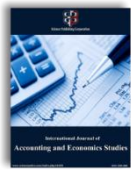
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Research paper



The Role of Organizational Citizenship Behavior in Mediating Sharing Knowledge Behavior and Commitment to Employee Performance Regional Secretariat of Bombana Regency

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Abstract

This study aims to investigate how organizational commitment and knowledge sharing influence employee performance, with a particular focus on the mediating role of Organizational Citizenship Behavior (OCB). The research was conducted among all 88 employees of the Regional Secretariat of Bombana Regency using a quantitative, explanatory design. To assess causal relationships among the variables, data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via Smart PLS. The findings reveal that both organizational commitment and knowledge-sharing behavior have a significant positive impact on employee performance and OCB. Furthermore, OCB was found to mediate the relationship between knowledge sharing, organizational commitment, and employee performance. These results suggest that fostering organizational engagement and a culture of knowledge exchange enhances OCB, which in turn leads to improved employee performance in public governance environments. Based on these insights, organizations are encouraged to cultivate a work culture that promotes collaboration and transparency, reward knowledge-sharing behaviors, and strengthen employee commitment through equitable and supportive management practices to continuously enhance professionalism and performance outcomes.

Keywords: *Employee Performance; Human Resources; Management; Organizational Citizenship Behavior; Organizational Commitment .*

1. Introduction

The HR department is instrumental in the implementation of the organization's work process and in achieving its objectives. In its implementation, humans in this organization become the main element compared to other resources (Uthman, 2024). Without human resources, other resources certainly cannot be utilized. Although many factors affect the organization, such as modern machines, strong capital, sophisticated technology, and systems, without humans who handle and manage it will not mean anything to the development of the organization (Panjaitan et al., 2023).

Human resources (HR) is one of the most important components of the organisation (Nugroho, 2022). The success or failure of an organization's objectives is largely determined by the role of its human resources, which therefore play a key and integral role in the performance of the organization, which depends heavily on the performance of its people. Human resources are the first and foremost element of any activity (Cayrat & Boxall, 2023).

One of the efforts that can be made to achieve good performance in an organization is by managing human resources, which is an asset that plays a very important role in the running of an organization (Ann et al., 2024). Human resources are a key factor in achieving performance goals in an organization.

To realize a clean and authoritative government system (good governance) and realize good, efficient, effective and quality public services, it is certainly necessary to be supported by Human Resources (HR) of the apparatus, especially Civil Servants who are professional, committed, share, responsible, fair, honest and competent in their fields (Hidir et al., 2021). In other words, civil servants in carrying out their duties must be based on professionalism and knowledge according to the qualifications of the field of science they have (Saputra et al., 2021).

Effectively connects the study to foundational HRM and organizational behavior theories, incorporating the Resource-Based View (Anderson, 2020), Social Cognitive Theory, and Social Exchange Theory to support the mechanisms by which knowledge sharing,

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commitment, and OCB influence employee performance. However, studies focusing on public sector HRM in Southeast Asian or developing country contexts—especially in governance environments—remain sparse in the current version. Scholars such as highlighted the unique HRM challenges in public institutions in Indonesia and Malaysia, including centralized decision-making, weak reward systems, and limited digital integration, which affect both commitment and performance. Additionally, the rise of digital transformation and e-governance has reshaped knowledge sharing in bureaucracies. Recent studies show that the adoption of digital knowledge management systems in government organizations enhances transparency, cross-departmental learning, and employee collaboration.

These tools help to overcome one of the main challenges associated with the retention of knowledge in the public sector: the inability to retain institutional information outside of individuals. Moreover, although the manuscript deals with OCB in general, it does not delve into the sub-dimensions of altruism, civic virtue, conscientiousness, sportsmanship, and courtesy, which represent the various manifestations of public service. For example, the "civic virtue", which concerns participation in leadership at the organizational level, deserves attention, but is not explicitly explained. The abstract concept of 'civic discourse' seems to unify this dimension and therefore needs clarification for the sake of clarity. Understanding how these sub-dimensions of OCB function within a formal government framework can deepen knowledge about the relationship between knowledge sharing, engagement, and performance. While Kassa & Worku (2025; Lin et al., 2024) offer valuable perspectives on knowledge management along with organizational commitment and performance in organizational settings, the public sector remains understudied. In the context of governance, efforts to share knowledge are often hampered by culture and structure, such as rigid hierarchy, information repositories, and politically motivated oversight (Zhang et al., 2023). These characteristics distinguish a public body from a private one, and therefore, human resource management must be approached from two perspectives of bureaucratic responsibility and citizen-centred service. Moreover, in public administration, the impact of organizational civic behavior tends to be internal, motivated by public service ideals rather than external goods. As pointed out, commitment to public sector organizations is usually ensured by stable employment, well-defined responsibilities, and adherence to societal values. Thus, the inclusion of public sector knowledge in the literature adds context while strengthening the theoretical framework of the study

2. Literature review

Hypothesis testing results suggest that the commitment of the organisation and the sharing of knowledge have a direct impact on employee performance while considering organizational civic behavior (OCB) as a mediating factor. The strength and direction of these relationships are indicated by the values of the road coefficients (Camacho et al., 2024).

These coefficients, which quantify the effect of the variables, are visually represented in the road diagram shown in Figure 1. This diagram helps to clearly understand how knowledge sharing and engagement affect employee performance both directly and indirectly through OCB.

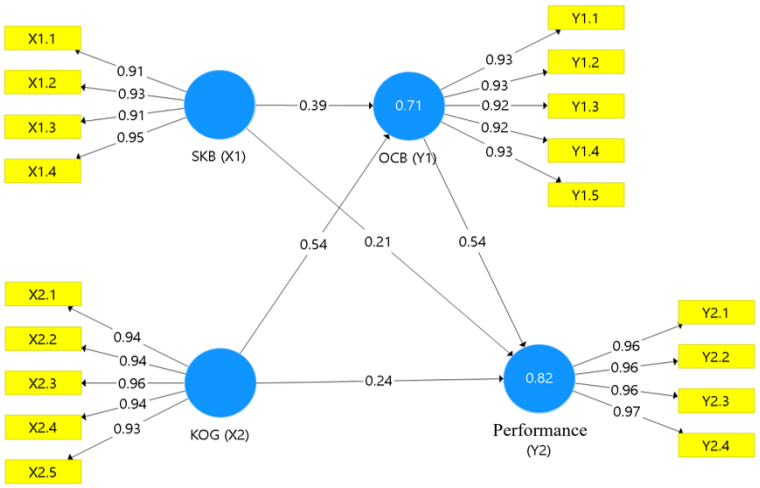


Fig. 1: Path Coefficient Diagram and Hypothesis Testing.

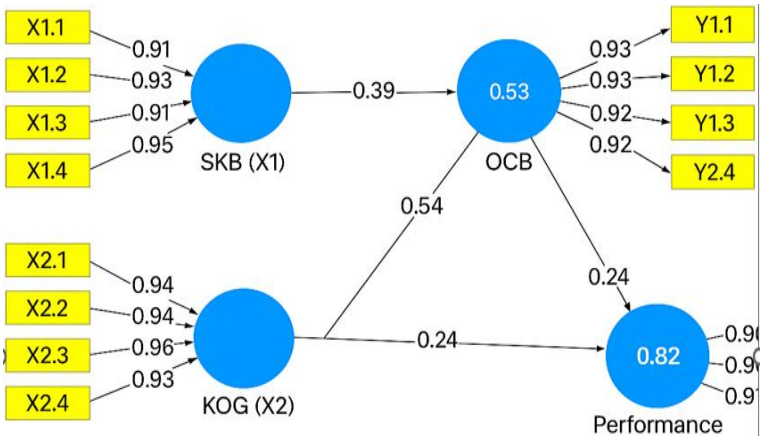


Fig. 2: Path Coefficient Diagram of the Structural Model Linking Knowledge-Sharing Behavior, Organizational Commitment, Organizational Citizenship Behavior, and Employee Performance.

The results of PLS-SEM analysis are displayed in Figure 1, which shows the path coefficient diagram. The figure exhibits the four latent variables: SKB (Knowledge-Sharing Behavior), KOG (Organizational Commitment), OCB (Organizational Citizenship Behavior), and Y2

(Employee Performance). Each construct is measured by several indicators, and the degree of measurement of these indicators is represented using standardized path coefficients.

2.1. Direct effects

- positive. Employees who share information willingly tend to participate in prosocial activities, from helping colleagues to contributing beyond their assigned duties.
- From KOG to OCB (0.54): Organizational commitment has a significant positive impact on OCB. Employees who are emotionally and loyally attuned with the organization tend to exceed formal job expectations in their compliance with corporate culture.
- From OCB to Performance (0.24): There is a positive relationship between OCB and employee performance. This corroborates those discretionary behaviours like taking initiatives and being helpful improve productivity and effectiveness on a general scale.
- SKB Performance (0.21): As previously noted, the case of performance is described as the enhancement in usefulness and From SKB to OCB (0.39), the effect of knowledge-sharing behavior on organizational citizenship behavior is moderate and productivity, which an employee derives from knowledge sharing. The relationship between knowledge sharing and its impact on organizational citizenship behavior (OCB) shows a more prominent level of influence in grave employee performance outcomes. It is reasonable to argue that all employees exchange certain knowledge because of their skills and task execution, they have become competent.
- OG Performance (0.24): Regarding measurement of single-directed relations, another important variable is identified as commitment to the organization, which affects each specific organizational performance per unit of time. Highly captured workforce commitment results directly linked to the desired place of work translate into engaged effort towards the realization of advanced results.

2.2. Indirect/mediating effects

- Both SKB and KOG are positioned parallel in their OWPER relations to organizational performance. Both dimensions determine a high degree of responsiveness towards the OCB dimensions. Claiming that this mediation indicates knowledge sharing and commitment about performance achievement.

The results of the PLS model calculation using the SmartPLS version 4 application show the results as listed in the following table:

Table 1: Path Coefficients and Hypothesis Testing

	Regression Coefficient	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P-values
KOG (X2) -> PERFORMANCE (Y2)	0.240	0.238	0.080	3.011	0.003
KOG (X2) -> OCB (Y1)	0.526	0.520	0.109	4.809	0.000
OCB (Y1) -> PERFORMANCE (Y2)	0.520	0.512	0.083	6.277	0.000
SKB (X1) -> PERFORMANCE (Y2)	0.229	0.238	0.078	2,939	0.003
SKB (X1) -> OCB (Y1)	0.405	0.410	0.105	3,843	0.000

Table 1 shows that each relationship between variables has a significant impact on employee performance (efficiency) and the behaviour of the organisation (OCB), with p values below 0.05. Both knowledge sharing behaviour (SKB) and organisational commitment (KOG) have a positive direct impact as well as an indirect impact through OCB as an intermediary. The highest regression coefficient is the effect of KOG on OCB (0.526) and OCB performance (0.520), demonstrating the significant role OCB plays in strengthening these relationships. All T-statistical values are above 1.96, confirming that these effects are statistically significant.

3. Method

The research method uses quantitative descriptive analysis and Smart PLS analysis (Rahman & Karim, 2022). All employees of the Bombon Regency Regional Secretariat, a total of 88 people, participated in the study. Research variables include knowledge-sharing behavior, commitment, organizational civic behavior, and performance. Primary data were obtained through observation and a 5-point Likert scale questionnaire, while secondary data were obtained from supporting documents.

4. Results

In the evaluation of the case, several hypotheses were confirmed, for example: a relatively positive road coefficient of 0.405 is used to assess the impact of knowledge-sharing behavior on the organization's civic behavior. This suggests a significant positive association and, according to Nelwan & Lengkong (2024), the effects of both variables do not contradict each other. The conclusion is also supported by a probability value (p-value) that is large enough to be considered empirical evidence, where $p = 0.000$, if $p < 0.05$. The results of the testing of the first hypothesis confirm that knowledge sharing significantly improves the civic behavior of the organization, so that the hypothesis set up was justified. Hypotheses about the impact of commitment to civic behavior in an organization can be studied, as indicated by the estimated value of the positive path coefficient of 0.526. If both civic behavior and commitment in the organization have a positive path coefficient, they are mutually influencing. In addition, this conclusion is confirmed by the observed probability (p-value) of $0.000 < \alpha = 0.05$. The results of the H2 testing of hypotheses show that civic behavior in an organization is positively and significantly influenced by the focus of commitment to the organization. This suggests that a higher level of organizational commitment to fulfill the conditions of the proposed hypothesis is not only useful but also consistent with civic behavior in the organization.

With an estimated coefficient of roads of 0,520, the test results for the impact of OCB on the performance of employees are positive. According to the positive path coefficient, employee performance and OCB impact follow the same trend. In addition, the probability value (p-value) of $0.000 < \alpha = 0.05$ supports the results of the hypothesis test (H3) that prove that OCB has a positive and significant impact on employee performance and can be accepted (Luo et al., 2023). That is, the growth of OCB is in the same direction and significantly in the direction of increasing employee productivity, so that the proposed hypothesis can be accepted.

Employee performance and knowledge-sharing behavior, with an estimated road coefficient of 0.229, is positive evidence of the test results. The positive path coefficient means that the impact of knowledge-sharing behavior on employee performance is in the same direction (Hong et al., 2023). This conclusion is supported by the p-value, which is 0.003.

Test results on the impact of the organization's commitment on employee performance can be proven in a positive direction with an estimated path coefficient value of 0.240. The positive path coefficient means that the influence between the organization's commitment and employee performance is in the same direction (Setiawan et al., 2022). This conclusion is supported by the p-value, which is 0.003.
This study has tested the results of mediation that organizational civic behavior (OCB) plays a role as a mediator of knowledge-sharing behavior with employee performance. It is known that the coefficient of indirect influence is 0.211 with a value of 3.604 for T-statistics and a significance of 0.000 for P-statistics, so this hypothesis is also accepted (Arees, 2025) since the p-value is <0.05 and the t-statistics > 1.96. This shows that knowledge-sharing behaviors have an indirect impact on performance through OCB (Hakim et al., 2023). This means that knowledge-sharing behaviors encourage employees to be more active in prosocial behaviors (such as helping coworkers, maintaining good relationships, and loyalty), which in turn improves performance.
The results of this study tested a mediating effect, i.e., that the OCB plays a facilitating role in the interaction between the engagement of the organization and the performance of its employees. The known coefficients are 0.274, the t-statistics are 3.497, and the significant p-value is 0.001 (less than 0.05). since the p-value <0.05 and the t-statistical value >1.96, the hypothesis is accepted, meaning that organizational commitment has a significant indirect impact on performance through OCB (Na-Nan et al., 2020). This means that employee engagement not only has a direct impact, but it also indirectly improves performance through an increase in OCB behavior

5. Discussion

The results show that knowledge (KOG) makes a positive contribution to performance improvement, as evidenced by a reversion constant of 0.240 with a significance value of 0.003. This shows that the better the knowledge the employee has, the more optimal the performance. Knowledge enables people to understand tasks, solve problems effectively, and make more informed decisions. The Theory of the Resource-Based View stresses that knowledge is a strategic resource that supports an organization's competitive advantage.
It was also proven that knowledge has an important effect on a government's civic behavior (OCB), with a coefficient of 0.526 and a p-value of 0.000. People who know tend to be more confident and motivated to help colleagues, give constructive feedback, and create a positive work atmosphere. Social cognitive theory (Bozack, 2011) explains that self-confidence derived from adequate knowledge encourages proactive behaviors that support organizational dynamics.
Organizational civic behavior (OCB) has a strong impact on worker presentation, which is reflected in a coefficient value of 0.520 and an implication equal to 0.000. Positive behaviors, such as unsolicited help, initiative at work, and maintaining team harmony, create a supportive and productive work environment. Based on the theory of organizational behavior, OCB plays an important role in supporting smooth functioning, increasing collaboration, and improving team performance (Fan et al., 2023).
Performance was also significantly influenced by commitment to the organization (SKB), which had a constant of 0.229 and a p-value of 0.003. Employees who have an emotional connection and a sense of responsibility towards the institution where they work are more enthusiastic about their tasks, contribute more, and show great loyalty. The theory of affective commitment, Damayanti and Darmawan (2025) argue that this emotional commitment motivates people to work with dedication and persistence towards achieving the government's goals.
The ratio of the liability to OCB is also considered through the value of the constant value of 0.405 and the value of the p-value of 0.000. When employees feel cared for, valued, and supported by the organization, they are encouraged to exhibit positive behaviors outside of formal responsibilities (Merdiaty et al., 2023). The theory of social exchange explains that relationships between individuals and organizations develop a sense of social responsibility, which encourages workers to contribute more without expecting a direct income. While the findings of this study provide valuable insights into the mediating role of Organizational Citizenship Behavior (OCB) between knowledge-sharing behavior, organizational commitment, and employee performance within the Regional Secretariat of Bombana Regency, the study's context presents a limitation in terms of generalizability. The research was conducted among a relatively small and homogenous group of 88 civil servants within a single public-sector institution. As such, the applicability of these findings to other organizational settings, such as larger governmental bodies, decentralized institutions, or private-sector organizations, may be limited. Future research should consider broader, multi-site samples across different organizational types and sectors to examine whether these relationships hold in more varied and complex environments (Nguyen et al., 2024). Nonetheless, the study offers foundational insights that may be transferable to similar contexts where organizational structure and culture align closely with those examined here.

6. Conclusion

Based on the results of the studies carried out on the analysis of the impact of behavioral knowledge, organisational commitment, organisational civic behaviour (OCB) and employee performance, the following conclusions can be drawn: Sharing behavioural knowledge has a positive and significant impact on the civic behaviour of an organisation. Civic behaviour is positively and significantly influenced by organisational commitment. Employee performance is significantly and positively influenced by sharing behavioural knowledge. Organisational engagement has a significant and positive impact on employee performance. Civic involvement in the organisation has a significant and positive impact on employee performance.
Suggestion
Based on the findings of the study, businesses are strongly encouraged to promote a culture of knowledge sharing at their workplaces. through training, teamwork, and reward systems, as such behaviors have been shown to improve OCB and employee performance. Additionally, strengthening organizational responsibilities through open communication, recognizing employee contributions, and creating a supportive and fair work environment is also essential to encourage positive behavior and productivity. By integrating knowledge management strategies and increasing engagement, organizations can maximize OCB's role as a key link in overall performance improvement.
To improve Organizational Citizenship Behavior (OCB) and facilitate knowledge-sharing behaviors in public sector settings, organizations need to develop training and incentive frameworks that address the peculiarities of government institutions.
Training Programs Should Include:

- Peer Learning Workshops: Organize sessions in which staff share their departmental innovations, case studies, or lessons learned presentations.
- Mentoring Schemes: Pair junior staff with senior civil servants so they can benefit from tacit knowledge, along with skills mentoring.
- Collaborative Problem-Solving Bootcamps: Form cross-functional teams to tackle real-time policy or administrative problems facing the institution.

- Digital Literacy and Knowledge Management Training: Ensure staff are competent to utilize repositories, shared platforms, and cloud document systems.

Incentive Mechanisms may include:

- Recognition Programs: Feature departmental top knowledge sharers in newsletters or internal dashboards.
- Performance-Based Rewards: Add sharing knowledge openly to the performance appraisal system as an evaluative criterion.
- Gamification Tools: Encourage participation in systems using points, badges, or rank competition for their contributions.

Moreover, information and communication technologies can enhance knowledge sharing and OCB by public sector organizations. Internal knowledge repositories like SharePoint or Confluence, collaborative intranets, as well as specialized government chat networks like Gov Teams or Microsoft Teams for Government, make information rich content sharing as well as cross-departmental communication effortless. These platforms promote OCB because they go beyond Bolman and Deal's structural frame. Employees can provide their feedback or insight and even acknowledge others' contributions in ways that transcend formal expectations. They also advance the wide range of sharing and dissemination of documents procedures.

Equally important, the use of AI-based suggestion systems or digital peer review interfaces to civic virtues such as transparency and accountability is bolstered, while forum-style discussion boards as well as bulletin boards foster group altruism in shared safe space collaboration on dialogue devoid of fear.

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