study will also discuss job embeddedness that will affect Organizational Citizenship Behavior. Job embeddedness is the employee's attachment to his job and organization which is influenced by aspects from within the job (on the job) and outside the job (off the job). According to Putra et al. (2021), Rahmati et al. (2021) argues that employees who have job embeddedness in their work will feel more attached to colleagues, work, and organizations and express this attachment by maintaining their membership status in the organization where they work. In addition, job embeddedness is also a network that allows individuals to remain in the organization, where the network is divided into the organization itself and the communities within it.

In fact, the theory of job embeddedness is not yet fully applicable in the Public Sector Governance Employee environment, where there is still an unfavorable relationship between employees or superiors, this causes a high sense of discomfort. According to Afsar et al. (2016) the incompatibility of good relations felt by the Public Sector Governance Employee makes employees not have a high sense of sacrifice for work or what is called sacrifice, the sacrifices made by employees for their work do not necessarily come from the deepest heart of the employee but because of bad feelings and respect by order superiors so that employees decide to work overtime, because the work environment is not comfortable and not conducive, employees are not willing to sacrifice their time for work the job. The bond between employees and their work and organization will affect the performance of these employees. This is supported by the opinion of the research conducted. According to Putra et al. (2021), Risa et al. (2019) which states that job embeddedness is an individual's attachment to a job that makes the individual loyal and continues to work for the company. According to Rahmati et al. (2021) Individuals who have a bond with their work are always willing to devote their energy to animate the company because the individual is aware that the company exists need it. Individual loyalty and individual attitudes that continue to work for the company can encourage the company to achieve company goals. Liao et al. (2011)..Zheng et al. (2010) Individual bond This can make individual performance more optimal. The researcher intends to measure its relation to organizational behavior, including the individual behavior of university employees and how the can manage employees, work environment, so that they can be in line with organizational goals, especially if the Organizational Citizenship Behavior in the organization grows well, then it becomes one of the strong factors underlying this research.

According to Afsar et al. (2016):Sekiguchi et al. (2008) knowledge sharing is a systematic process of sharing knowledge, from one party to another using various media and methods. Sharing knowledge that occurs in organizations can be divided into two types, namely sharing tacit knowledge and sharing explicit knowledge. Implementing knowledge sharing practices in organizational life is not an easy task, because it reguires awareness and commitment by each individual to remain consistent in implementing knowledge management practices. one says that knowledge sharing is communication. between people, which involves the exchange and reception of other people's knowledge, and one of the principal ways of sharing knowledge is like human interaction. According to Zheng et al. (2010): Ndlela et al. (2001) culture of knowledge sharing can develop new general competencies in people as well as sharpen existing competencies, such as generating new ideas, interacting, interpersonal bonds, prioritizing things, creativity, planning, problem solving, and team working. The application of knowledge sharing is expected to meet the information and knowledge needs of employees, then to improve employee performance through individual competence. According to Putra et al. (2021). Rahmati et al. (2021) show knowledge sharing has a significant impact on employee performance. According to Wijayanto et al. (2004) showed that knowledge sharing does not directly affect employee performance. For an organization or company, "factors that stimulate employees to behave

in a certain way to achieve their goals, with work, and consider the direction, intensity and persistence

RESEARCH METHOD

This study uses an explanatory research approach, which aims to explain the causal relationship between the research variables and the testing hypothesis. This type of research is an associative and guantitative type. To examine how a variable is related or related to other variables, or whether a variable is influenced by other variables. This type of research is an associative and guantitative type. The population in this study are all Public Sector Governance Employees with a total of 670 mployees. The sampling method in this study uses a non-probability methodsampling with a total sample of 232 employees determined by the simple random sampling method. Data collection technigues used online guestionnaires, while data analysis technigues in this study used structural eguation modeling (SEM) analysis.

The hypothesis of this research is

Based on the literature review that has been discussed and the empirical studies above, the following is a discussion of the results of the research as an attempt to synthesize theoretical studies with empirical findings. The detailed discussion of the results of the analysis and testing of the research hypothesis is described as follows:

H1: Knowledge management has a positive and significant effect on Organizational Citizenship Behavior

H2: Leader Member Exchange has a positive and significant effect on Organizational Citizenship Behavior

H3:Job Embeddedess has a positive and significant effect on Organizational Citizenship Behavior

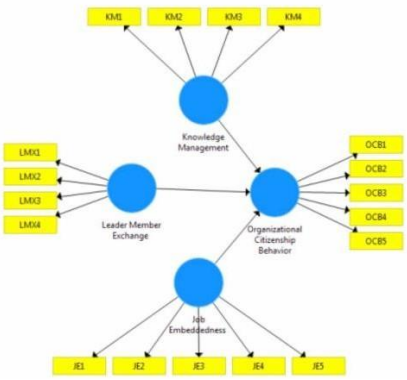

Figure 1. Research Model

RESULTS AND DISCUSSION

Convergent validity is used to measure the correlation between item scores and construct scores, the higher the correlation the better the validity of the data (Purwanto, 2021). Measurement can be categorized as having convergent validity if the value of the loading factor is » 0.7. Figure 2 shows that all loading factors have values » 0.7, s0 it can be concluded that all indicators have met the convergent validity criteria, because there are no indicators for all variables that have been eliminated from the model. A variable is said to meet construct reliability if it has a composite reliability value of —» 0.7 and a crobanch alpha value of » 0.7 has a good level of reliability for a variable (Purwanto et al., 2021). Table 1 shows the results of the reliability test analysis using the SmartPLS tool which states that all composite reliability values are greater than 0.7, which means that all variables are reliable and meet the test criteria. Furthermore, the cronbanch's alpa value also shows that all cronbanch's alpa values are more than 0.6 and this shows the level of variable reliability that also meets the criteria.

Hypothesis	T Statistics	P Values	Results
Knowledge management – Organizational Citizenship Behavior	2.276	0.000	Supported
Leader Member Exchange – Organizational Citizenship Behavior	5.805	0.000	Supported
Job Embeddedess - Organizational Citizenship Behaviour	5.601	0.000	Supported

Table 1. Reability Testing

After a research model is believed to be fit, a hypothesis test can be carried out. The next step is to test the hypotheses that have been built in this study. In this case, the bootstrapping method was carried out on the sample.

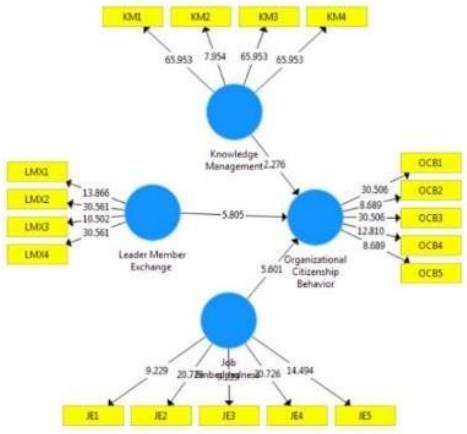

Figure 2. Hypothesis Testing

Testing with bootstrapping is intended to minimize the problem of abnormal research data. The final step of the test using the smart Pls application is a hypothesis test and is carried out by looking at the results of the bootstrapping value. This test is carried out by selecting the calculate menu and after that a menu option appears, then selecting bootstrapping.

	Cronbach's Alpha	Composite Reliability	(AVE)
Knowledge management	0.806	0.826	0.643
Leader Member Exchange	0.803	0.808	0.634
Job Embeddedness	0.813	0.909	0.729
Organizational Citizenship	0.834	0.974	0.723

Table 2. Hypothesis Testing

The Effect of Leader Member Exchange on Organizational Citizenship Behavior

From the results of testing the first hypothesis, it can be concluded that there is a positive and significant influence of Leader Member Exchange on Organizational Citizenship Behavior with a value of tcount » ttable (5.806 » 1.96) with a significance of 0.000 «0.05, so Ha is accepted and Ho is rejected, meaning the hypothesis (H1) shows the results of leader member exchange have a positive and significant effect on Organizational Citizenship Behavior in Public Sector Governance Employee. According to Rahmati et al. (2021) Leader Member Exchange is a theory about leadership that relates to improvements between leaders and subordinates in achieving organizational goals as the main goal. According to Afsar et al. (2016).Sekiguchi et al. (2008).Karavardar (2014) the basic premise of the Leader Member Exchange theory is that within an organization, leaders develop different types of relationships with their subordinates, and the leader determines that there is a special relationship with a group consisting of several followers. This group is divided into two, namely in-group and out-group. On the in-group, subordinates more trusted, get more attention from superiors, and get special rights. Subordinates in the out-group only get little time given by the leader, little control given by the leader, and the leader's relationship with the out group. This research is supported by the research conducted According to Risa et al. (2019). Wijayanto et al. (2004) stated in their research that

Leader Member Exchange influences Organizational Citizenship Behavior.

The Effect of Job Embeddedess on Organizational Citizenship Behavior

From the results of testing the first hypothesis, it can be concluded that there is a positive and significant effect of Job Embeddedness on Organizational Citizenship Behavior with tcount ttable (5.601 — 1.96) with a significance of 0.000 «0.05 then Ha is accepted and Ho is rejected meaning the hypothesis (H2) shows the results of job embeddedness positive and significant effect on Organizational Citizenship Behavior in Public Sector Governance Employee. Employees who have a bond with their work and organization will always influence the employee's performance. According to Afsar et al. (2016): Ndlela et al. (2001) the psychological attachment of employees can affect their sense of responsibility, this psychological attachment will make employees care about organization and has an impact on the willingness of employees to behave extra towards the organization. Individuals who feel a bond with their work and organization make them individuals Such positive behavior can contribute to the efficiency and effectiveness Of organizational functions, and can encourage the creation of organizational citizenship behavior (OCB). In connection with this opinion, individuals who feel a bond with their work and organization will affect the individual's performance in relation to it encourage the efficiency and effectiveness of organizational functions and can encourage the creation of organizational citizenship behavior (OCB). This research is in line with research that done by Putra et al. (2021), Rahmati et al. (2021). Risa et al. (2019) stated job embeddedness has a positive effect on organizational citizenship behavior (OCB).

The Effect of knowledge management on Organizational Citizenship Behavior

The relationship between knowledge management and organizational performance Knowledge anagement is with tcount » ttable (2.276 » 1.96) with a significance of 0.000 «0.05 justified as an important tool in sustaining competitive advantage and mprovement of organizational performance. It goes on to say that knowledge management arises as a source of competitive advantage sustainable . Research on knowledge management and company performance of small and medium enterprises provides understanding that the process of knowledge management shows a positive contribution to company performance. This research supports the research conducted by Wijayanto et al. (2004), Zheng et al. (2010). Ndlela et al. (2001) where management knowledge has a significant effect on company performance. Knowledge management is a business concept, encompassing jointly-approved, coordinated and purposeful managed ventures managing organizational knowledge through the process of creating, structuring, disseminating and implementing to improve organizational performance and create value. Several studies, both conceptually and empirically, provide findings in the form of the relationship between knowledge management and organizational performance. The relationship stating that management knowledgement contributes to organizational performance is prove through research by Rina et al. (2019), Sukmayanti et al. (2018) and research by Sukmayanti et al. (2018): Nugroho et al. (2021) For most industries, knowledge management is the most important main basis for facing future business competition. Knowledge management through knowledge acguisition, knowledge creation, knowledge storing and knowledge sharing has had a positive impact on the company's operational performance. Knowledgemanagement provides benefits to construction companies and the manufacturing industry which play a role as project knowledge management so that the company's performance is achieved in the effective use of project work tools, documentation systems, and periodic improvements to continued projects. This shows that Knowledge management has a significant influence on company performance which is acceptable.

Leader Member Exchange is focused on assessing the interaction between superiors and subordinates, the level of closeness of the relationship between leaders and subordinates indicates a positive relationship between superiors and subordinates in an organization. The guality of the relationship between superiors and subordinates can improve performance between the two . Leader Member Exchange theory rests on the assumption

that leaders influence employees in an organization through good guality relationships, high guality relationships characterized by trust, desire, respect, professionalism, and loyalty. Employees who have ties to work and their organization will always influence the performance of these employees. Employee psychological attachment can affect a sense of responsibility, this psychological attachment will make employees care about the organization and have an impact on the willingness of employees to behave extra towards the organization. Individuals who feel there is a bond with their work and organization make the individual behave positively which can contribute to the efficiency and effectiveness of organizational functions, and can encourage the creation of organizational citizenship behavior (OCB). In relation to this opinion, individuals who feel a bond with their work and organization will affect the individual's performance in terms of encouraging the efficiency and effectiveness of organizational functions and can encourage the creation of organizational citizenship behavior (OCB).

CONCLUSION

Based on the results of hypothesis testing, the following research conclusions are obtained: Partially, Leader member exchange has a positive and significant effect on Organizational Citizenship Behavior on Public Sector Governance Employee, Partially, Job Embeddedness has a positive and significant effect on Organizationl Citizenship Behavior on Public Sector Governance Employee, and simultaneously Leader member exchange and job embeddedness have a positive and significant effect on Organizationl Citizenship Behavior on Public Sector Governance Employee. Through knowledge management, companies collect and generate information and knowledge about their customers, competitors and suppliers. The same research was also carried out by researching the influence of knowledge management resources on company performance, the aim is to prove the role of knowledge management on company performance. Results research proves that knowledge management has a positive effect on company performance. Knowledge management has three choices of roles that can be carried out, namely (1) knowledge management has the role of managing knowledge, concentrating on the codification of knowledge and placing it in a repositioning of knowledge that can be accessed by employees according to their authority, (2) knowledge management is directed at bringing together people who have knowledge with people who need knowledge with identification according to their respective needs: (3) knowledge management combines the first and second options, growing larger resources, because if the resources are insufficient then knowledge management can become stagnant and unfocused. The limitation of this study and which can be taken into consideration in future research is the small sample size which might reduce the power of statistical testing. For future research it is expected to consider the type of organization that will be the object of research, this is because the forms of implementation of knowledge management and organizational culture that each organization has are different.

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