

COMMITMENT MEDIATES KNOWLEDGE SHARING BEHAVIOR ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

This study aims to know and analyze the Effect of knowledge sharing behavior on organization citizenship behavior with organizational commitment as mediation variables at the Central Maluku District Inspectorate Office. This research is a quantitative research, and measured according to the level of explanation is associative research. Data were obtained through questionnaires, observations and documentation analyzed by testing hypotheses and identifying relationships between variables by correcting path coefficient values through SmartPLS version 4.0. Results suggest that organizational commitment is a mediating variable in the relationship between knowledge-sharing behavior and OCB.

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1. INTRODUCTION

Knowledge is a very valuable asset in facing global competition in various fields. This development has triggered organizations and government institutions to be able to strive to manage the knowledge held within the organization or what is called knowledge management. Songsangyos, (2012) suggests that knowledge management consists of (1) knowledge adoption, (2) knowledge coding, (3) knowledge storage, (4) knowledge sharing, and (5) knowledge utilization, but the most important thing in knowledge management is sharing knowledge. Sharing knowledge is a concern in the context of research and applications because it provides benefits to individuals and organizations. According to Wicaksono & P, (2022) sharing knowledge can help increase organizational members' understanding of their duties. Furthermore, Mohajan, (2019) interprets knowledge sharing behavior as readiness and confidence in an individual's competence to transfer the knowledge gained to other people who need it. In fact, knowledge sharing behavior has been found to have a significant impact on improving organizational performance (Gholami et al., 2013).

The tendency to share knowledge often occurs because of discretion in terms of formal recognition at the level of organizational citizenship behavior. This behavior is often referred to as OCB which is not determined within the job but facilitates the achievement of predetermined organizational goals (Vazifeh and Ganjali, 2016). So in other words, OCB is an important factor in supporting the success of an organization or agency. In Tandayong's research, (2019) postulates that if individuals have higher OCB they are more willing to share knowledge. Wicaksono & P, (2022) research reveals that employees with high organizational citizenship behavior will automatically display higher knowledge sharing behavior. Sadegh (2015) stated that the more employees believe in OCB, the more employees tend to demonstrate knowledge sharing behavior.

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On the contrary, in organizations facing low levels of OCB among employees, the level of knowledge sharing behavior also decreases critically. Apart from OCB, the knowledge possessed will often come from organizational commitment. According to Lin (2007), people who have high commitment to the organization will tend to share knowledge to achieve organizational goals. Thus, when an employee or employee in an organization has a high sense of commitment, he will contribute his knowledge to make it complementary.

Research related to knowledge sharing behavior has been widely carried out, but not much has been carried out regarding auditor research as an object. This behavior will have many benefits that can increase the effectiveness and efficiency of the auditor's work. If an auditor is intense, it will have an impact on improving the quality of the auditor, especially in obtaining a better understanding of the situation or entity being audited. By collaborating and sharing information, auditors can better identify risks and opportunities, thereby improving audit quality. Another aim is to increase efficiency due to overlapping work and to be able to utilize findings and information collected by fellow auditors so as to save time and resources.

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An auditor's work is always vulnerable to potential risks if errors occur, therefore sharing knowledge can help identify potential problems or discrepancies that might be missed if the auditor worked alone. Auditors also need increased insight and experience to enable auditors to continue to learn and develop skills, by sharing knowledge auditors can increase accountability within the team and can monitor and check each other's work, ensuring that every aspect of the audit has been carefully checked.

Inspectorate audits often have significant implications for policy, public spending and government transparency. By carrying out audits fairly, auditors can ensure that audit results have high credibility in the eyes of stakeholders. This helps ensure that audit results are used for wise decision making. Apart from that, auditors need to prioritize transparency and accountability in the audit process. Auditors in inspectorates must transparently explain audit methods and procedures to the entity being examined and the public. This helps maintain accountability in the use of public funds and avoid accusations of non-transparency. Therefore, researchers are interested in integrating the influence of Knowledge Sharing Behavior on Organizational Citizenship Behavior with Commitment as a Mediating Variable in one complete model and taking specific objects in the District Inspectorate office employees. Central Maluku.

2. METHOD

The research approach is a way in which researchers prove the problems that have been formulated and will be achieved and test hypotheses. Sugiyono (2007) states that research design is an investigation structure that is arranged in such a way that researchers can obtain answers to questions. The approach used in this research is a positivist approach with the characteristic of prioritizing theory and previous research to build a conceptual framework and hypotheses; uses quantitative analysis tools and attaches importance to the generalization of research results.

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This research also applies an exploratory approach, namely trying to find relationships that are relatively new and explanatory, namely research carried out by explaining the symptoms caused by a research object.

3. RESULTS AND DISCUSSION

The inferential statistical method used in this research is Partial Least Square (PLS) with SmartPLS 5.0. Partial Least Square (PLS) was first developed by Herman Wold, he was the teacher of Karl Joreskog (who developed SEM). This model was developed as an alternative for use in research where the theoretical basis for designing the model is weak (Solimun, 2010). Partial Least Square (PLS) is a statistical software that can be used to process data in linear structural models.

Partial Least Square is variance-based statistical processing software or component based SEM. According to Ghozali (2008), data processing using the PLS SEM approach does not require processing classical assumptions and the minimum data type is ordinal and the minimum sample size is 30.

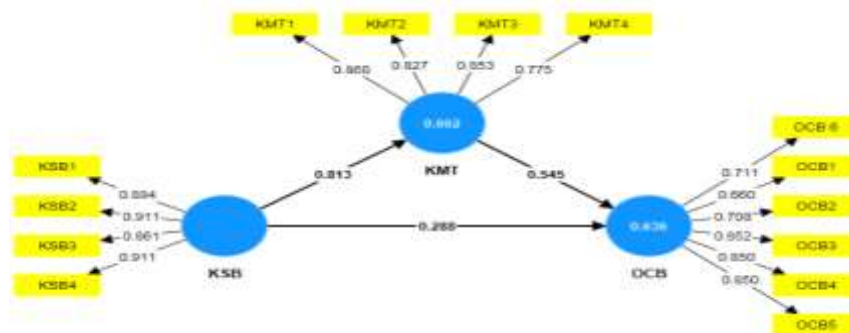


Figure 1. Outer Loading
Source; Primary Data processed, (2023)

Hypothesis testing in this research uses SmartPLS version 3.0 with the reason that using this program can identify relationships between latent variables by correcting the path coefficient value based on this relationship. The research hypothesis aims to answer whether the hypothesis proposed by the researcher is accepted or rejected. Based on the data processing that has been carried out, the results can be used to answer the hypothesis in this research. Hypothesis testing in this research was carried out by looking at the T-Statistics values and P-Values. The research hypothesis can be declared accepted if the P-Values < 0.05. The following are the results of hypothesis testing obtained in this research.

Table 1. Direct Influence Hypothesis Research Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
KMT -> OCB	0.545	0.564	0.121	4.512	0.000
KSB -> KMT	0.813	0.815	0.053	15.487	0.000
KSB -> OCB	0.288	0.284	0.180	1.607	0.108

Source; Primary Data processed, (2023)

The data above shows that the P-Value value is 0.307, which is greater than the significant value, namely, 0.05. This means that internal communication is not significant to employee performance.

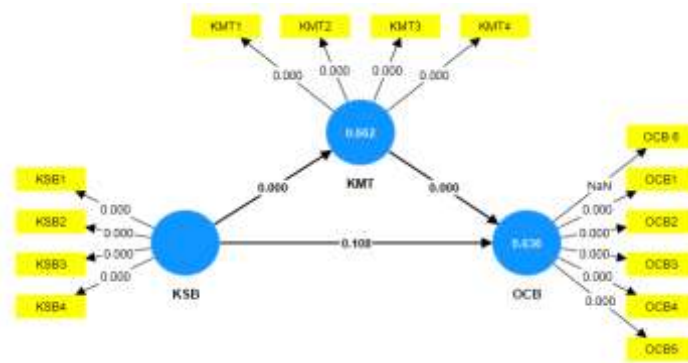


Figure 2. Bootstrapping Path Model
Source; Primary Data processed, (2023)

The indirect influence between the independent variables on the dependent variable is explained in the table below:

Table 2. Mediation Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O /STDEV)	P values
KSB → KMT → OCB	0.443	0.460	0.108	4.112	0.000

Source; Primary Data processed, (2023)

The Influence of Knowledge Sharing Behavior on Organizational Citizenship Behavior

The results of the bootstrapping test reveal the influence of Knowledge Sharing on OCB with a coefficient of 0.228 and a significance level of 0.108 > 0.05 so that partially (individually) there is a positive and significant influence on OCB. Thus the first hypothesis (H1): Knowledge Sharing has a positive effect on Organizational Citizenship Behavior (OCB) of employees of the INSPECTORATE OFFICE OF CENTRAL MALUKU DISTRICT, is rejected.

In knowledge management, knowledge sharing is an important part that an organization must have. Knowledge sharing is the key for organizations to be successful (Wang and Noe, 2010). Lumbantobing (2011) states that knowledge sharing is a systematic process of sharing and distributing knowledge from one party to another party who needs it, through various methods and media. Knowledge sharing is a fundamental thing that employees in an organization must do to be able to contribute to the application of knowledge and innovation which ultimately leads to competitive advantage and can create Organizational Citizenship Behavior (OCB) in employees. According to Dalkir (2005) there are three elements of implementing knowledge management, namely (1) knowledge creation, (2) knowledge sharing, and (3) knowledge application. A company cannot create knowledge without the actions and interactions of its employees. This is where knowledge sharing is important as an element in knowledge management to provide opportunities for employees or members of the organization to share knowledge, experiences and ideas with other employees or members.

Research on the influence of Knowledge Sharing on organizational citizenship behavior (OCB) was conducted by Sudjiwanati (2017) and Latupapua, et al (2020) which resulted in Knowledge Sharing having a positive and significant effect on organizational citizenship behavior (OCB).

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The Influence of Knowledge Sharing Behavior on Commitment

Knowledge sharing can help employees understand their work and help the organization grow quickly. Research such as awards or rewards has often been used, therefore this research uses work attitudes (such as organizational commitment) and other behaviors (such as Organizational Citizenship Behavior) which can support or limit individual knowledge sharing in an organization.

Organizational commitment is a factor that influences knowledge sharing, as the previous consensus found that employee willingness to share knowledge depends on three main factors, namely: individual factors (such as employee commitment to the organization), group factors (such as trust in colleagues) and organizational factors. (such as the work environment and ethics in the organization). The concept of organizational commitment was first introduced by Meyer & Allen in 1991, who stated that organizational commitment consists of three forms, namely: affective commitment, normative commitment and continuous commitment. Employees with high OCB will become more loyal to the company because OCB is believed to be a form of positive employee behavior to feel accepted in the company so that it can increase organizational effectiveness which leads to long-term success and benefits (Prasetio, et al, 2015). In this case, OCB plays an important role in faster work completion and resource optimization.

One indicator of organizational commitment, namely member involvement in activities in the organization, can be an important factor in increasing knowledge sharing, however, some employees do not want to be involved in the organization as shown by the behavior of being absent, absenteeism, and not being responsible for their work. If this continues, the company's OCB level will decrease, which can be seen from behavior that tends to be individualistic and indifferent among co-workers. Therefore, companies need to establish good relationships so that employees have high organizational commitment, positive behavior (OCB) and increase employee knowledge sharing. Therefore, further research will be carried out regarding organizational commitment, organizational citizenship behavior (OCB) and knowledge sharing at PT. Katopas Jaya Abadi.

The Influence of Commitment on Organizational Citizenship Behavior.

Sedarmayanti (2009) states that employee organizational commitment can reduce the desire to separate themselves from the organization or work unit. They tend to show high involvement manifested in the form of attitudes and behavior. Apart from that, employees who show a committed attitude will feel happier with their work, waste less time at work and are less likely to leave the work environment. If there is a sense of attachment to the philosophy and work unit, the possibility of remaining in the work unit will be higher than employees who do not have a sense of attachment to the work unit. With high employee organizational commitment, organizational citizenship behavior (OCB) can be increased.

The significant and positive influence of organizational commitment on Organizational Citizenship Behavior (OCB) of employees within the BPSDMD of Central Java Province, has been proven statistically. The results of this research support previous research conducted by Gosaria and Setiawan (2014), Minarsih (2015) and Oka (2015) and Khoshnamoghdam (2017) which resulted in organizational commitment having a positive and significant effect on Organizational Citizenship Behavior (OCB).

The Influence of Commitment Mediating Knowledge Sharing Behavior on Organizational Citizenship Behavior

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The bootstrapping results show that the Knowledge Sharing - Organizational Commitment interaction has a regression coefficient of 0.443 and a significant level of $0.000 < 0.05$ so that the fourth hypothesis (H4): Organizational commitment moderates the influence of knowledge sharing on Organizational Citizenship Behavior (OCB) of employees of the INSPECTORATE OFFICE OF CENTRAL MALUKU DISTRICT, is accepted.\

The results of the research show that Knowledge Sharing that runs in agencies has an influence on OCB mediated by organizational commitment, the influence is stronger than directly on OCB. The organizational commitment variable can have a role as a mediating variable on the influence of Knowledge Sharing on Organizational Citizenship Behavior (OCB). Organizational commitment can be important for an organization in creating the survival of an organization. According to Suwatno and Priansa (2011) organizational commitment shows strong belief and support for the values and targets the organization wants to achieve. Organizational commitment can grow because individuals have an emotional bond with the organization which includes moral support and acceptance of the values that exist in the organization as well as an inner determination to serve the organization. Individuals who are highly committed will put the interests of their organization first and strive to make the organization more productive and profitable. For highly committed individuals, achieving organizational goals is an important thing that must be achieved and has a positive view of doing the best for the interests of the company. With high employee organizational commitment, it will help increase the influence of Knowledge Sharing on organizational citizenship behavior (OCB). Knowledge sharing is a systematic process of sending, distributing and disseminating multidimensional knowledge and context between individuals or between organizations through various methods or media.

Knowledge sharing can also be defined as a culture of social interaction, which includes the exchange of knowledge, experience and skills, between employees throughout departments or organizations (Iriani and Ade Irma, 2015), so there is a possibility that knowledge sharing is positively related to OCB by strengthening commitment. organizational.

4. CONCLUSION

Based on the results of data analysis and discussions carried out in this research regarding the Commitment to Mediate Knowledge Sharing Behavior towards Organizational Citizenship Behavior, the following conclusions can be drawn. There is a significant influence of Knowledge Sharing behavior on Organizational Citizenship Behavior in Employees of the INSPECTORATE SERVICES, CENTRAL MALUKU DISTRICT. There is a significant influence of Knowledge Sharing Behavior on the Commitment of Employees of the INSPECTORATE SERVICES, CENTRAL MALUKU DISTRICT. There is a significant influence of Commitment on Organizational Citizenship Behavior among Employees of the INSPECTORATE SERVICES, CENTRAL MALUKU DISTRICT. There is a significant influence of Commitment in Mediating Knowledge Sharing Behavior on Organizational Citizenship Behavior at the INSPECTORATE SERVICE, CENTRAL MALUKU DISTRICT

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