

THE INFLUENCE OF KNOWLEDGE SHARING AND COMPETENCY ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH THE MEDIATION OF ORGANIZATIONAL COMMITMENT

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Abstract

This study examines the impact of knowledge sharing and competency on organizational citizenship behavior (OCB), with organizational commitment as a potential mediating variable, within the Regional Civil Service Agency (BKD) of Central Java Province. Recognizing the challenges of suboptimal OCB and low organizational commitment among employees, this research seeks to identify key drivers to enhance voluntary performance beyond formal job requirements. Using purposive sampling, 88 employees with a minimum Diploma-III education and three years of experience were selected for analysis. Data were collected through questionnaires and analyzed using multiple linear regression. The results reveal that knowledge sharing positively and significantly influences organizational commitment but does not directly affect OCB. Conversely, competency positively and significantly impacts OCB but does not influence organizational commitment. Furthermore, organizational commitment does not mediate the relationship between knowledge sharing, competency, and OCB. These findings offer practical insights for public sector organizations seeking to foster OCB through strategic focus on employee competency development and collaborative knowledge-sharing practices. Future research is encouraged to explore additional mediators and contextual factors influencing OCB in public institutions.

Keywords: Knowledge Sharing, Competency, Organizational Citizenship Behavior (OCB), Organizational Commitment, Public Sector Management

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The Central Java Province Regional Civil Service Agency is a regional apparatus organization that carries out State Civil Apparatus (ASN) Management. In carrying out the main tasks and functions of the Regional Civil Service Agency of Central Java Province, it requires human resources who have a high work ethic, are high achievers, and provide high dedication to the organization. The work demands and consequences of the Regional Civil Service Agency of Central Java Province in order to achieve optimal goals in carrying out its functions must be supported by the existence of good Organizational Citizenship Behavior (OCB) by every employee of the Regional Civil Service Agency of Central Java Province. From the results of a preliminary study at the Regional Civil Service Agency of Central Java Province, data was obtained that Organizational Citizenship Behavior (OCB) of 37.4% of employees was still less than optimal in realizing OCB, especially in implementing the five dimensions of OCB such as helping each other, lack of willingness to help colleagues, work in work, lack of accuracy in completing work, lack of sharing regulations with colleagues, and completing work not in line with the leader's disposition, so this becomes an irony in work activities. Organizational Citizenship Behavior (OCB) must be possessed by every employee in order to achieve company goals. Likewise for the organizational commitment behavior of employees, where based on data obtained regarding the Shortage of Working Time (KWK) of Central Java Province BKD employees in 2022 - 2023, the total shortfall of working time (KWK) of employees in two years is very large, namely 1379 hours in 2022, and 697 hours in 2023. This indicates that this phenomenon reflects the low level of organizational commitment among these employees. Organizational commitment refers to an employee's attachment and dedication to the organization where they work. When organizational commitment is low, employees tend to be less motivated to comply with established policies and standards, such as predetermined working hours.

Organizational Citizenship Behavior (OCB) must be possessed by every employee in order to achieve company goals. Likewise for the organizational commitment behavior of employees, where based on data obtained regarding the Shortage of Working Time (KWK) of Central Java Province BKD employees in 2022 - 2023, the total shortfall of working time (KWK) of employees in two years is very large, namely 1379 hours in 2022, and 697 hours in 2023. This indicates that this phenomenon reflects the low level of organizational commitment among these employees. Organizational commitment refers to an employee's attachment and dedication to the organization where they work. When organizational commitment is low, employees tend to be less motivated to comply with established policies and standards, such as predetermined working hours.

According to research conducted by Lubis (2021), Darmawan (2020), Farooq et al. (2021) shows that organizational commitment influences organizational citizenship behavior (OCB). Research by Makhfudho & Abadiyah (2000), Astuti & Suhana (2023) also explains that organizational commitment has a positive effect on organizational citizenship behavior (OCB). However, this is different from research by Sumarsi & Rizal (2021) which states that organizational commitment has no significant effect on organizational citizenship behavior (OCB). This is a challenge for every employee of the Regional Civil Service Agency of Central Java Province to continue to prepare themselves to increase employee organizational commitment. Apart from organizational commitment, in improving Organizational Citizenship Behavior (OCB), employees need to have good interactions with each other in terms of sharing knowledge or in this case it is called good knowledge sharing between fellow employees. Many organizations are trying to implement knowledge sharing to meet the demands of global competition and developments in information technology. In research conducted by Susita & Helexandra (2020) knowledge sharing has a significant influence on increasing employee organizational citizenship behavior (OCB) as well as research by Akturan & Çekmecelioğlu (2016), Samiruddin & Husain (2013), Farooq et al (2021) which states that knowledge sharing has a positive effect on organizational citizenship behavior (OCB), but this is not the case with research by Nofrandy (2003) which states that knowledge sharing has no effect on organizational citizenship behavior (OCB). Employees who demonstrate organizational behavior will feel part of the organization and will voluntarily implement the knowledge sharing required by their colleagues (Akturan & Çekmecelioğlu, 2016).

Competence is also one of the factors that influences organizational citizenship behavior (OCB). Competence is the ability to carry out a job or task that is based on skills and knowledge and supported by the work attitudes required by the job. (Robbins, 2018). The competencies provided by employees of the Central Java Province Regional Civil Service Agency cannot be separated from the spotlight because not all employees in 2023 will receive education and training to support the competencies of each employee. With the increasing knowledge and competence possessed by employees, Organizational Citizenship Behavior is expected to become more optimal. Based on these problems, increasing OCB in the Regional Civil Service Agency of Central Java Province needs to be carried out by analyzing the factors that influence it, namely knowledge sharing, competence and organizational commitment.

According to research by Rijanti et al. (2019) and Makhfudho & Abadiyah (2020), Darmawan (2020), Farooq et al (2021), Astuti & Suhana (2023) which have been carried out show that competence influences organizational citizenship behavior (OCB). However, this is different from the research of Dharmawan et al., (2012) and Nurlindah & Rahim (2018) and Sumarsi & Rizal (2021) which states that competence has no significant effect on organizational citizenship behavior (OCB). This is a challenge for every employee of the Regional Civil Service Agency of Central Java Province to continue to prepare themselves for competency testing. Given the differences in several studies regarding competence in organizational citizenship behavior (OCB), it is necessary to carry out further research. With the increasing knowledge and competence possessed by employees, Organizational Citizenship Behavior is expected to become more optimal. Based on these problems, increasing OCB in the Regional Civil Service Agency of Central Java Province needs to be carried out by analyzing the factors that influence it, namely knowledge sharing, competence and organizational commitment.

LITERATURE STUDY

Organizational Citizenship Behavior (OCB)

An organization is greatly influenced by the behavior of individuals within it. If individuals in an organization contribute through their work beyond what the organization expects, it will inevitably make the organization more successful. Behavior shown by employees that exceeds the standards set by the organization without expecting anything in return can be called Organizational Citizenship Behavior (OCB). Robbins and Judge (2008) define "Organizational Citizenship Behavior (OCB) as chosen behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization". According to Organ et al. (2005) defines organizational citizenship behavior as the behavior of company employees aimed at increasing the effectiveness of company performance without ignoring the employee's individual productivity goals. Organizational Citizenship Behavior (OCB) is a helpful attitude shown by members of an organization, which is constructive in nature, appreciated by the company but not directly related to individual productivity (Bateman & Organ in Steers, Porter, Bigley, 1996). OCB is a term used to identify employee behavior which refers to the construct of extra-role behavior (ERB) which is defined as behavior that benefits the organization and/or intends to benefit the organization (Dyne in Muhdar, 2015). Based on several opinions expressed above, it can be concluded that Organizational Citizenship Behavior (OCB) is behavior shown by employees voluntarily to achieve organizational goals even without being given compensation. Dimensions of Organizational Citizenship Behavior.

Based on the questionnaire developed by Organ (1988), to determine and measure Organizational Citizenship Behavior (OCB) you can use the following indicators: a). Sportsmanship, b). Civic Virtue, c). Conscientiousness, and d). Altruism as well as e). courtesy (maintaining good relationships) so that in this research, the indicators used to measure Organizational Citizenship Behavior (OCB) are tolerant attitude, responsibility for improving the quality of work, giving the best, helping nature, and maintaining good relationships.

Organizational Commitment

Organizational commitment is an employee's feeling of psychological and physical connection or attachment to the organization where he works or the organization in which he is a member (Wirawan, 2013). Luthans (2006) defines organizational commitment as a strong desire to remain a member of an organization, the desire to work hard according to organizational expectations, certain beliefs and acceptance of the organization's values and goals. It is not much different from the definition of organizational commitment according to Robbins & Judge (2011) which explains that organizational commitment is a situation where an employee sides with a particular organization and its goals and desires to maintain membership in that organization. Organizational commitment has an important role because it can encourage an employee's sense of attachment and loyalty to their company, and also as a driver for optimal performance. Employee commitment to their organization is very important because without strong commitment employees will only act as opportunists. Organizational commitment is a kind of attitude that reflects an individual's attachment to a particular organization in terms of identification with it or involvement in it.

According to Allen & Mayer (1990), organizational commitment is defined as a psychological state that characterizes an employee's relationship with the organization or its implications that influence whether the employee will remain in the organization or not. Organizational commitment consists of three dimensions, namely affective commitment, which shows the strong emotional desire of employees to adapt to existing values so that their goals and desires to remain in the organization can be realized.

Continuance commitment is a commitment based on one person's concern for others, then the third dimension is normative commitment which shows the employee's moral responsibility to remain in the organization. Mowday et al (1982) define organizational commitment as a complex concept that includes behavioural and attitudinal components. This includes the extent to which workers incorporate the values of the organization, as well as their intention to remain part of the organization.

Knowledge Sharing

Every organization in the era of digitalization must face a very high level of competition in order to achieve company goals. Organizational leaders always try to find competitive advantages to survive in the face of very tight competition. One potential source of competitive advantage is increasing knowledge (Omerzel & Gulev, 2011). In research proposed by Ibrahim & Heng (2015), knowledge integration needs to be managed well. Management of knowledge by an organization is called knowledge management. Knowledge management is "the process of creating, sharing, using and managing the knowledge and information of an organization" (Girard & Girard, 2015). Knowledge management has been widely applied in all lines of organizations, and has become a key success factor in the progress of an organization. One of the important things in knowledge management that needs to be developed is knowledge sharing. Knowledge sharing is an important and inseparable part of knowledge management. The implementation of knowledge sharing is an effort to meet the demands of global competition and is coupled with developments in information technology.

According to Tobing (2007) knowledge sharing is a stage of disseminating and providing knowledge at the right time for employees who need it. Matzler et al. (2008) stated knowledge sharing as a process where individuals exchange knowledge, both tacit and explicit knowledge. Hoof & Ridder (2004) explain that knowledge sharing is a reciprocal process where individuals exchange knowledge (tacit and explicit) and jointly create new knowledge (solutions). In principle, most knowledge exists in the human head in the form of tacit knowledge, not in sophisticated information systems which are of course supported by technology. Knowledge sharing is a systematic process of sending, distributing and disseminating multidimensional knowledge and context from a person or organization to other people or organizations who need it through varied methods and media.

Knowledge sharing is part of the knowledge management process which essentially provides ample opportunities for learning (learning) to all members of the organization so that they can improve their competence independently.

Human resources who have high competence are seen as being able to support increased performance and capability of an organization. Competence is the underlying characteristics of a person related to the effectiveness of an individual's performance in his or her work or the basic characteristics of an individual that has a casual or causal relationship with the criteria that are used as a reference, effective or excellent or superior performance in the workplace or in certain situations (Spencer & Spencer, 1993).

Competency based on Law No.13/2003 concerning employment: article 1 (10), "Competency is the work ability of each individual which includes aspects of knowledge, skills and work attitudes that are in accordance with established standards."

RESEARCH METHODOLOGY

This research is explanatory research, namely research that aims to explain relevant aspects of the phenomenon being observed. Even though this research is not basically about solving business problems, it is also called diagnostic analysis whose data can be in the form of qualitative and quantitative data. The population in this study was 145 employees at the Regional Civil Service Agency of Central Java Province. The sampling technique uses a purposive sampling technique using research sample criteria, namely employees with a minimum D3 education and employees with a minimum work period of 3 years. Techniques and data analysis used descriptive analysis of respondents, descriptive analysis of variables, instrument testing, so that the number of respondents in this study was 88 employees, regression tests and mediation effect tests. This research model can be described as follows:

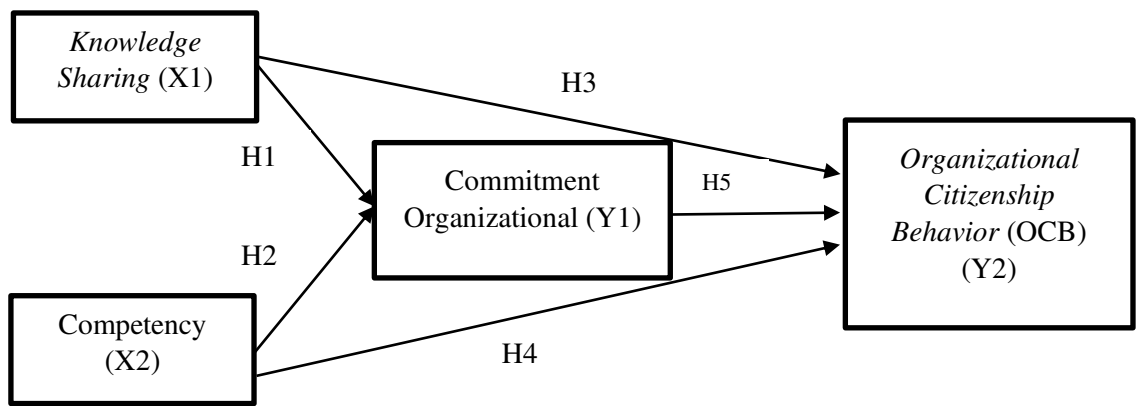


Figure 1. Research Graphic Model

Figure1.
Research
Graphic Model

Competency

RESULT AND DISCUSSION

Descriptive analysis of respondents was carried out by collecting respondent identity information from 88 respondents including gender with 45 male employees (51.1%) and 43 female employees (48.9%). This shows that there is equality or balance in gender in the work environment in BKD Central Java Province. Employee age has an important role in shaping dynamics in the work environment. Generational differences bring diverse views, different skills, and varying levels of experience, which can have a significant impact on performance, level of innovation, and teamwork, mostly consisting of the 31-40 year old age group, 31 employees (35.2%) reflects an important career phase for many individuals in the workplace. From the level of education, it can be concluded that respondents with Bachelor's degree education dominate, namely 45 employees (51.1%). This indicates that the competency of Central Java Province BKD employees is high in line with the demands of current developments in order to meet the needs of larger organizations and work is increasingly complex and global. Meanwhile, for work periods of more than 10-15 years, 27 employees (30.7%) are the highest frequency, followed by work periods of more than 15 years, 26 employees (29.5%), indicating that the majority of Central Java Province BKD employees already have experience. and a deep understanding of organizational processes, culture and structure.

From the results of the description of the knowledge sharing variable, it was found that Central Java Province BKD employees implemented knowledge sharing with colleagues in achieving their organizational goals. Central Java Province BKD employees feel that sharing information and knowledge with colleagues can improve new skills and expertise and be beneficial for the organization. The competency variable shows that employees at BKD Central Java Province have persistence in working and also have a polite appearance wherever they are. This reflects that employees as part of the Central Java Province BKD must be a good example in appearance and in work persistence because the Central Java Province BKD is a Regional Apparatus Organization that regulates Human Resources Management (HR). The organizational commitment variable shows the level of employee commitment to the organization is very strong. The OCB variable shows that respondents indicate that Central Java Province BKD employees are willing to help colleagues when facing difficulties but tend not to work more than required by the organization.

The results of the regression test for the variables knowledge sharing, competence, organizational commitment, and OCB obtained the following regression analysis data:

Equation	Model Test			Relationship between variables	t- test		Explanation
	Adjusted R Square	F Count	Sig.		Beta	Sig.	
Y1= a+b1X1+b2 X2+e	0,163	9,448	0,000	KS → KO	0,325	0,027	Hypothesis 1 Accepted
				K → KO	0,127	0,382	Hypothesis 2 is rejected
Y2 = a+b1X1+b2 X2+ b3Y1+e	0,681	62,883	0,000	KS→OCB	0,084	0,364	Hypothesis 3 is rejected
				K→OCB	0,731	0,000	Hypothesis 4 Accepted
				KO→OCB	0,088	0,191	Hypothesis 5 is rejected

Table 1.
Regression Test
Results

Information: KS =Knowledge Sharing, C = Competency, OC = Organizational Commitment, OCB = Organizational Citizenship Behavior

The table shows that knowledge sharing has an influence on organizational commitment, but has no effect on OCB, another factor is competence, where competence has no effect on organizational commitment but has an effect on OCB. Meanwhile, the mediator variable, namely organizational commitment, has no effect on OCB. Because the mediator variable has no effect, there is no need to carry out a mediation test. Based on the results of the regression test from the two F models, it shows that the independent variables, namely knowledge sharing and competence, have a simultaneous effect on the dependent variable. To determine the effect of the independent variable on the dependent variable, it can be seen through model testing, hypothesis testing, and mediation testing as follows.

Model Test

The model test aims to show whether all the independent or independent variables included in the model have a joint influence on the dependent/dependent variable. In this research, 2 model tests were carried out, namely the coefficient of determination test and the F test. Based on the coefficient of determination test in model I, it produced an Adjusted R Square value of 16.3%, which means that changes in organizational variables can be explained by the knowledge sharing and competency variables of 16.3% while the remaining 83.7% is explained by other variables outside the model. Based on the coefficient of determination test, model II produces an Adjusted R Square value of 68.1%, which means that changes in the OCB variable can be explained by the knowledge sharing, competency and organizational commitment variables of 68.1%, while the remaining 31.9% is explained by other variables. outside the model mentioned above. Based on the research results, the F test in model I produces a calculated F of 9.448 with a significance level of 0.000, which is less than 0.05. This shows that the independent variables (Knowledge Sharing and Competence) have a simultaneous or joint influence on the dependent variable (Organizational Commitment). Meanwhile for model 2, the F test produces a calculated F value of 62.883 and a significance value of 0.000, which is smaller than 0.05. This shows that the independent variables (Knowledge Sharing, Competence and Organizational Commitment) simultaneously or concurrently influence the dependent variable (OCB).

Hypothesis Testing

Hypothesis testing using the t test was carried out to determine the effect of the independent variable on the dependent variable partially. The results of statistical tests in this research are as follows:

1. Test the Effect of Knowledge Sharing on Organizational Commitment

Testing hypothesis 1, namely the effect of Knowledge Sharing on Organizational Commitment, it is known that Knowledge Sharing (X1) has a Beta coefficient of 0.325 with a significance value of 0.027 which is smaller than 0.05. This shows that Knowledge Sharing has a positive and significant effect on Organizational Commitment, so that Hypothesis 1 is accepted.

2. Test the Effect of Competency on Organizational Commitment

Testing hypothesis 2, namely the influence of Competency on Organizational Commitment, shows that Competency (X2) has a Beta coefficient of 0.127 with a significance level of 0.382, which is greater than 0.05. This shows that Competency has no effect on Organizational Commitment, so Hypothesis 2 is rejected.

3. Test the Effect of Knowledge Sharing on OCB

Testing hypothesis 3, namely the effect of Knowledge Sharing on OCB, shows that Knowledge Sharing (X1) has a Beta coefficient of 0.084 with a significance level of 0.364, which is greater than 0.05. This shows that Knowledge Sharing has no effect on OCB, so Hypothesis 3 is rejected.

4. Test the Effect of Competence on OCB

Testing hypothesis 4, the influence of Competency on OCB shows that Competency (X2) has a Beta coefficient of 0.731 with a significance level of 0.000, which is smaller than 0.05. This shows that competency has a positive and significant effect on OCB, so Hypothesis 4 is accepted.

5. Test the Effect of Organizational Commitment on OCB

Testing hypothesis 5, namely the Effect of Organizational Commitment on OCB, shows that Organizational Commitment (Y1) has a Beta coefficient of 0.088 with a significance level of 0.191 > 0.05. This shows that Organizational Commitment has no effect on OCB, so Hypothesis 5 is rejected.

Mediation Test

In this research, a mediation test is not needed because there is no continuity between the accepted hypothesis and the rejected hypothesis based on the Graphical Model of Relationships between Variables. The graphical model of the relationship between variables used illustrates that the relationship between the independent variable and the dependent variable cannot be explained through the mediating variables proposed in the hypothesis. Therefore, there is no reason to continue testing mediation in this analysis because there is no support from the data or model used to strengthen this relationship through the proposed mediating variables.

DISCUSSION

The Effect of Knowledge Sharing on Organizational Commitment

The results of this research indicate that Knowledge Sharing has a positive and significant influence on organizational commitment. From the respondents' answers obtained from the questionnaire results, knowledge sharing carried out by employees at the Regional Civil Service Agency of Central Java Province has become a tradition to improve coordination and skills as well as increase organizational commitment within the Regional Civil Service Agency of Central Java Province. This is in accordance with what was stated by Matzler et al. (2008) defines knowledge sharing as a process where individuals exchange their knowledge, both tacit knowledge and explicit knowledge. The main focus of knowledge sharing is people who are willing to exchange information and knowledge, whether other people, groups or organizations. The importance of the knowledge sharing process is very much needed within the scope of the Central Java Province BKD in order to build organizational commitment in achieving common goals. According to research by Farooq et al (2021) and research results from Astuti & Suhana (2023) show that Knowledge Sharing has a positive and significant effect on Organizational Commitment.

The Influence of Competency on Organizational Commitment

The results of this research indicate that competence has no effect on organizational commitment. The results of this research are in accordance with the research gap in research proposed by Asnora & Indra (2020) as well as research proposed by Bagyo & Khusnia (2021) which states that competence does not have a significant effect on organizational commitment but contradicts the research results of Kurniawan (2022), Rustandi et al (2023), as well as Sumarsi & Rizal (2021) who state that competence has a significant and influential effect on organizational commitment. Based on the characteristics of the respondent data, the majority of respondents, namely 75 employees (85.2%), had bachelor's and master's levels of education. It can be concluded that the competency of Central Java Province BKD employees is high. The influence of competence on organizational commitment usually occurs when employees feel that the expertise or skills they possess are recognized and valuable in achieving organizational goals. However, in the context of ASN employees who only follow the rules, technical competence or skills are not directly linked to their level of commitment to the organization. They see these competencies only as a means to fulfill required tasks, not as a tool to contribute more deeply to the organization's vision and mission. In addition, in bureaucratic environments that tend to be conservative, technical competence may be underappreciated or not considered a major factor in assessing performance or commitment. So, even though ASN employees have sufficient competence, this does not automatically increase their organizational commitment if there is no clear recognition or incentive to do more than just comply with the rules.

The Effect of Knowledge Sharing on OCB

The results of this research indicate that Knowledge Sharing has no effect on Organizational Citizenship Behavior (OCB). From the respondents' answers obtained from the questionnaire results, knowledge sharing has not been able to optimize Organizational Citizenship Behavior (OCB) within the BKD environment in Central Java Province. The results of this research are in accordance with the research results according to Nofrandy (2023). Knowledge sharing does not have a positive or significant effect on Organizational Citizenship Behavior (OCB). This is also supported by the large number of respondents who already have sufficient competence, seen from the number of respondents with Bachelor's and Master's degrees, the number is above 75%. According to Robbins & Judge (2008) Organizational Citizenship Behavior (OCB) is defined as voluntary behavior carried out by an employee in the organization where he works, but this is not a formal obligation so that the employee contributes more to the organization. It can be concluded that OCB is employee behavior that exceeds the required role, which is not directly or explicitly recognized by the formal reward system. This means that someone who behaves OCB does not expect to be paid either in the form of money or a certain bonus. OCB is more about the social behavior of each individual to work beyond what is expected, for example: helping colleagues during breaks or outside working hours voluntarily. The job demands of Central Java Province BKD employees with a high workload and responsibility mean that knowledge sharing is carried out not in order to support OCB but only to the principle of compliance with existing rules and procedures and more focus on completing their main tasks.

The Influence of Competence on OCB

Based on the results of testing the fourth hypothesis, it shows that there is a positive and significant influence between competence on Organizational Citizenship Behavior (OCB). From the respondents' answers obtained from the questionnaire results, optimal competency is able to improve the Organizational Citizenship Behavior (OCB) of employees at the Regional Civil Service Agency of Central Java Province. This is because competence is directly proportional to Organizational Citizenship Behavior (OCB). Competence is a basic characteristic possessed by an individual by identifying ways of thinking, behaving, acting and drawing conclusions that can be carried out and maintained by the individual at a certain time. With the competencies possessed, an employee can act as best he can in an effort to achieve goals (Pianda, 2018). In research conducted by Nugraha & Adnyani (2018), the results showed that competence had a significant positive effect on OCB. This means that the higher the competency an employee has, the higher the OCB. Because with the competencies they have, employees can act both positively and negatively towards the tasks and responsibilities they receive, and if competencies are applied appropriately to the organization, a sense of organizational citizenship behavior will arise. This research is in accordance with the research results of Astuti & Suhana (2023), Rijanti et al (2019) and Sururiyah (2023) which stated that competence has a positive and significant effect on Organizational Citizenship Behavior (OCB).

The Influence of Organizational Commitment on OCB

Based on the results of testing the fifth hypothesis, it shows that Organizational Commitment has no effect on Organizational Citizenship Behavior (OCB). From the respondents' answers obtained from the questionnaire results, organizational commitment has not been optimal in improving Organizational Citizenship Behavior (OCB) in the BKD environment in Central Java Province. The results of this research are in accordance with research proposed by Sumarsi & Rizal (2021) and Rohma & Rinaldi (2023) which states that organizational commitment has no effect on Organizational Citizenship Behavior (OCB). Based on respondent data, the majority of Central Java Province BKD employees have a service period of > 10 years. This shows that the employee's organizational commitment is high enough to rule out OCB. Many studies show that in bureaucratic or public sector environments, employees often have an orientation that is more focused on compliance with rules and carrying out routine tasks that have been set. This may reduce the urge to engage in OCB acts, which tend to be more voluntary and not directly related to their primary tasks (Organ & Ryan, 1995). External factors such as policy changes, political pressure, or economic conditions can influence organizational commitment to carry out OCB. Based on the results of this research, it shows that the relationship between organizational commitment and OCB is not always linear or strong in bureaucratic or public sector environments. Contextual factors and organizational culture can reduce the influence of organizational commitment on employee motivation to carry out OCB actions.

CONCLUSION

Based on the results of research and data analysis, it can be concluded that knowledge sharing has a positive and significant effect on organizational commitment in the Regional Civil Service Agency of Central Java Province. The better knowledge sharing between employees in an organization, the better organizational commitment will be created, which will have an impact on good Organizational Citizenship Behavior (OCB) in the organization. Meanwhile, competency has no effect on organizational commitment. Knowledge sharing and organizational commitment have no effect on organizational citizenship behavior. Competency has a positive and significant effect on organizational citizenship behavior. The better the competence between employees an organization has, the impact it will have on good organizational citizenship behavior in the organization.

This research has limitations, namely that this research was only carried out at a limited research location, namely employees at the Regional Civil Service Agency of Central Java Province, so the results of this research cannot be generalized and must be presented carefully, so that for parties who wish to use The findings from this research need to be careful in making generalizations or analogies of research results, because the research results are not necessarily the same if carried out on different research objects. Filling out the questionnaire is voluntary and there are no binding rules so that respondents can give inaccurate answers and answer well even though their performance is not good.

There are two implications in this research, namely theoretical implications and managerial implications. The theoretical implication is that OCB will increase as employee competency increases, therefore it is necessary to provide adequate competency training for employees at the Regional Civil Service Agency of Central Java Province. The managerial implications built from this research are useful for leaders being able to evaluate work in the organization and improve work procedures so that employees feel cared for.

The Influence of Knowledge Sharing and Competency on Organizational Citizenship Behavior With the Mediation of Organizational Commitment

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