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## Conceptualizing Organizational Commitment and Knowledge Sharing on Organizational Citizenship Behavior: Property Industries Case

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### ABSTRACT

**Purpose** – This study aims to examine and analyze the effect of Organizational Commitment and Knowledge Sharing on Organizational Citizenship Behavior Mediated by Job Satisfaction.

**Methodology** – This study uses a saturated sample of 40 employees. Quantitative analysis used the questionnaire collection method, using the Smart-PLS Structural Equation Model analysis method.

**Findings** – Organizational Commitment and Knowledge Sharing have a positive effect on Organizational Citizenship Behavior, Organizational Commitment and Knowledge Sharing have a positive effect on Job Satisfaction, Job Satisfaction has a positive effect on Organizational Citizenship Behavior, Job Satisfaction is able to mediate Organizational Commitment has a positive effect on Organizational Citizenship Behavior, Job Satisfaction is able to mediate Knowledge Sharing has a positive effect on Organizational Citizenship Behavior.

**Authenticity** – This research examined OCB, which has a broad and significant impact on company performance. It also provides better comprehension concerning the relationship of spiritual leadership, self-efficacy, locus of control, and job satisfaction on this indicator.

**Keywords:** Organizational Commitment; Knowledge Sharing; Organizational Citizenship Behavior; Job Satisfaction

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### INTRODUCTION

Introduction Human resources are the spearhead for organizations within a company. Companies will not exist and will not run without the role of human resources in it. Of course, the existing human resources must also be sufficient and qualified, not only in terms of quantity but also the most important thing is in terms of quality. With the existence of good quality

employees will also produce good performance for the progress of the company. This is proven of course by the achievement of company goals or targets. Many factors influence employee performance, good or bad. Good performance can be produced by one of them preparing or equipping employees with good knowledge (Mulyapradana et al., 2022). Good knowledge will not only be stored in the company. It would be better if this knowledge can be channeled or shared with employees. The process of distributing knowledge is called knowledge sharing. So that employees have sufficient knowledge to produce good performance. (Mulyapradana et al., 2022). Organizational commitment can be seen from several factors including trust and acceptance of the company, willingness to achieve company goals and the desire to remain in the company (Suhardi et al., 2021). Organizational commitment is a strong desire to try hard to match organizational goals for employees and have a desire to remain in the company or organization.

The behavior expected by the organization is not only in-role behavior, but also extra-role behavior. This extra-role behavior is called Organizational Citizenship Behavior (OCB). OCB is an extra-role behavior (not listed in the job description and not related to the reward system) that is important for individuals/employees to increase the efficiency and effectiveness of the organization or company (Nurafiah et al., 2019). Job satisfaction is a very important factor to get optimal work results. Everyone who works expects to get satisfaction from their place of work, satisfaction will affect the productivity that is expected by managers. Saldanha et al. (2019) stated that job satisfaction is basically how much positive or negative feelings employees show towards their work. Each individual has a different level of satisfaction according to the value system that applies to him. So job satisfaction concerns the psychology of individuals within the organization, which is caused by the perceived state of the environment.

Job satisfaction is a very important factor to get optimal work results. Everyone who works expects to get satisfaction from their place of work, satisfaction will affect the productivity that is expected by managers. Saldanha et al. (2019) stated that job satisfaction is basically how much positive or negative feelings employees show towards their work. Each individual has a different level of satisfaction according to the value system that applies to him. So job satisfaction concerns the psychology of individuals within the organization, which is caused by the perceived state of the environment. Every individual in the company certainly has their own needs and expectations, some of them are aware of this, while others are not aware of it. These needs and expectations stimulate employee behavior in the company. So, job satisfaction is a representation of employee attitudes and evaluation of work and fulfillment of their expectations (Najmudin & Haryono, 2022).

This behavior arises because of a sense of being a part/member of the organization and a feeling of satisfaction when you can give something more to the organization. This feeling of being part of the organization and feeling satisfied only occurs when employees have a positive perception of their organization (Nurafiah et al., 2019). Therefore, it will be examined further regarding organizational commitment, organizational citizenship behavior (OCB) and Knowledge Sharing. Knowledge Sharing as a means of mediating the influence of job satisfaction on OCB, there is an important role of loyalty to make employees become OCB in a company.

Several previous studies found different results for each variable. As the results of Wira Saputra & Supartha (2019) found that organizational commitment to Citizenship organizational behavior is positive and significant, Putra & Adnyani (2019) found that Knowledge Sharing has a significant effect on Organizational Citizenship Behavior. Furthermore, research

conducted by Kambey et al. (2016) found that Organizational Commitment has no effect on Job Satisfaction. Husain (2015) and Muleta & Haramaya (2014) Knowledge sharing has no significant effect on job satisfaction. Sudarmo & Wibowo (2018) found that there is a significant influence between job satisfaction on Organizational Citizenship Behavior. Furthermore, research conducted by Supriyati & Agustina (2021) shows that together job satisfaction and organizational commitment have a positive and significant influence on OCB. Therefore, further research is needed. Based on the phenomena described above and reinforced by differences in the results of previous research such as the research gap above, the authors are interested in conducting research with the title "The Influence of Organizational Commitment and Knowledge Sharing on Organizational Citizenship Behavior with Job Satisfaction as a Mediation Variable.

## **LITERATURE REVIEW**

### **1.1. The Effect of Organizational Commitment on Organizational Citizenship Behavior**

According to research conducted by Wira Saputra & Supartha (2019) which proves that there is a positive and significant influence between Organizational Commitment and Organizational Citizenship Behavior. This is inversely proportional to the research of Rahayu & Yanti (2020) which states that organizational commitment has no effect on Organizational Citizenship Behavior (OCB), because the path coefficient is not significant.

Based on the results of the research above, it can be concluded that the hypothesis in this study is as follows:

**H1: Organizational Commitment has a positive effect on Organizational Citizenship Behavior.**

### **1.2. The Effect of Knowledge Sharing on Organizational Citizenship Behavior**

Companies need to know how far Knowledge Sharing and Organizational Citizenship Behavior (OCB) have a positive effect and play a role in improving employee performance. According to Putra & Adnyani (2019) it can be concluded that there is a partial positive and significant influence of Knowledge Sharing on Organizational Citizenship Behavior.

Based on the results of the research above, it can be concluded that the hypothesis in this study is as follows.

**H2: Knowledge Sharing has a positive effect on organizational citizenship behavior.**

### **1.3. The Effect of Organizational Commitment on Job Satisfaction**

According to Putra & Indrawati (2018), these results prove that the higher job satisfaction felt by employees at the Rama Phala Hotel will create a high commitment from employees to the organization. According to Putra & Indrawati (2018) the Organizational Commitment variable has a positive and significant effect on Job Satisfaction. This is inversely proportional to the research of Kambey et al. (2016) who found that organizational commitment has no effect on job satisfaction. Based on the results of the research above, it can be concluded that the hypothesis in this study is as follows:

**H3: Organizational Commitment has a positive effect on job satisfaction.**

### **1.4. The Effect of Knowledge Sharing on Job Satisfaction**

Contradictory was found by the studies of Husain (2015) and Muleta & Haramaya (2014) which states that Knowledge Sharing has no significant effect on job satisfaction.

Restyorini (2019) states that Knowledge Sharing has a positive effect on job satisfaction. Based on the results of the research above, it can be concluded that the hypothesis in this study is as follows:

**H4: Knowledge Sharing has a positive effect on job satisfaction.**

### **1.5. The Effect of Job Satisfaction on Organizational Citizenship Behavior**

The results of Rohayati (2014) show that there is a positive and significant effect of job satisfaction on OCB. An employee with a high level of satisfaction will show a positive attitude or behavior towards work. According to Sudarmo & Wibowo (2018), there is a significant influence between job satisfaction on Organizational Citizenship Behavior. Based on the results of the research above, it can be concluded that the hypothesis in this study is as follows:

**H5: Job satisfaction has a positive effect on organizational citizenship behavior.**

### **1.6. The Effect of Organizational Commitment on Organizational Citizenship Behavior through Job Satisfaction**

Supriyati & Agustina (2021) which show that together job satisfaction and organizational commitment have a positive and significant influence on OCB. According to Sholikhah & Frianto (2022) Organizational Commitment and organizational commitment have a positive and significant effect on employee OCB. Based on the results of the research above, it can be concluded that the hypothesis in this study is as follows:

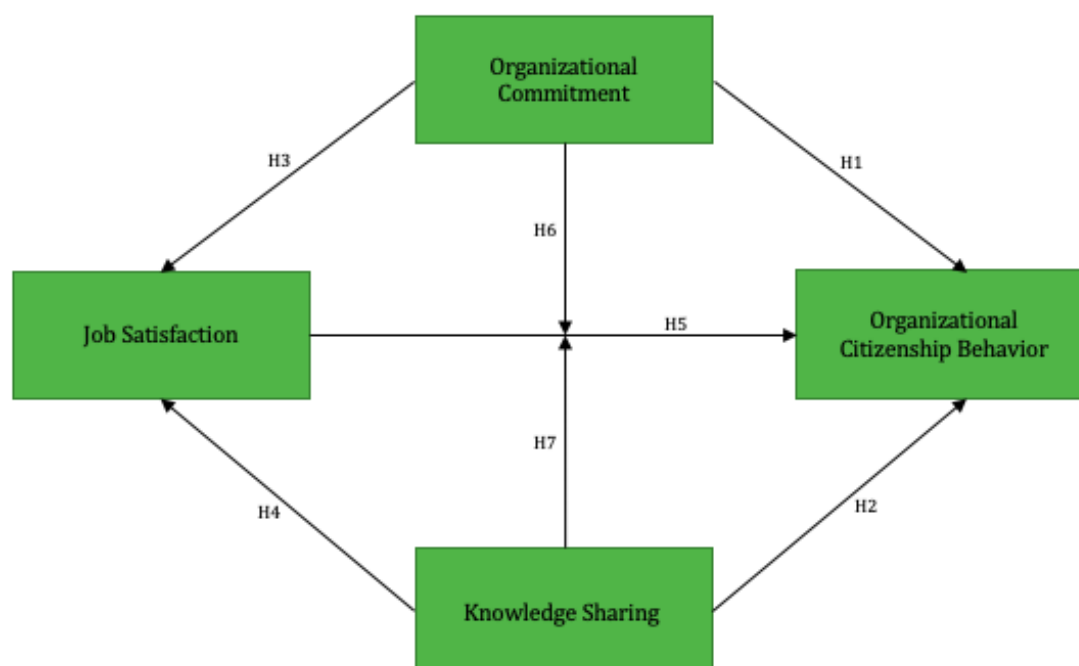
**H6: Job satisfaction is able to mediate Organizational Commitment life has a positive effect on organizational citizenship behavior.**

### **1.7. The Effect of Knowledge Sharing on Organizational Citizenship Behavior through Job Satisfaction**

M Subki (2016) which states that there is a positive relationship between job satisfaction and knowledge sharing. Iqbal et al. (2016) showed that job satisfaction has a positive effect on Knowledge Sharing. Based on the results of the research above, it can be concluded that the hypothesis in this study is as follows:

**H7: Job satisfaction is able to mediate knowledge Sharing has a positive effect on organizational citizenship behavior.**

Based on the literature review, a theoretical model of the research variables is presented in Figure 1.



**Figure 1.** Theoretical Model

## METHOD

The research design begins with identifying problems in research locations, formulating problems, and developing basic theory to strengthen the basis for each variable. So the sampling technique in this study is a saturated sample, namely a sample treatment where all members of the population are used as samples. This study used a quantitative approach where the survey was conducted using the questionnaire method with the SEM (Partial Least Square) methodology. The population in this study are employees of PT. KPP-Banten, namely as many as 40 people.

This study uses primary and secondary data collected through a questionnaire with a Likert scale. Understanding the Likert scale is used to measure attitudes, opinions, perceptions of a person or group of people about social phenomena. In research, this social phenomenon has been specifically defined by researchers, which are hereinafter referred to as research variables (S. Sugiyono, 2016). With a Likert scale, the variables to be measured are translated into variable dimensions and indicators. Then these indicators are used as a starting point for compiling instrument items which can be in the form of statements or questions. Meanwhile, this study measures Organizational Commitment as measured by indicators of equitable compensation, save environment, career development, employee participation, pride, wellness, conflict resolution, communication. Knowledge Sharing is measured by indicators of personal knowledge, work procedures, technology. Organizational Citizenship Behavior is measured by indicators of altruism, conscientiousness, sportsmanship, courtesy, civic virtue. Job satisfaction is measured by indicators of achievement of work results, awards, responsibilities, the work itself, development.

This research method uses data analysis methods using SmartPLS 3.0. PLS is a variant-based SEM statistical method designed to solve multiple regression when specific data

problems occur. PLS (Partial Least Square) is a powerful Factor indeterminacy analysis method, therefore it does not assume the data must be of a certain scale of measurement, the number of samples is small. PLS can also be used for theory confirmation. The purpose of PLS is to help researchers to get latent variable values for prediction purposes. The model formula originally defines the latent variable as a linear aggregate of the indicators. The analysis was performed using inferential statistical analysis . Inferential statistics are statistical techniques used to analyze sample data and the results are applied to the population.

This statistic will be suitable for use if the sample is taken from a clear population, and the sampling technique from that population is carried out randomly (Sugiyono, 2015). In accordance with the hypothesis that has been formulated, in this study statistical data analysis was measured using SmartPLS software starting from model measurement (outer model), model structure (inner model) and hypothesis testing. PLS (Partial Least Square) uses the principle component analysis method in the measurement model, namely the variant extraction block to see the relationship between indicators and their latent constructs by calculating the total variance which consists of common variance, specific variance and error variance so that the total variance becomes high.

## RESULTS AND DISCUSSION

**Result :** Based on the results of data processing in Table 1 below, it shows that out of 40 respondents there were 23 (57.5%) male respondents and 17 (42.5%) female respondents. The highest number of respondents aged between 25-2 years, namely 23 (42.5%) respondents and the lowest were respondents aged over >40 years, namely 2 (5%) respondents. While the highest level of education is S1 as many as 16 (40%) respondents and the lowest other educational level as much as 3 (7,5%) respondents. While employees with the longest tenure of 3-5 years were 14 (35%) respondents, for the lowest tenure >5 years were 6 (15%) respondents.

**Table 1. Characteristics of Respondents**

No.	Gender	Age	Level of education	Years of service
1.	Male = 23 (57,5%)	18 – 25 = 30 (30%)	SMA = 12 (30%)	< 1 year = 9 (22,5%)
2.	Female = 17 (42,5%)	25 – 32 = 23 (42,5%)	Diploma = 9 (22,5%)	1-3 years = 11 (27,5%)
3.		32 – 39 = 14 (22,5%)	S1 = 16 (40%)	3 – 5 years = 14 (35%)
4.		> 39 = 2 (5%)	Others = 3 (7,5%)	> 5 years = 6 (15%)

**Source:** Process Data

Based on ( $R^2$ ) tested R-Square (Goodness of Fit / GoF ). To assess this model using PLS, one starts observing  $R^2$  for any assigned latent variable. According to Ghazali (2014), an  $R^2$  value of 0.75 indicates strong, 0.50 indicates moderate and 0.25 indicates weak. The relevance of the predicted value (Q-squared) is 0.02 which means small, 0.35 means medium and 0.35 means large. Testing the GOF/Goodness of Fit model uses Predictive Relevance ( $Q^2$ ) on the inner model. The value ( $Q^2/Q$ -square) must be greater than zero (0) which indicates the model has predictive relevance.

**Table 2. Model of Goodness of Fit**

<i>Variable</i>	<i>AVE</i>	<i>Composite Reliability</i>	<i>Alpha Cronbach</i>	<i>R- Square</i>
<i>Job satisfaction</i>	0.686	0.952	0.943	0.860
<i>Knowledge Sharing</i>	0.527	0.898	0.871	
<i>Organizational Citizenship Behavior</i>	0.668	0.957	0.950	
<i>Organizational Commitment</i>	0.630	0.910	0.880	

**Source:** PLS Output, 2022

The estimated values for the path relationships in the structural model must be significant. The significance value of this hypothesis can be obtained by the bootstrapping procedure. See the significance of the hypothesis by looking at the parameter coefficient values and the significance value of the T-statistic on the bootstrapping report algorithm. To find out whether it is significant or not can be seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistics). The following table shows that hypothesis testing shows that: Organizational Commitment does not have a significant effect on organizational citizenship behavior, Knowledge Sharing has a significant positive effect on organizational citizenship behavior, Organizational Commitment has a significant positive effect on job satisfaction, Knowledge Sharing has a significant positive effect on job satisfaction, job satisfaction has a significant positive effect on organizational citizenship behavior, Organizational Commitment has a significant positive effect on organizational citizenship behavior through job satisfaction, and Knowledge Sharing has a significant positive effect on organizational citizenship behavior through job satisfaction.

**Table 3. Hypothesis Testing Results**

	<b>Original Sample (O)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Remarks</b>
Organizational Commitment → Organizational Citizenship Behavior	0.178	0.106	1.677	0.094	Not significant
Knowledge Sharing → Organizational Citizenship Behavior	0.328	0.100	3.271	0.000	Positive - Significant
Organizational Commitment → Job Satisfaction	0.577	0.135	4.264	0.000	Positive - Significant
Knowledge Sharing → Job Satisfaction	0.362	0.103	3.516	0.000	Positive - Significant
Job Satisfaction → Organizational Citizenship Behavior	0.663	0.146	4.544	0.000	Positive - Significant

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Remarks
Citizenship Behavior					
<b>Mediasi</b>					
Organizational Commitment → Job Satisfaction → Organizational Citizenship Behavior	0.581	0.140	4.141	0.000	Full Mediation
Knowledge Sharing → Job Satisfaction → Organizational Citizenship Behavior	0.041	0.078	0.530		Partial Mediation

**Source:** Process Data

#### Mediation Analysis

The mediation analysis was performed using the results from the PLS-SEM algorithm and the bootstrapping procedure, applying direct, total and specific indirect, and total effect values. The mediating effect of organizational learning on the relationship between Transformational Leadership and Work Engagement on Organizational Citizenship Behavior was analyzed and tabulated in Table 4.

**Table 4. Mediating Effect Analysis**

	Organizational Commitment	Knowledge Sharing
<i>Direct w/o Med</i>	0.178	0.328
<i>Direct w/Med</i>	0.581	0.041
<i>IV &gt; Med Beta</i>	0.422	0.308
<i>Med &gt; DV Beta</i>	0.208	0.188
<i>IV &gt; Med SE</i>	0.020	0.055
<i>Med &gt; DV SE</i>	0.065	0.048
<i>Sobel test statistic</i>	3.810	2.134
<i>One-tailed probability</i>	0.000	0.000
<i>Two-tailed probability</i>	0.000	0.000
<i>Result</i>	Significant	Significant

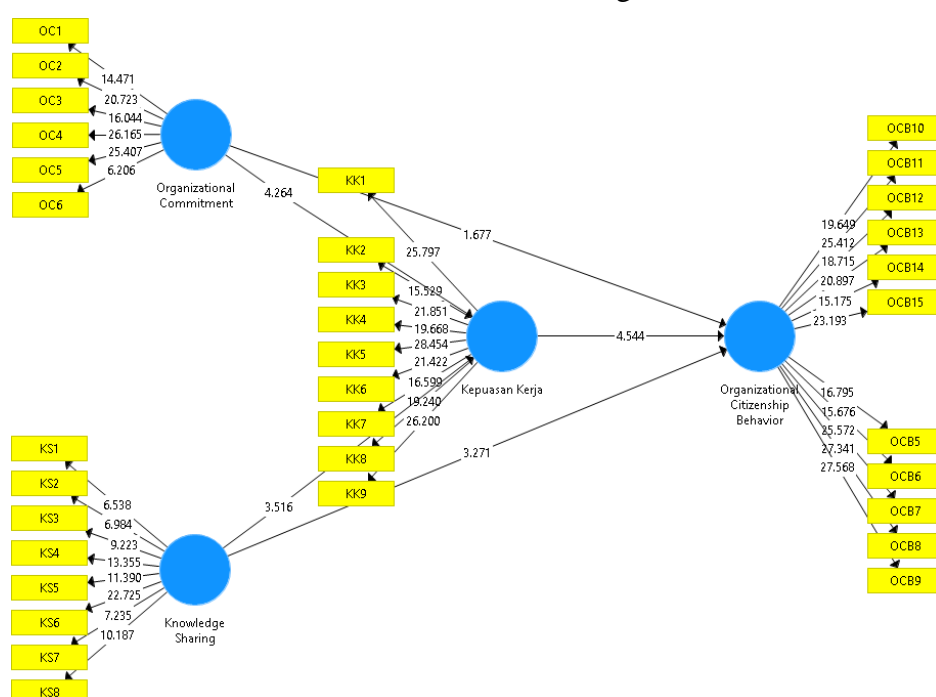
*Note: \*p<. 05, \*\*p<.01, \*\*\*p<0.001*

Hypothesis H6 shows that Transformational Leadership ( $\beta = 0.073$  and  $t = 0.458$ ) does not affect organizational citizenship behavior, but organization learning mediates the



relationship between Transformational Leadership and organizational citizenship behavior. This is supported by the Sobel test (independent vs. mediated and dependent), with a significant mediating effect of 3,908. The direct effect model suggests that organizational learning is mediated significantly between Transformational Leadership and organizational work citizenship behavior. This is because the coefficients of X to M and M to Y are significant in both relationships.

Hypothesis H7 shows that Work Engagement ( $\beta = 0.297$  and  $t = 3.569$ ) positively influences organizational citizenship behavior, and organization learning mediates the relationship between Work Engagement and organizational citizenship behavior. This is supported by the Sobel test (independent vs. mediated and dependent), with a significant mediating effect of 4,244. The direct effect model indicates that organizational learning is mediated significantly between work engagement and organizational citizenship behavior. This is because the coefficients of X to M and M to Y are significant in both relationships.



Source: Process Data

Figure 2. Bootstrap Test Results

Measurement is an analysis model to test the reliability and validity of each dimension and the indicators used to measure each variable that were built previously. The dimensional analysis of the model can be defined by explaining the discriminant validity value by assessing the square root value of AVE (Average Variance Extracted) with a boost value of more than 0.5 and a loading factor of more than 0.5, construct validity, and Cronbach Alpha because the composite reliability must be higher from 0.70.

$R^2$  (R-square) indicates a strong creation. So, the proposed model is supported by empirical research identified as the correct model. Likewise, the AVE value  $> 0.5$  indicates that each variable in the model meets the standard of discriminant validity. Composite reliability and Cronbach Alpha value for each variable is greater than 0.7 ( $> 0.70$ ), meaning that each variable is considered reliable. The measurement results based on fact analysis processing on

dimensional model-based indicators show that each indicator processed in Table 2 above is categorized as invalid where most of the loading issue values are more than  $> 0.50$  (more than 0.50).

## **Discussion**

### **1. The Effect of Organizational Commitment on Organizational Citizenship Behavior**

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 1.677, an original sample value of 0.178, and a P value of 0.094. The T-statistic value is smaller than the T-table value of 1.96, the original sample value shows a positive value, and the P value shows more than 0.05, these results indicate that Organizational Commitment has no effect on organizational citizenship behavior among employees.

This is because many things in an employee's life will be disrupted if they decide to leave this company, so that employees remain committed to working at this company, but employees do not display citizenship behavior while still working at this company. in principle. The results of this study are in line with the research of Rahayu & Yanti (2020) which states that organizational commitment has no effect on Organizational Citizenship Behavior (OCB), because the path coefficient is not significant.

### **2. The Effect of Knowledge Sharing on Organizational Citizenship Behavior**

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 3,271, an original sample value of 0,328, and a P value of 0,000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P values show less than 0.05, this result indicates that Knowledge Sharing has a positive and significant effect on Organizational Citizenship Behavior. This is because the application of information technology provided by the company is able to seek and access knowledge, it becomes easier for employees to work and exchange information between divisions, so that employees in this company are able to create an attitude of helping each other and are willing to guide new employees. The results of this study are in line with Hong & Razak (2015), and Putra & Adnyani (2019) who found that there is a positive and significant effect partially on the variable knowledge sharing on Organizational Citizenship Behavior.

### **3. The Effect of Organizational Commitment on Job Satisfaction**

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 4,264, an original sample value of 0,577, and a P value of 0,000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P values show less than 0.05, this result indicates that Organizational Commitment has a positive and significant effect on Job Satisfaction. This is because employees feel happy to spend the rest of their careers at this company and employees have strong emotional ties to this company, so that employees feel an interesting job from time to time. In addition, employees feel that their boss is an inspiration at work because they have high work motivation. The results of this study are in line with Putra & Indrawati (2018) which found that organizational commitment has a positive and significant effect on job satisfaction.

### **4. The Effect of Knowledge Sharing on Job Satisfaction**

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 3,516, an original sample value of 0,362, and a P value of 0,000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P values show less than 0.05, this result indicates that Knowledge Sharing has a positive and significant

effect on Job Satisfaction. This is because the technology built by the company is able to bridge the information needed, so that employees feel satisfied with the company, and employees enjoy working with colleagues, because colleagues always support the work done by other employees. The results of this research support the research of Astitiani & Sintaasih (2019), which states that Knowledge Sharing has a positive effect on job satisfaction.

### **5. The Effect of Job Satisfaction on Organizational Citizenship Behavior**

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 4,544, an original sample value of 0,663, and a P value of 0,000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P values show less than 0.05, this result indicates that Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. This is because employees are given the same opportunity to take part in promotional programs that are in accordance with their achievements. Promotions carried out by the company motivate employees to be more developed and advanced, so that employees are willing to complete tasks based on company procedures and comply with company regulations even though no one is supervising them. The results of this study are in line with the research of Sudarmo & Wibowo (2018), and Rohayati (2014) which show that there is a positive and significant effect of job satisfaction on Organizational Citizenship Behavior.

### **6. The Effect of Organizational Commitment on Organizational Citizenship Behavior through Job Satisfaction**

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 0.530, an original sample value of 0.041, and a P value of 0.596. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P values show less than 0.05, this result indicates that knowledge sharing is able to influence Organizational Citizenship Behavior partially, namely being able to influence either through or without through job satisfaction of employees. This is because every employee who is able to share knowledge among fellow employees tends to be able to show good citizenship behavior, such as being willing to help co-workers who are busy and always making a list of work plans so that they can complete my work properly regardless of the job satisfaction felt by the employee. The results of this study are supported by the research of Supriyati & Agustina (2021) which shows that knowledge sharing is able to partially influence Organizational Citizenship Behavior, namely being able to influence either through or without going through a mediating variable.

### **7. The Effect of Knowledge Sharing on Organizational Citizenship Behavior through Job Satisfaction**

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 4,141, an original sample value of 0,581, and a P value of 0,000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P values show less than 0.05, these results indicate that job satisfaction is able to mediate the effect of organizational commitment on Organizational Citizenship Behavior on employees. This is because employees who tend to feel high satisfaction will feel happy and proud to work at this company. This has an impact on employees who are always present at all meetings and easily adapt to changes that occur in the company. The results of this study are in line with the research of M Subki (2016) who found that job satisfaction is able to mediate the effect of Commitment on Organizational Citizenship Behavior.

## CONCLUSION

This study attempts to analyze variables related to Organizational Commitment, Knowledge Sharing, job satisfaction and organizational citizenship behavior. The results of this study were obtained from research on employees. From the results of calculations in this study, it can be concluded as follows:

Organizational commitment has no effect on organizational citizenship behavior that good or bad commitment does not affect organizational citizenship behavior in this company. Knowledge sharing has a significant positive effect on organizational citizenship behavior. This means that the better the knowledge sharing within the company, the better the organizational citizenship behavior shown by its employees.

Organizational commitment has a significant positive effect on organizational citizenship behavior that the better the organizational commitment, the employee satisfaction will increase. Knowledge sharing has a significant positive effect on job satisfaction. This means that the better the knowledge sharing carried out by employees, the more satisfied employees will be. Job satisfaction has a significant positive effect on Organizational Citizenship Behavior that the higher employee job satisfaction, the employee will create Organizational Citizenship Behavior at work.

Job satisfaction partially mediates the effect of knowledge sharing on Organizational Citizenship Behavior of employees, knowledge sharing is able to influence Organizational Citizenship Behavior both without going through job satisfaction. Job satisfaction fully mediates the effect of organizational commitment on Organizational Citizenship Behavior of employees. This means that organizational commitment is only able to influence Organizational Citizenship Behavior through job satisfaction.

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