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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Role of Organizational Commitment in Mediating the Effect of Knowledge Sharing and Competence on Organizational Citizenship Behavior

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Abstract: This study examines the effects of knowledge sharing, competence, and organizational commitment on Organizational Citizenship Behavior (OCB) at PT. Espri Tirta Kencana. Adopting a quantitative approach and survey method, the study involved a sample of 57 employees. Data were collected through questionnaires distributed via Google Forms and analyzed using Partial Least Squares (PLS). The results indicate that knowledge sharing positively and significantly affects OCB, while competence does not significantly affect OCB. Organizational commitment, however, has a positive and significant impact on OCB. Additionally, organizational commitment mediates the relationship between knowledge sharing and OCB but does not mediate the effect of competence on OCB. These findings suggest that fostering a culture of knowledge sharing and strengthening organizational commitment can enhance OCB within the company. The results also highlight that competence, although essential for task performance, does not directly influence OCB, emphasizing the importance of factors such as organizational attachment and collaboration.

Keywords: Knowledge Sharing, Competence, Organizational Commitment, Organizational Citizenship Behavior (OCB), Partial Least Squares (PLS)

JEL Classification Code: M12, M14, D83, L20.

1. INTRODUCTION

In the era of rapid globalization, economic conditions are undergoing significant changes, resulting in various demands on organizational actors to create competitive advantages in domestic and global markets. Global developments compel companies and organizations to compete intensely by excelling in efficiency, quality, processes, products, and innovation (Simangunsong et al., 2022). This scenario is also evident at PT. Espri Tirta Kencana. PT. Espri Tirta Kencana is a company engaged in the property business as a developer, primarily focused on providing housing for the community in Makassar City. In addition to planning and constructing housing, the company markets its properties to the public. As such, its role extends beyond merely building homes to actively promoting them. The company's success depends heavily on the contributions of its human resources.

Organizations generally believe that achieving excellence requires the highest level of individual performance, as individual performance directly impacts team or workgroup performance, influencing the organization's overall performance (Martha, 2020). Organizations or industries can effectively address challenges when employees cooperatively perform their tasks according to their job descriptions. However, cooperative and helpful behavior beyond formal requirements is also crucial for an organization's success (Simangunsong et al., 2022). For organizations to experience change and progress, they need employees whose performance is aligned with their formal roles (in-role behavior)



and extends to behaviors that go beyond their roles (extra-role behavior). In-role behavior refers to employees completing tasks strictly according to their job descriptions, while extra-role behavior involves employees exceeding formal work standards and contributing beyond their assigned duties. This extra-role behavior is called Organizational Citizenship Behavior (OCB) (Simarmata, 2022).

Organizational Citizenship Behavior (OCB) refers to employee behavior that is not explicitly rewarded when performed and not penalized when omitted. Additionally, it is not part of the employee's formal job description. The foundation of OCB lies in employees' tendencies to be cooperative, helpful, caring, and dedicated to their work (Simarmata, 2022). This behavior emerges from a sense of belonging as a "member" of the organization and the satisfaction derived from contributing "something extra" to the organization. Such feelings of membership and satisfaction typically arise when employees perceive their organization positively (Simangunsong et al., 2022).

Extra-role behavior, or Organizational Citizenship Behavior (OCB), refers to positive organizational behavior beyond formal job descriptions. This behavior is often not explicitly visible, is voluntary, and does not yield formal rewards, yet it significantly contributes to the organization (Astuti & Suhana, 2022). While not every employee is expected to exhibit this behavior, and there are no specific penalties for those who do not, the presence of such behavior is highly valued and anticipated by all types of organizations. In practice, particularly at PT. Espri Tirta Kencana, it is frequently observed that some employees lack initiative and are reluctant to assist their coworkers voluntarily. This reluctance may stem from differing employee perceptions or the belief that OCB will increase workload, resulting in work-related stress or conflicts between work and family responsibilities.

Developing Organizational Citizenship Behavior (OCB) requires knowledge sharing among employees (Astuti & Suhana, 2022). Knowledge sharing refers to a systematic process of transferring and distributing knowledge from one individual to another in need, using various methods and media. Implementing knowledge sharing enables individuals to think more critically and creatively, leading to new knowledge that benefits the organization. Additionally, knowledge sharing helps companies address challenges by facilitating the exchange of tacit and explicit knowledge (Azhari & Priyono, 2022). Organizational Citizenship Behavior (OCB) development relies on employee knowledge sharing (Astuti & Suhana, 2022). Knowledge sharing is a systematic process of transferring and distributing knowledge from one individual to another who requires it, utilizing various methods and media. By fostering knowledge sharing, individuals can think more critically and creatively, contributing to generating new knowledge that benefits the organization. Furthermore, knowledge-sharing aids companies in addressing challenges by facilitating the exchange of tacit and explicit knowledge (Azhari & Priyono, 2022).

Research on the effect of knowledge sharing on Organizational Citizenship Behavior (OCB) has been conducted by various researchers, yielding differing results. For instance, Azhari and Priyono (2022) found that knowledge sharing positively and significantly affects OCB. In contrast, Anugrahadi et al. (2023) reported that knowledge sharing has no significant effect on OCB. Therefore, further research on the impact of knowledge sharing on OCB is necessary. The development of Organizational Citizenship Behavior (OCB) also requires competence from employees (Astuti & Suhana, 2022). Competence refers to the ability to perform a job or task based on knowledge and expertise, supported by the behaviors required for the role (Azhari & Priyono, 2022). It motivates individuals to enhance their abilities and acts as a driving force to effectively utilize their talents and expertise, ultimately contributing to improved work performance (Noor et al., 2023).

Competence is crucial, as it generally pertains to an individual's fundamental ability to perform a job. Without competence, it becomes challenging for someone to complete tasks according to the required standards. Companies can achieve success when supported by highly competent employees. When individual competence aligns with organizational competence, employees' Organizational Citizenship Behavior (OCB) can improve, ultimately contributing to the effective achievement of organizational goals (Astuti & Suhana, 2022). Research on the effect of competence on Organizational Citizenship Behavior (OCB) has been conducted by various researchers, yielding differing results. For example, Azhari and Priyono (2022) found that competence has a positive and significant effect on OCB, whereas Anugrahadi et al. (2023) reported that competence has no considerable effect on OCB. Therefore, further research on the impact of competence on OCB is still

necessary. In addition to knowledge sharing and competence, Organizational Citizenship Behavior (OCB) also requires organizational commitment (Astuti & Suhana, 2022). Organizational commitment refers to a condition in which an individual is motivated or desires to remain in an organization and uphold its values (Rahayu & Yanti, 2020). Commitment extends beyond mere loyalty to an organization; it also involves an active relationship where individuals are willing to contribute to the success and prosperity of the organization (Yusuf & Syarif, 2017: 23).

Organizational Citizenship Behavior (OCB) cannot be achieved without the attachment of individuals to their organization and an atmosphere that fosters comfort at work. The behavior of helping co-workers and volunteering for extra tasks can develop when supported by strong organizational commitment. Organizations seek employees willing to perform the tasks outlined in their job descriptions, as evidence shows that organizations with such employees tend to outperform others (Simangunsong et al., 2022). Moreover, employees who demonstrate a committed attitude are likely to feel happier with their work, and high organizational commitment among employees can significantly enhance OCB. Research on the effect of organizational commitment on Organizational Citizenship Behavior (OCB) has been conducted by various researchers, yielding differing results. For instance, Astuti and Suhana (2022) found that organizational commitment has a positive and significant effect on OCB, while Rahayu and Yanti (2020) reported that organizational commitment has no considerable effect on OCB. Therefore, further research on the impact of organizational commitment on OCB is necessary.

Organizational commitment can also mediate the relationship between knowledge sharing and Organizational Citizenship Behavior (OCB). Employees with strong organizational commitment are less likely to disengage from their organization or work unit. They tend to demonstrate high levels of involvement through their attitudes and behavior. Consequently, employees with high organizational commitment are more likely to exhibit increased OCB (Astuti & Suhana, 2022). Research on the role of organizational commitment in the relationship between knowledge sharing and Organizational Citizenship Behavior (OCB) has been conducted by various researchers, yielding different results. For instance, Astuti and Suhana (2022) concluded that organizational commitment can mediate the effect of knowledge sharing on OCB. In contrast, Hidayati and Priyono (2022) found that organizational commitment does not mediate this relationship. Therefore, further research is needed to clarify the role of organizational commitment in the relationship between knowledge sharing and OCB.

Organizational commitment can also mediate the relationship between competence and Organizational Citizenship Behavior (OCB). Competence reflects skills or knowledge characterized by professionalism in a particular field, which is critical in fostering high employee commitment to the organization. Employees with higher competence tend to exhibit better OCB, provided they possess strong organizational commitment (Astuti & Suhana, 2022). Research on the role of organizational commitment in the relationship between competence and Organizational Citizenship Behavior (OCB) has been conducted by several researchers and has yielded varying results. For instance, Astuti & Suhana (2022) found that organizational commitment can mediate the effect of competence on OCB, while Anugrahadi et al. (2023) reported that organizational commitment does not mediate the effect of competence on OCB. Therefore, further research is needed to explore the role of organizational commitment in the relationship between competence and OCB.

Based on the aforementioned description, theories, findings, phenomena, and research gaps, the researcher is interested in conducting a study titled "The Role of Organizational Commitment in Mediating the Effect of Knowledge Sharing and Competence on Organizational Citizenship Behavior."

2. LITERATURE REVIEW

2.1. *Theory of Reasoned Actions (TRA)*

The Theory of Reasoned Action (TRA) is designed to predict a person's volitional behavior and assist in understanding an individual's psychological determinants. This theory states that a person's intention to perform (or not perform) a behavior directly determines the action itself. TRA is one of the most widely recognized consumer behavior and decision-making theories. It was initially

developed by Icek Ajzen in 1967 and later revised and expanded with Martin Fishbein. Starting in 1980, the theory was applied to studying human behavior, assuming that behavior is determined by an individual's intention to perform or not perform a specific behavior. Two independent variables influence this intention: attitudes and subjective norms (Hindristina, Sujana, & Novarini, 2021). The Theory of Planned Behavior (TPB) was developed as an extension of the Theory of Reasoned Action, incorporating an additional element: perceived behavioral control. Attitude toward a behavior refers to the extent to which an individual has a favorable or unfavorable evaluation of the behavior. The relationship between attitude and behavior is shaped by an individual's belief about the behavior, which reflects the subjective probability that the behavior will produce specific outcomes. The evaluation of those outcomes describes implicit judgment. Subjective norms refer to normative beliefs related to an individual's perception of how reference groups view the behavior and the individual's motivation to comply with those groups' expectations.

2.2. Organizational Citizenship Behavior (OCB)

One of the global strategic issues in human resource management (HRM) that has garnered significant attention today is organizational citizenship behavior (OCB). OCB is defined as discretionary individual behavior that is not directly or explicitly recognized by the formal reward system but, when aggregated, contributes to more effective organizational functioning. Furthermore, OCB represents employees' behavior to enhance organizational performance's effectiveness while aligning with individual productivity goals (Muhdar, 2015). Organizational citizenship behavior (OCB) within companies can improve task performance and overall organizational performance. Three employee behaviors are essential for organizational effectiveness: joining and remaining in the organization as an employee, performing specific roles that are necessary, and engaging in innovative, spontaneous, or unplanned activities that go beyond the assigned role. This third behavior is OCB, which refers to actions not directly or explicitly included in formal systems or organizational rewards. Despite not being formally recognized, OCB is considered vital because it influences the evaluation of organizational performance and effectiveness (Muhdar, 2015). Employees who exhibit OCB tend to demonstrate high loyalty to their organization and, as a result, feel more comfortable and secure in their workplace. OCB is behavior-oriented and reflects values that employees actively embrace. The pragmatic nature of OCB makes it applicable to organizational management, particularly in human resource-related areas. Organizations cannot thrive or sustain success without their members acting as responsible and engaged citizens (Muhdar, 2015).

2.3. Organizational Commitment

Initially, the concept of organizational commitment focused on commitment itself, based on an attitudinal approach that highlights loyalty issues. The attitudinal approach refers to the psychological attachment or affective commitment an employee forms about their problems and loyalties with the organization. The iconic contributors to this concept described organizational commitment as "loyalty to the organization," characterized by the intention to remain with it, identification with its values and goals, and, importantly, a willingness to exert extra effort on behalf of the organization. Individuals assess the alignment of their values and goals with those of the organization as part of organizational commitment, making it a relationship between each employee and the organization (Yusuf & Syarif, 2017).

Organizational commitment is a topic that remains significant both for organizational management and for researchers who focus on human behavior. Organizational commitment is significant for organizations because it provides insight into the extent of an employee's alignment with the organization and their intention to maintain membership within it. Evaluating these factors makes it possible to measure how strong an employee's commitment to their organization truly is (Yusuf & Syarif, 2017). Organizational commitment reflects the relative strength of an individual's identification with and involvement in an organization. It extends beyond mere loyalty to include an active relationship with the organization, where individuals are willing to contribute to its success and

prosperity (Yusuf & Syarif, 2017). In organizational commitment, two motives underlie an individual's commitment to the organization, as follows (Setiawan, 2022):

- a) Side-Bet Orientation
This orientation focuses on the potential losses an individual may experience for everything they have invested in the organization if they decide to leave.
- b) Goal-Congruence Orientation
This orientation emphasizes the level of alignment between an individual's personal goals and the organization's objectives, which serves as a key determinant of their commitment to the organization.

3. RESEARCH METHOD AND MATERIALS

3.1. Research Approach

This research adopts a quantitative approach rooted in positivism, emphasizing the collection of measurable, observable, and statistically analyzed data to test predetermined hypotheses. The survey method is utilized to gather data on beliefs, opinions, characteristics, and behaviors from samples drawn from a specific population and examine the relationships between sociological and psychological variables. Based on its objectives, this explanatory research aims to describe or explain the relationships between variables using inferential statistics.

3.2. Place and Time of Research

This research was conducted at PT. Espri Tirta Kencana, Jalan Boulevard, Ruko Jasper II No. 12, Masala Village, Panakkukang District, Makassar City, South Sulawesi Province. The study is scheduled for over two months, from October to November 2024.

3.3. Population and Research Sample

This study's population consisted of all PT—Espri Tirta Kencana employees, totaling 54 individuals. The sample was selected using a non-probability sampling method with a census technique, meaning that all members of the population were included as the sample, resulting in a total sample size of 54 individuals.

3.4. Data Collection Method

The type of data used in this study is quantitative data, collected through a questionnaire distributed to respondents via Google Forms. The data is in numerical form and will be used for statistical analysis. The primary data source consists of respondents' answers to the questionnaire.

3.5. Operational Definition and Variable Measurement

The variables used in this study include Organizational Citizenship Behavior (OCB), Organizational Commitment, Knowledge Sharing, and Competence. Each variable is measured using a Likert scale, with indicators encompassing various aspects relevant to the concept of each variable.

3.6. Research Data Analysis

Data analysis was conducted using the Partial Least Squares (PLS) method, which does not require the assumption of multivariate normality, as in OLS regression. This analysis consists of the measurement model (outer model) and the structural model (inner model). The measurement model was evaluated using convergent validity and reliability tests, including factor loading, Average

Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability, to ensure data quality and consistency in the measurement results.

4. RESULTS AND DISCUSSION

4.1. Description of Respondent Characteristics

a) Gender

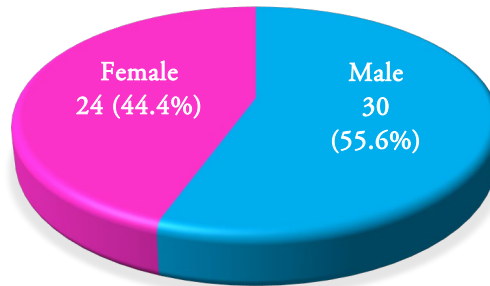


Figure 1. Distribution of Respondents Based on Gender

The illustration in Fig 1 shows the distribution of respondents by gender among the 54 PTs. Espri Tirta Kencana employees who participated in this study can be described. A total of 30 respondents, 55.6%, are male employees, while another 24 respondents, 44.4%, are female. Therefore, it can be concluded that the measurement data in this study was evenly obtained from male and female employees.

b) Age

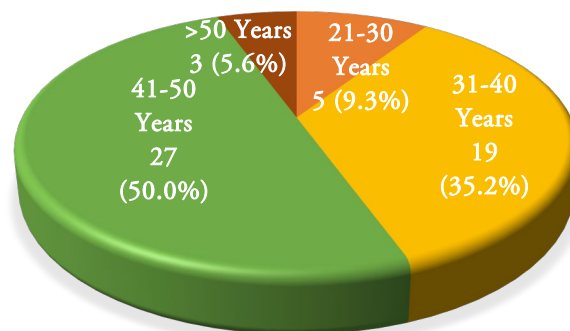


Figure 2. Distribution of Respondents Based on Age

Based on the illustration above, the distribution of respondents by age among the 54 employees of PT. Espri Tirta Kencana who participated in this study can be described as follows: 5 respondents, or 9.3%, are employees aged between 21-30 years; 19 respondents, or 35.2%, are employees aged between 31-40 years; 27 respondents, or 50%, are employees aged between 41-50 years; and three respondents, or 5.6%, are employees aged over 50 years. Therefore, it can be concluded that in this study, the majority of the measurement data was obtained from employees aged between 41-50 years.

c) Education Level

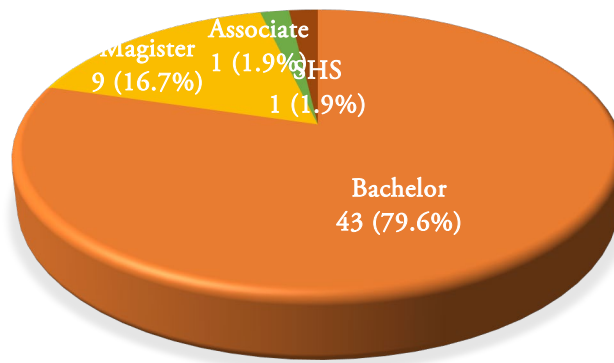


Figure 3. Distribution of Respondents Based on Education Level

Based on the illustration above, the distribution of respondents by educational level among the 54 employees of PT. Espri Tirta Kencana who participated in this study is as follows: 1 respondent, or 1.9%, has a high school or equivalent education; 1 respondent, or 1.9%, has a Diploma Three (D3) education; 43 respondents, or 79.6%, have a Bachelor's degree (S1); and one respondent, or 1.9%, has a Master's degree (S2). Therefore, it can be concluded that in this study, the majority of the measurement data was obtained from employees with an undergraduate (S1) education level.

d) Period of Work

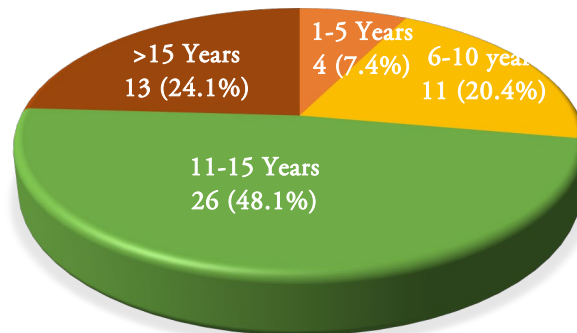


Figure 4. Distribution of Respondents Based on Length of Service

Based on the illustration above, the respondents were distributed by tenure among the 54 PT employees. Espri Tirta Kencana who participated in this study is as follows: 4 respondents, or 7.4%, have a tenure of 1–5 years; 11 respondents, or 20.4%, have a tenure of 6–10 years; 26 respondents, or 48.1%, have a tenure of 11–15 years; and 13 respondents, or 24.1%, have a tenure of more than 5 years. Therefore, it can be concluded that in this study, the majority of measurement data was obtained from employees with a tenure of more than 5 years.

4.2. Data Analysis Results

a) Convergent Validity and Reliability Test Results

The results of the convergent validity test by looking at the outer loading measurement value in this study are as follows:

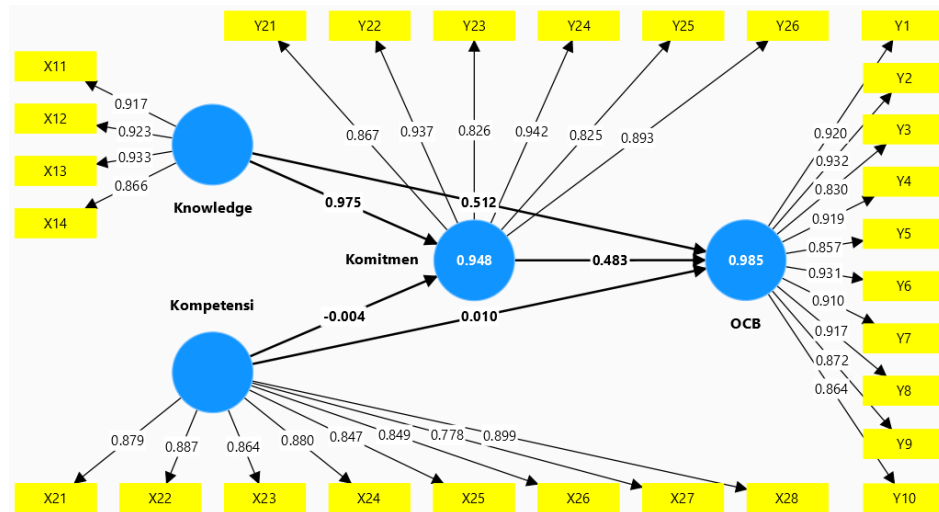


Figure 4. Outer Loading

Based on the figure above, it can be observed that the results of the outer loading measurement for all variables on each indicator have values above 0.708. Additionally, the results of the convergent validity test, as indicated by the AVE values, are as follows:

Table 1. AVE Value

Variables	Average variance extracted (AVE)
Knowledge	0,829
Commitment	0,780
Competence	0,742
OCB	0,803

Based on Table 1, it can be observed that the calculated AVE values for all variables are above 0.50. Since the outer loading and AVE values exceed the predetermined testing criteria, these results indicate that all variable-forming indicators meet the validity requirements. The results of the reliability test in this study are as follows:

Table 2. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Knowledge	0,931	0,935	0,951
Commitment	0,943	0,946	0,955
Competence	0,950	0,951	0,958
OCB	0,973	0,974	0,976

Table 2 shows that the calculation results indicate that the values of Cronbach's alpha, composite reliability (rho_a), and composite reliability (rho_c) for each variable are above 0.70. These results demonstrate that all the data used in this study meet the reliability criteria (showing consistency upon retesting).

4.3. Discriminant Validity Test Results

The results of the discriminant validity test by looking at the cross-loading measurement value in this study are as follows:

Table 3. Measurement of Cross-Loading

	Knowledge	Commitment	Competence	OCB
X11	0,917	0,874	0,403	0,918
X12	0,923	0,942	0,330	0,924

	Knowledge	Commitment	Competence	OCB
X13	0,941	0,933	0,299	0,923
X14	0,866	0,776	0,483	0,821
X21	0,381	0,340	0,879	0,364
X22	0,353	0,349	0,887	0,350
X23	0,363	0,364	0,864	0,380
X24	0,336	0,326	0,880	0,352
X25	0,327	0,326	0,847	0,352
X26	0,349	0,326	0,849	0,352
X27	0,318	0,331	0,778	0,306
X28	0,399	0,372	0,899	0,381
Y11	0,909	0,876	0,435	0,920
Y12	0,924	0,950	0,367	0,932
Y13	0,828	0,830	0,302	0,884
Y14	0,901	0,919	0,326	0,936
Y15	0,841	0,825	0,383	0,857
Y16	0,932	0,931	0,337	0,949
Y17	0,908	0,867	0,396	0,910
Y18	0,905	0,917	0,358	0,937
Y19	0,841	0,798	0,421	0,872
Y110	0,842	0,790	0,384	0,864
Y21	0,908	0,910	0,396	0,867
Y22	0,905	0,937	0,358	0,917
Y23	0,746	0,826	0,235	0,748
Y24	0,914	0,942	0,351	0,931
Y25	0,841	0,857	0,383	0,825
Y26	0,826	0,893	0,369	0,839

Based on Table 3, it can be observed that the calculation results, as indicated by the cross-loading values, show that the correlation between indicators and their respective variable constructs is higher than their correlation with other variable constructs. The results of the discriminant validity test, as assessed using the Fornell-Larcker measurement, are as follows:

Table 4. Fornell-Larcker Measurement

	Knowledge	Commitment	Competence	OCB
Knowledge	0,910			
Commitment	0,883	0,974		
Competence	0,411	0,397	0,861	
OCB	0,896	0,986	0,413	0,987

Based on Table 4, the calculation results indicate that the Fornell-Larcker values for the correlation between variables show that the correlation of each variable with itself is higher than its correlation with other variables. Meanwhile, the results of the discriminant validity test, assessed using the HTMT measurement, are as follows:

Table 5. HTMT Measurement

	Knowledge	Commitment	Competence	OCB
Knowledge				
Commitment	0,033			
Competence	0,442	0,417		
OCB	0,035	0,025	0,430	

Based on Table 5, the calculation results show that the HTMT values for the correlations between all endogenous and exogenous variables in this study are below 0.85. Therefore, all discriminant validity tests for the model used in this study are satisfied.

b) Coefficient of Determination (R^2)

Table 6. R-Square

	R-square	Adjusted R-square
Commitment	0,948	0,946
OCB	0,985	0,985

Based on Table 6, the r-square value for the organizational commitment model is 0.948, while for the OCB model, it is 0.985. These results indicate that knowledge sharing and competence variables in the organizational commitment model can explain 94.8% of the variance in the organizational commitment variable, assuming that other variables not included in the study remain constant. Similarly, in the OCB model, knowledge sharing, competence, and organizational commitment variables can explain 98.5% of the variance in the OCB variable, assuming that other variables not included in the study remain constant.

c) Effect Size (F Square)

Table 7. F-Square

	f-square	Relationship Strength
Knowledge -> Commitment	15,224	Great
Knowledge -> OCB	0,922	Great
Commitment -> OCB	0,834	Great
Competence -> Commitment	0,000	No effect
Competence -> OCB	0,006	No effect

Based on Table 7, the f-square value for each relationship in this study can be observed. The relationship between knowledge sharing and organizational commitment has an f-square value of 15.224, indicating a strong relationship categorized as significant. The relationship between knowledge sharing and OCB has an f-square value of 0.992, indicating a strong relationship categorized as substantial. The relationship between competence and organizational commitment has an f-square value of 0.834, which falls within the large category of relationship strength. Conversely, the relationship between competence and organizational commitment has an f-square value of 0.000, indicating no effect. Similarly, the relationship between organizational commitment and OCB has an f-square value of 0.006, which is categorized as having no effect.

d) Model Fit Evaluation

Table 8. Fit summary

	Saturated model	Estimated model
SUMMER	0,012	0,012
NFI	4,247	4,247

Source: Researchers, data processed in SmartPLS 4.1.0.9 (2024).

Based on Table 8, the SRMR value in this research model is 0.012, and the NFI value is 4.247. These results indicate that the model used in this study satisfies the model fit criteria.

4.4. Hypothesis Test Results

1. Direct Effect Test

Table 9. Direct Effect Test Results

	Original sample	Sample Mean	Standard deviation	T statistics	P values
Knowledge → Commitment	0,975	0,976	0,019	51,512	0,000
Knowledge → OCB	0,512	0,509	0,137	3,733	0,000
Commitment → OCB	0,483	0,484	0,136	3,563	0,000
Competence → Commitment	-0,004	-0,001	0,037	0,098	0,922
Competence → OCB	0,010	0,015	0,020	0,520	0,603

Based on Table 9, the results of the analysis on the effect of the relationship between exogenous variables and endogenous variables are as follows:

1. The Effect of Knowledge Sharing on OCB
The correlation coefficient value is positive, with a probability value 0.000, which is smaller than 0.05. This indicates that knowledge sharing has a positive and significant effect on OCB. Therefore, H1 in this study is accepted.
2. The Effect of Competence on OCB
The correlation coefficient value is positive, with a probability value of 0.603 greater than 0.05. This indicates that competence has no significant effect on OCB. Therefore, H2 in this study is rejected.
3. The Effect of Organizational Commitment on OCB
The correlation coefficient value is positive, with a probability value 0.000, which is smaller than 0.05. This indicates that organizational commitment has a positive and significant effect on OCB. Therefore, H3 in this study is accepted.
4. The Effect of Knowledge Sharing on Organizational Commitment
The correlation coefficient value is positive, with a probability value 0.000, which is smaller than 0.05. This indicates that knowledge sharing positively and significantly affects organizational commitment. Therefore, H4 in this study is accepted.
5. The Effect of Competence on Organizational Commitment
The correlation coefficient value is negative, with a probability value of 0.922, more significant than 0.05. This indicates that competence has a negative and insignificant effect on organizational commitment. Therefore, H5 in this study is rejected.

2. Indirect Effect Test Results

Table 10. Indirect Effect Test Results

	Original Sample	Sample Mean	Standard Deviation	T statistics	P values
Knowledge -> OCB	0,471	0,473	0,136	3,472	0,001
Competence -> OCB	-0,002	-0,003	0,018	0,096	0,923

Source: Researchers, data processed in SmartPLS 4.1.0.9 (2024).

Based on Table 10, the results of the mediating effect analysis of the relationship between exogenous and endogenous variables are as follows:

1. The Effect of Knowledge Sharing on OCB Through Organizational Commitment
The probability value is 0.001, which is smaller than 0.05. This indicates that organizational commitment mediates the effect of knowledge sharing on OCB. Therefore, H6 in this study is accepted.
2. The Effect of Competence on OCB Through Organizational Commitment
The probability value is 0.923, which is greater than 0.05. This indicates that organizational commitment does not mediate the effect of competence on OCB. Therefore, H7 in this study is rejected.

4.5. Data Analysis Results

The discussion based on the findings and data analysis in this study is as follows:

- a. The Effect of Knowledge Sharing on Organizational Citizenship Behavior.
Based on the results of hypothesis testing, this study indicates that knowledge sharing has a positive and significant effect on OCB at PT. Espri Tirta Kencana. This finding suggests that more assertive knowledge-sharing among employees is associated with more assertive OCB behavior within the company and vice versa. The study's findings highlight that knowledge sharing is an essential

practice for employees in a company to contribute to disseminating and applying knowledge that fosters OCB behavior. By providing opportunities for employees to share knowledge, this behavior facilitates the transfer of skills and abilities, which, in turn, supports the company's growth through employees' heightened willingness and engagement in work activities. The contribution of knowledge-sharing behavior to OCB practices in this study is evident in respondents' high ratings for both knowledge-sharing and OCB practices, as reflected in the statements in the research questionnaire. These findings align with previous research conducted by Azhari and Priyono (2022), which concluded that knowledge sharing positively and significantly affects OCB. However, the results differ from those of Anugrahadi et al. (2023), who found that knowledge sharing does not substantially affect OCB.

b. The Effect of Competence on Organizational Citizenship Behavior

Based on the results of hypothesis testing in this study, it was found that competence has no significant effect on OCB at PT. Espri Tirta Kencana. This indicates that the level of competence among employees, whether high or low, does not influence OCB behavior within the company. The findings suggest that the level of competence among employees does not necessarily lead to the development of OCB behavior. Competence pertains to employees' abilities to professionalize in a specific field. Employees with higher competence may often go beyond their formal responsibilities, such as helping coworkers who face difficulties completing tasks. In contrast, employees with average competence typically focus solely on fulfilling their formal obligations to the company. These results are consistent with previous research by Anugrahadi et al. (2023), which also found that competence has no significant effect on OCB. However, they differ from the findings of Azhari and Priyono (2022), who concluded that competence has a positive and significant impact on OCB.

c. The Effect of Organizational Commitment on Organizational Citizenship Behavior

Based on the results of hypothesis testing in this study, it was found that organizational commitment has a positive and significant effect on OCB at PT. Espri Tirta Kencana. This indicates that more substantial organizational commitment among employees leads to more assertive OCB behavior within the company and vice versa. The findings suggest that organizational commitment is a bond between employees and their company. A strong sense of attachment increases the likelihood of employees remaining within their work unit. Behaviors such as helping coworkers and volunteering for extra work are more likely to develop when a strong organizational commitment is supported.

These results align with previous research conducted by Astuti and Suhana (2022), who found that organizational commitment positively and significantly affects OCB. However, they contrast with the findings of Rahayu and Yanti (2020), who concluded that organizational commitment has no significant effect on OCB.

d. The Effect of Knowledge Sharing on Organizational Commitment

Based on the results of hypothesis testing in this study, it was found that knowledge sharing has a positive and significant effect on organizational commitment at PT. Espri Tirta Kencana. This indicates that stronger knowledge-sharing practices among employees lead to higher levels of organizational commitment within the company and vice versa. This study explains that knowledge-sharing fosters an active relationship with the company and creates a collaborative work culture where employees are willing to contribute to the company's success and well-being. Such practices become ingrained as valued principles, enhancing employees' commitment to the organization. Furthermore, knowledge sharing enables organizational sustainability by ensuring that vital knowledge is retained and passed on. This process ensures that if experienced employees leave, the company continues to grow without losing essential knowledge. These findings are consistent with previous research conducted by Astuti and Suhana (2022), which concluded that knowledge sharing positively and significantly affects organizational commitment. However, they contradict the findings of Anugrahadi et al. (2023), who reported that knowledge sharing does not substantially affect organizational commitment.

e. The Effect of Competence on Organizational Commitment



Based on the results of hypothesis testing in this study, it was found that competence has no significant effect on organizational commitment at PT. Espri Tirta Kencana. This implies that employees' levels of competence, whether high or low, do not influence their organizational commitment to the company. This study explains that competence is a fundamental characteristic an individual possesses that is causally related to meeting the criteria required for occupying a position. On the other hand, organizational commitment is a critical behavioral dimension that reflects employees' inclination to remain members. This suggests that competence, as an intrapersonal strength, and organizational commitment, which is shaped by interpersonal or organizational factors, exhibit a weak relationship and are not strongly interconnected. These findings align with previous research conducted by Astuti and Suhana (2022), which concluded that knowledge sharing positively and significantly affects organizational commitment. However, these results differ from the study conducted by Anugrahadi et al. (2023), which found that knowledge sharing has no significant effect on organizational commitment.

f. **The Effect of Knowledge Sharing on Organizational Citizenship Behavior Through Organizational Commitment**

Based on the results of hypothesis testing in this study, it was found that organizational commitment mediates the effect of knowledge sharing on OCB at PT. Espri Tirta Kencana. This study explains that knowledge sharing fosters active relationships among employees and establishes a collaborative work culture where individuals are willing to contribute their skills and efforts to support the success and prosperity of the company. This behavior becomes a valued aspect of the organizational culture, enhancing employees' commitment. Organizational commitment encourages individuals to remain within the organization and align with its values. When individuals feel attached to their organization and work in an environment that supports their comfort, behaviors such as helping coworkers and volunteering for extra tasks—known as OCB—are naturally formed. The findings of this study align with previous research by Astuti and Suhana (2022), which concluded that organizational commitment can mediate the effect of knowledge sharing on OCB. However, these results differ from the research conducted by Hidayati and Priyono (2022), which found that organizational commitment does not mediate the effect of knowledge sharing on OCB.

g. **The Effect of Competence on Organizational Citizenship Behavior Through Organizational Commitment**

Based on the results of hypothesis testing in this study, it was found that organizational commitment does not mediate the effect of competence on OCB at PT. Espri Tirta Kencana. This study explains that competence reflects the professional abilities of employees, which are not necessarily linked to their level of organizational commitment, defined as a sense of attachment and loyalty to the organization. Without this sense of attachment, the likelihood of employees remaining in their work unit becomes uncertain. Consequently, behaviors such as helping coworkers and volunteering for additional tasks, which characterize OCB, cannot be effectively developed. The findings of this study align with previous research by Hidayati and Priyono (2022), which concluded that organizational commitment cannot mediate the effect of competence on OCB. However, these results differ from the research conducted by Astuti and Suhana (2022), which found that organizational commitment can mediate the effect of competence on OCB.

5. CONCLUSION

Based on the results of this study, the following conclusions can be drawn:

- Knowledge sharing positively and significantly affects PT's organizational citizenship behavior (OCB). Espri Tirta Kencana.
- Competence does not significantly affect PT's organizational citizenship behavior (OCB). Espri Tirta Kencana.
- Organizational commitment positively and significantly affects PT's organizational citizenship behavior (OCB). Espri Tirta Kencana.

- d. Knowledge sharing positively and significantly affects organizational commitment at PT. Espri Tirta Kencana.
- e. Competence does not significantly affect organizational commitment at PT. Espri Tirta Kencana.
- f. Organizational commitment mediates the effect of knowledge sharing on organizational citizenship behavior (OCB) at PT. Espri Tirta Kencana.
- g. Organizational commitment does not mediate the effect of competence on organizational citizenship behavior (OCB) at PT. Espri Tirta Kencana.

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