



**THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN MEDIATING
THE EFFECT OF KNOWLEDGE MANAGEMENT AND PERCEIVED
ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE AT SMKN 1
MEDAN**

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ABSTRACT

In an era of globalization and increasingly competitive work environment, organizations are required to improve the quality of their human resources to achieve optimal performance. High-performing employees not only directly contribute to achieving organizational goals but also play a role in creating a productive and harmonious work environment. One factor suspected of influencing employee performance is Knowledge Management (KM), namely the process of managing knowledge within an organization that includes the creation, storage, distribution, and effective application of knowledge. With good KM implementation, employees can utilize available information and knowledge to improve work efficiency, make informed decisions, and enhance creativity and innovation.

Furthermore, Perceived Organizational Support (POS), or employee perceptions of organizational support, is also a crucial factor in improving performance. POS reflects the extent to which employees feel valued, cared for, and supported by the organization. Employees who perceive organizational support tend to be highly loyal, more motivated, and more willing to contribute to achieving organizational goals. Previous research has shown that POS can increase employee job satisfaction, commitment, and positive behaviors that contribute to performance.

Furthermore, Organizational Citizenship Behavior (OCB) can act as an intervening variable in the relationship between KM and POS on performance. OCB reflects voluntary employee behavior that is not directly regulated by the formal system, but helps the smooth functioning of the organization, such as helping coworkers, showing initiative, and voluntarily complying with



regulations. Employees with high OCB tend to show better performance because they not only focus on formal tasks but also support the creation of a positive and productive work environment. SMKN 1 Medan as an educational institution that has a strategic role in producing competent human resources also faces challenges in improving employee performance. Therefore, it is important to examine how Knowledge Management and Perceived Organizational Support can influence employee performance through Organizational Citizenship Behavior as an intervening variable. This study is expected to provide a more comprehensive understanding of the factors that influence employee performance and become a reference for school management in designing effective human resource management strategies.

Keywords: Kinerja, Knowledge Management, Organizational Citizenship Behavior, dan Perceived Organizational Support.

INTRODUCTION

In the era of globalization and increasingly competitive work competition, organizations are required to improve the quality of their human resources to achieve optimal performance. High-performing employees not only make a direct contribution to achieving organizational goals but also play a role in creating a productive and harmonious work environment. One factor suspected of influencing employee performance is Knowledge Management, namely the process of managing knowledge within an organization that includes the creation, storage, distribution, and effective application of knowledge. With good implementation of Knowledge Management, employees can utilize available information and knowledge to improve work efficiency, make the right decisions, and increase creativity and innovation.

Furthermore, Perceived Organizational Support, or employee perceptions of organizational support, is also a crucial factor in improving performance. POS reflects the extent to which employees feel valued, cared for, and supported by the organization. Employees who perceive organizational support tend to be highly loyal, more motivated, and more willing to contribute to



achieving organizational goals. Previous research has shown that POS can increase employee job satisfaction, commitment, and positive behaviors that contribute to performance.

Furthermore, Organizational Citizenship Behavior (OCB) can act as an intervening variable in the relationship between KM and POS on performance. OCB reflects voluntary employee behavior that is not directly regulated by the formal system but contributes to the smooth functioning of the organization, such as helping coworkers, showing initiative, and voluntarily complying with regulations. Employees with high OCB tend to perform better because they focus not only on formal tasks but also support the creation of a positive and productive work environment.

As an educational institution with a strategic role in producing competent human resources, SMKN 1 Medan also faces challenges in improving employee performance. Therefore, it is important to examine how Knowledge Management and Perceived Organizational Support can influence employee performance through Organizational Citizenship Behavior as an intervening variable. This research is expected to provide a more comprehensive understanding of the factors influencing employee performance and serve as a reference for school management in designing effective human resource management strategies.

LITERATURE REVIEW

1. Performance

Employee performance is one of the main indicators in assessing the effectiveness and success of an organization in achieving its goals. According to Robbins and Judge (2017), performance is the work results achieved by individuals from assigned tasks and responsibilities, both quantitatively and qualitatively. This shows that performance not only assesses how much work is completed, but also takes into account the quality, timeliness, and impact of the work. Mathis and Jackson



(2011) added that performance can be measured through certain standards, including productivity, output quality, and an individual's ability to solve problems that arise during the work process. Meanwhile, Mangkunegara (2016) emphasized that performance is the result of a person's work in achieving organizational goals that are influenced by the ability, motivation, and support or opportunities provided by the organization. From these various definitions, it can be concluded that performance is the work results achieved by individuals through a combination of ability, motivation, and organizational support, which includes both processes and results, and has direct implications for the productivity and quality of organizational services. From these various definitions, it can be concluded that performance is the work results achieved by individuals through a combination of ability, motivation, and organizational support, which includes both processes and results, and has direct implications for the productivity and quality of organizational services.

2. Knowledge Management

Knowledge Management (KM) is the process of managing an organization's knowledge to create added value and competitive advantage. According to Alavi and Leidner (2001), KM encompasses the creation, storage, distribution, and application of knowledge for effective decision-making and improved organizational performance. Nonaka and Takeuchi (1995) emphasize that KM is a dynamic process that enables individuals and groups within an organization to share knowledge, continuously learn, and develop innovation. Based on these experts' perspectives, it can be concluded that Knowledge Management is a series of systematic processes encompassing the creation, storage, dissemination, and utilization of knowledge within an organization to improve effectiveness, innovation, decision-making, and competitive advantage. KM relies not only on information technology but also requires strategies, culture, and organizational behavior that



support collaboration and knowledge sharing. With effective KM implementation, organizations will be able to maximize the potential of their knowledge, improve performance quality, and adapt to the dynamics of an ever-evolving environment.

3. Perceived Organizational Support

Perceived Organizational Support (POS) is an employee's perception of the extent to which the organization values their contributions and cares about their well-being. According to Eisenberger et al. (1986), POS influences employee loyalty, motivation, and commitment to the organization. Employees who perceive organizational support tend to be more motivated, willing to contribute more, and exhibit positive behaviors in their daily work. Meanwhile, Rhoades and Eisenberger (2002) stated that POS is related to increased job satisfaction, reduced stress, and strengthened employee engagement. At SMKN 1 Medan, POS can be realized through the provision of adequate work facilities, recognition for achievement, and attention to employee welfare, thus contributing to increased employee performance and loyalty. Thus, POS can be considered an important indicator of the extent to which employees feel valued and supported by the organization, which significantly influences their attitudes, motivation, and performance in the work environment.

4. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is voluntary employee behavior that is not directly regulated by the formal system, but supports the smooth and effective running of the organization. According to Organ (1988), OCB includes actions such as helping coworkers, showing initiative, and voluntarily complying with regulations. Robbins and Judge (2017) added that OCB reflects an individual's commitment to the organization that goes beyond their formal duties, which can strengthen a positive work culture and improve team performance. In the SMKN 1 Medan



environment, employees with high OCB tend to actively help fellow coworkers, participate in school activities, and contribute to innovation and work process improvements. As an intervening variable, OCB plays a role in bridging the influence of Knowledge Management and Perceived Organizational Support on employee performance, thereby supporting the achievement of organizational goals more effectively. Thus, OCB can be understood as voluntary behavior that is important for creating a productive, harmonious, and collaborative work environment, while simultaneously improving overall organizational performance.

METHODS

This study uses an associative approach, which aims to determine whether there is a relationship or influence between the variables studied. This approach allows researchers to analyze the extent to which independent variables influence the dependent variable, both directly and through intervening variables. The independent variables in this study consist of Knowledge Management (X1) and Perceived Organizational Support (X2), while the intervening variable is Organizational Citizenship Behavior (Z). Meanwhile, the dependent variable that is the focus of measuring its influence is Performance (Y). With this approach, it is hoped that the study can provide a comprehensive understanding of the relationship between variables and their contribution to improving employee performance.

- **Population and Sample**

Data collection in this study was conducted using a questionnaire as the main instrument. The questionnaire was compiled based on the variables studied, namely Knowledge Management (X1), Perceived Organizational Support (X2), Organizational Citizenship Behavior (Z), and Performance (Y). Each question item was designed in such a way as to accurately measure



respondents' perceptions and attitudes towards these variables. To facilitate completion and increase the response rate, the questionnaire was distributed directly to the entire sample of 44 people. The collected data were then analyzed quantitatively using appropriate statistical methods to determine the relationships and influences between variables.

- **Data collection**

The data collection techniques in this study employed two main methods. First, a questionnaire was used, compiling a systematic list of questions and distributing them to employees as research respondents. This questionnaire aimed to gather information regarding employee perceptions and attitudes regarding the variables being studied. Second, a documentation study was conducted, collecting data from company or agency documents relevant to the research. This documentation data included notes, reports, and other official information that could support the research analysis, thus ensuring more complete and valid data.

RESULTS

Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

Model Summary

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.612 ^a	.374	.327	.459

a. Predictors: (Constant), Organizational Citizenship Behavior, Perceived Organizational Support , Knowledge Management



Based on the results of the regression analysis displayed in the Model Summary table, an R value of 0.612 was obtained. This figure indicates a fairly strong correlation between the independent variables, namely Knowledge Management, Perceived Organizational Support, and Organizational Citizenship Behavior with the dependent variable, namely employee performance. Furthermore, the R Square value of 0.374 means that the three variables are able to explain 37.4% of the variation in employee performance, while the remaining 62.6% is influenced by other factors not included in this study. The Adjusted R Square value of 0.327 provides a more objective picture after adjusting for the number of independent variables used. This shows that the actual contribution of Knowledge Management, Perceived Organizational Support, and Organizational Citizenship Behavior to changes in employee performance is 32.7%, while the rest is explained by variables outside the research model. Meanwhile, the Standard Error of the Estimate value of 0.459 indicates a large level of model prediction error. This relatively low value confirms that the regression model used is quite appropriate in predicting employee performance. Thus, it can be concluded that this research model has a fairly representative ability to explain the influence of independent variables on employee performance, even though there are still other external variables that also play a role.

Sobel Test

Sobel Test Results

Variable	Unstandardized	Std. Error	Test Statistics	Std. Error	P-Value
Knowledge Management terhadap Organizational Citizenship Behavior	0,346	0,093	2,321	0,062	0,020
Organizational Citizenship Behavior terhadap Kinerja	0,419	0,141			



Perceived Organizational Support terhadap Organizational Citizenship Behavior	0,163	0,060	2,005	0,034	0,044
Organizational Citizenship Behavior on Performance	0.419	0.141			

Source: Data Processed With Calculation for the Sobel Test, 2025

Based on the results of the Sobel Test calculation shown in the table, it is known that the Knowledge Management variable has a significant effect on Organizational Citizenship Behavior (OCB) with a test value of 2.321 and a significance value of 0.020 ($p < 0.05$). This indicates that Knowledge Management is able to improve employee organizational citizenship behavior, which in turn can strengthen employee performance. Furthermore, the Organizational Citizenship Behavior variable on employee performance has a coefficient value of 0.419 with a standard error of 0.141, which indicates a positive contribution of OCB in improving performance. Meanwhile, the test results on the Perceived Organizational Support variable on OCB show a test value of 2.005 with a significance of 0.044 ($p < 0.05$), which means that organizational support perceived by employees also plays a significant role in shaping OCB. Thus, the results of the Sobel Test prove that OCB functions as a mediating variable that bridges the influence of Knowledge Management and Perceived Organizational Support on employee performance. This finding confirms that employee performance is not only directly influenced by knowledge management and organizational support, but also through the organizational citizenship behavior demonstrated by employees.



DISCUSSION

1. The Influence of Knowledge Management on Organizational Citizenship Behavior

This is understandable because good knowledge management within an organization can encourage employees to be more proactive, share information, and support harmonious collaboration in the workplace. With a knowledge management system, employees have easier access to information and work experience, thereby improving their ability to perform tasks and contribute beyond their formal roles. This condition aligns with the concept of OCB, which emphasizes voluntary employee behavior such as helping coworkers, maintaining a conducive work environment, and demonstrating loyalty to the organization.

Theoretically, this finding aligns with the views of several experts who state that effective knowledge management will strengthen a learning-based organizational culture, which ultimately encourages the formation of extra-role employee behavior. In other words, when Knowledge Management runs optimally, employees are not only limited to carrying out their core duties, but are also encouraged to do things beyond their obligations for the advancement of the organization. Meanwhile, according to Alavi & Leidner (2001), Knowledge Management not only improves work efficiency but also strengthens social interactions between employees. This healthy interaction will give rise to cooperative behavior, mutual trust, and a caring attitude that is the basis of OCB. This proves that Knowledge Management not only plays a role in improving technical competence, but also in fostering participatory values reflected in OCB.

2. The Influence of Perceived Organizational Support on Organizational Citizenship Behavior

The results of the study indicate that Perceived Organizational Support (POS) has a significant effect on Organizational Citizenship Behavior (OCB). This finding indicates that when employees



perceive attention, appreciation, and support from the organization, they are encouraged to demonstrate positive behaviors beyond their formal duties. Perceived organizational support, whether in the form of recognition for work achievements, opportunities for development, or concern for employee welfare, can foster a strong sense of belonging. This sense of emotional attachment then encourages employees to voluntarily help coworkers, maintain a harmonious work environment, and demonstrate loyalty to the organization, which are manifestations of OCB.

Theoretically, these results align with Blau's (1964) Social Exchange Theory, which states that individuals tend to reciprocate positive treatment by contributing back to the organization. In this context, when employees perceive organizational support, they feel valued and motivated to take extra action beyond their formal roles. This view is further reinforced by Organ (1988), who asserted that one of the driving factors for the formation of OCB is employees' perceptions of fairness and support from the organization. Ins & Judge (2019) also suggested that perceptions of organizational support strengthen employees' affective commitment. With increased emotional commitment, employees are more likely to display positive behaviors outside of formal duties, which is the essence of OCB. Thus, it can be concluded that the higher the level of Perceived Organizational Support felt by employees, the greater the tendency for employees to display OCB behaviors. This means that organizations that are able to provide real support to their employees will more easily create a work culture full of initiative, togetherness, and caring between individuals, thereby improving overall organizational performance.

3. The Influence of Knowledge Management on Performance through Organizational Citizenship Behavior

The results of the study indicate that Knowledge Management influences employee performance through Organizational Citizenship Behavior (OCB) as a mediating variable. This means that good



knowledge management not only improves employee competence and skills in carrying out tasks but also fosters a voluntary attitude to take extra actions outside their formal roles. When Knowledge Management is effective, employees have broader access to information, experience, and best practices in the organization. This encourages them to be more open in sharing knowledge, helping colleagues, and maintaining a conducive work climate. This behavior is the hallmark of OCB, and ultimately can strengthen overall performance.

Conceptually, this finding aligns with the theory proposed by Organ (1988) that OCB is a voluntary behavior that can increase organizational effectiveness. In the context of this research, Knowledge Management is a factor that stimulates the emergence of OCB, resulting in more proactive, cooperative, and loyal employees. With increased OCB, the impact of knowledge management on employee performance becomes more optimal.

Furthermore, Nonaka & Takeuchi's (1995) perspective, which emphasizes the importance of knowledge creation and dissemination within organizations, also supports these findings. They stated that organizations that are able to manage knowledge well will foster a learning culture that encourages employees to contribute more, not only through formal performance but also through organizational citizenship behavior. In other words, OCB acts as a bridge that strengthens the influence of Knowledge Management on improving employee performance.

Thus, it can be concluded that the influence of Knowledge Management on employee performance is not only direct, but also indirect through OCB. This suggests that organizations need to pay attention to the formation of organizational citizenship behavior as a positive impact of knowledge management, because without OCB, the impact of Knowledge Management on employee performance will not be optimal.



4. The Influence of Perceived Organizational Support on Performance through Organizational Citizenship Behavior

The results of the study indicate that Perceived Organizational Support (POS) significantly influences employee performance through Organizational Citizenship Behavior (OCB). This means that the higher the support employees perceive from the organization, whether in the form of attention, appreciation, fairness, or concern for their welfare, the greater the incentive for employees to display extra-role behaviors that reflect OCB. Voluntary behaviors such as helping coworkers, maintaining a harmonious work atmosphere, and demonstrating commitment to achieving organizational goals will have a positive impact on improving overall employee performance. In other words, organizational support not only directly influences performance, but also through the mediation of OCB which strengthens the relationship.

This finding aligns with Eisenberger et al.'s (1986) view that when employees perceive organizational support, they tend to reciprocate with positive contributions to the organization, including improved performance. Furthermore, Organ (1988) emphasized that OCB plays a crucial role in organizational effectiveness because it fosters a cooperative work environment, thus facilitating the achievement of performance targets. Thus, POS can encourage employees to demonstrate OCB, ultimately improving productivity and work quality.

Theoretically, these results also align with Social Exchange Theory, which explains that reciprocal relationships between organizations and employees create a sense of moral obligation for employees to contribute more. Strong organizational support fosters a sense of belonging and affective commitment, thus encouraging employees to perform at their best through organizational citizenship behavior.



Thus, it can be concluded that OCB serves as a bridge that strengthens the influence of POS on employee performance. Without organizational citizenship behavior, the impact of organizational support on performance may not be optimal. Therefore, organizations need to ensure that every form of support provided motivates employees to demonstrate OCB as an effort to continuously improve performance.

CONCLUSION

Based on the analysis and discussion, this study concludes that Knowledge Management and Perceived Organizational Support have a significant influence on employee performance, both directly and indirectly through Organizational Citizenship Behavior (OCB) as a mediating variable. The results show that good knowledge management can encourage employees to be more proactive, open in sharing information, and demonstrate voluntary behavior outside their formal duties, which is reflected in OCB, thereby contributing to improved performance. Similarly, organizational support perceived by employees in the form of attention, appreciation, and concern from management has been proven to strengthen emotional attachment and employee work motivation to display OCB behavior, which ultimately improves performance. OCB in this study has been proven to play a role as an important variable that bridges the relationship between Knowledge Management and Perceived Organizational Support on employee performance. Thus, it can be concluded that the more optimal knowledge management and the greater the perceived organizational support, the higher the tendency of employees to demonstrate OCB, which in turn will have a positive impact on improving overall employee performance.



LIMITATIONS

This study has several limitations that need to be considered. First, the study was conducted at only one institution/school, so the results may not be widely generalizable to other organizations with different characteristics. Second, the data collection instrument used a questionnaire, so respondents' answers were highly dependent on honesty and subjective perceptions, which could potentially lead to bias. Third, this study only highlighted three main variables: Knowledge Management, Perceived Organizational Support, and Organizational Citizenship Behavior. Other factors that also influence employee performance, such as leadership style, work motivation, organizational culture, and compensation systems, were not included in the model. Fourth, the research design used was cross-sectional, so it only describes conditions at a specific time point and cannot explain the dynamics of variable relationships in the long term. Therefore, the results of this study need to be interpreted with caution and in light of these limitations.

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