

The Knowledge Sharing Anomaly to Improve Organizational Citizenship Behavior

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Abstract: Companies need skilled and qualified human resources in the competitive business world because human resources need to be well organized and developed to complete their work optimally so that human resources provide maximum contribution to produce high performance for progress. The purpose of this research is to determine the influence of self-efficacy and knowledge sharing on Organizational Citizenship Behavior (OCB) in mediating job satisfaction. This research uses a quantitative descriptive approach with a permanent employee population of 50 people. This research uses the Smart-PLS 3.3.9 analysis method. The data collection technique was carried out using a questionnaire. The research results show that self-efficacy has no effect on OCB, knowledge sharing has a positive and significant effect on OCB, self-efficacy has a positive and significant effect on job satisfaction and knowledge-sharing affects job satisfaction. Job satisfaction influences OCB, and job satisfaction can partially mediate the influence of knowledge sharing on OCB, and job satisfaction can mediate the influence of self-efficacy on OCB. An interesting finding, where self-efficacy is not significant to OCB, Negative self-efficacy is not able to improve relationships between employees in forming OCB behavior, so it cannot improve employee performance as a group or individually. In this case it can be seen from the behavior of employees collectively, they are unable to develop or are not moving towards development ideal behavior both individually and in groups of employees to produce performance the organization is not getting any better either.

Keywords: Self Efficacy, Knowledge Sharing, Organizational Citizenship Behavior, and Job Satisfaction

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1 Introduction

Human resources is an important component in a company that must be managed properly to achieve goals that are structured in the company's vision and mission [92], [2]. Companies need human resources who are skilled and qualified in the competitive world of business because HR needs to be properly organized and nurtured so that they can complete their work to the maximum extent possible and so that HR contributes optimally to produce high performance for the progress of the company [48], [96], [1], [43].

In line with the development of knowledge and technology that is increasingly

advanced and rapid, every individual is inevitably required to always follow the current development trends. As is the case with employees at PT. Meyz Business Strategy, apart from carrying out their duties according to the job description, they are also required to find any latest information regarding the regulations made by the Indonesian government regarding foreigners entering Indonesia during the COVID-19 pandemic [50], [72], [41]. So in this case, there is a need for the role of self-efficacy to improve work performance and knowledge sharing between employees in the company. But companies need to remember that pressing employees to do something that is outside the

job description will lead to job dissatisfaction with the company, resulting in decreased employee organizational citizenship behavior (OCB), which can reduce teamwork [49], [83], [45], [51], [88].

Organizational citizenship behavior (OCB) is behavior that appears at the discretion of an employee and is carried out voluntarily and without coercion. This behavior goes beyond the formal demands of a job or Smith's formal job description [37], [32]. According to [41], in Soelton (2021), the role of OCB is one of the factors that most determines the success of a company. Besides OCB, job satisfaction can also affect the company's management system. According to [41], [43], [2], and [24], job satisfaction is a worker's assessment of how well their work as a whole meets their needs [46], [59].

We got this phenomenon based on interviews from the official PT. Meyz Business Strategy, one of which is the existence of problems related to the sincere behavior of employees, and it is seen that there is a decrease in cooperation and mutual envy, as well as a decrease in the sense of responsibility of some employees for their respective duties and a lack of empathy for co-workers, which results in a decrease in OCB and a low level of job satisfaction owned by employees. Therefore, the importance of education about the development of self-efficacy and knowledge sharing for employees is to have a positive impact so that they can be responsible again for their respective duties and have awareness to help co-workers a little bit.

The company needs to remember that creating the maximum possible job satisfaction will greatly affect the inventiveness of employees and the survival of the company. With increased ability, confidence, and knowledge among fellow employees in carrying out their duties, the level of self-efficacy and knowledge sharing will increase, so that their job satisfaction will also increase. Job satisfaction is not only achieved by providing sufficient rest time for employees but can also be realized by carrying out two-way communication and providing compensation that is commensurate with what they do.

Research Gaps. Several previous studies have been conducted on organizational citizenship behavior with various variables. Previous research states that organizational communication has a positive and substantial influence on organizational citizenship behavior, which indicates that the better organizational communication is implemented, the greater the organizational citizenship behavior demonstrated by employees [41], [37], [32], [6], and [34]. This is in line with research conducted [34]. It implies that motivation has a big and good influence on organizational citizenship behavior [55]. The positive and significant effect of motivation on organizational citizenship behavior means that if the basic needs, safety and security guarantees, social security, and appreciation felt by employees are fulfilled, organizational citizenship behavior will increase. [7], [30].

Meanwhile, previous research [36], [37], identifies that the perception of organizational support does not affect organizational citizenship behavior. Sometimes employees need appreciation in the form of material, not only in the form of morals, so it can be interpreted that the perception of organizational support does not affect organizational citizenship behavior [8], [36], [37], [41], [37], [32].

2 Literature Review

2.1 Organizational Citizenship Behavior

Extra-role behavior refers to an employee's readiness to take on a role greater than his primary function in an organization. This is referred to as extra-role behavior [4], [41]. Organizations with good personnel will have greater job performance. Work conduct that surpasses particular performance requirements is referred to as "extra-role behavior." Because it pertains to the work conduct of employees connected to the organization and other coworkers, extra-role behavior has significant repercussions for the organization [53], [44], and [65]. Furthermore, the employee's good attitude toward extra-role conduct has a beneficial influence on the efficiency and effectiveness of the organization's overall performance [9], [14].

2.2 Job Satisfaction

Communication in organizations is a science that studies how to interact within an organization [54, [103]. Communication is an integral part of an organization to help sustain organizational activities [10]. According to experts, the following is the definition: Organizational communication is the display and understanding of communication among communication units within an organization [10], [40]. Communication is the process of effectively transmitting and receiving information or messages between two or more individuals so that the intended message is comprehended. An organization is made up of communication units that have hierarchical connections with one another and perform activities in a given context [57]. From these definitions, it can be seen that organizational communication is interrelated [82]. Communication is a tool for building a good organization. If there is an error in the interpretation of communication, it will affect the goals of the organization. So that existing human resources are required to understand and carry out the tasks that are informed or given. Then it is necessary to understand the function of communication in organizations, which will be discussed in the next theory [84], [99], and [104].

2.3 Self-Efficacy

According to [41], self-efficacy is defined as people's beliefs about the extent of their abilities that can bring about changes to desired outcomes. When every worker has a high level of self-efficiency, it is automatic. This can contribute to job satisfaction. According to [9], [12], and [25], the more someone has low self-efficacy, the more the individual They have low self-confidence in their ability to complete the task well. Self-efficacy can influence discipline, performance, and the enthusiasm of a worker to complete tasks. Self-efficacy describes the behavior by which an individual will be aware of their ability to go deep toward achieving certain goals. Self-efficacy also shows how capable an individual is to behave and act, adapting in certain situations as well as in the face of failure or difficulties [18], [37], From this quote, it can be concluded that self-efficacy is

very necessary for the development of every individual to become a better person. So confidence in yourself will help individuals achieve the goals they want to achieve [105].

2.4 Knowledge Sharing

Knowledge sharing is an interaction and knowledge-sharing activity carried out between individuals in a community through virtual space or face-to-face. The main focus of knowledge sharing is people who are willing to exchange information and knowledge, whether with other people, groups, or organizations [56], [85], [106]. Knowledge sharing will be carried out in many ways, for example, face-to-face, such as through discussions, meetings, training, or even using internet media, as stated in research [74]. According to [33], [94], and [94], there are several dimensions determining knowledge sharing, including extrinsic motivation, ability to absorb, richness of communication media, sense of self-worth, role behavior (in role behavior), and knowledge sharing attitudes [33], [94], and [94].

3. Hypothesis and Research Framework

The Effect of Self-Efficacy on Organizational Citizenship Behavior

Self-efficacy is a belief that is embedded in the individual, which defines that the individual can do their job optimistically. According to research conducted [58], [101], there is a positive, strong, and significant relationship between self-efficacy and organizational citizenship behavior (OCB) [78], [93].

H1: Self-efficacy has a positive effect on organizational citizenship behavior.

The Effect of Knowledge Sharing on Organizational Citizenship Behavior

Companies need to know the extent to which knowledge sharing and organizational citizenship behavior (OCB) have a positive effect and play a role in increasing job satisfaction. According to research conducted [1], there is a significant positive effect of knowledge sharing on organizational citizenship behavior (OCB). According to a statement [79],

[90], knowledge sharing is a process in which an individual collectively interactively refines a thought, suggestion, or idea according to experience instructions [109].

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

The Effect of Self-Efficacy on Job Satisfaction

According to [41], [70], and [95], a positive relationship between self-efficacy and job satisfaction was found in types of work that require a high level of self-efficacy, such as teachers, lecturers, and researchers, bank frontliners, and salespeople. The higher the level of self-efficacy, the higher the level of job satisfaction, especially on the dimensions related to emotional factors, namely satisfaction with the achievements obtained [1], [37], [32], [41], [11].

H3: Self-efficacy has a positive effect on job satisfaction.

The Effect of Knowledge Sharing on Job Satisfaction

According to research conducted [12], [37], [32], and [41], It shows that the relationship between knowledge sharing and job satisfaction with knowledge has a significant direct relationship. Basically, knowledge sharing is a result of employee job satisfaction in the organization. This has the impact that job satisfaction makes employees share knowledge with other employees [12], [23], [13], [20].

H4: Knowledge sharing has a positive effect on job satisfaction.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

In research conducted [15], [18], [32], and [41], it was found that job satisfaction affects

organizational citizenship behavior (OCB). Another study conducted [32], [41] found that job satisfaction affects organizational citizenship behavior (OCB).

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

The Effect of Self-Efficacy on Organizational Citizenship Behavior Through Job Satisfaction

According to [60], [98], and [107], it is proven that job satisfaction has a very strong influence on self-efficacy. From this statement, it can be concluded that job satisfaction is a positive attitude shown by individuals towards their duties so that individuals can work gracefully without coercion from any party and can provide optimal results for the company [16], [17], [71].

H6: Job satisfaction can mediate self-efficacy life has a positive effect on organizational citizenship behavior.

The Effect of Knowledge Sharing on Organizational Citizenship Behavior through Job Satisfaction

According to [18], [73], job satisfaction is an employee who feels satisfied, tends to be absent less often, makes a positive contribution, and stays in the company. In contrast, a dissatisfied employee may be absent more frequently, may experience stress that annoys co-workers, and may continually seek another job. The research conducted [90] states that job satisfaction has a positive and significant effect on knowledge sharing [19] and [42].

H7: Job satisfaction can mediate knowledge-sharing has a positive effect on organizational citizenship behavior.

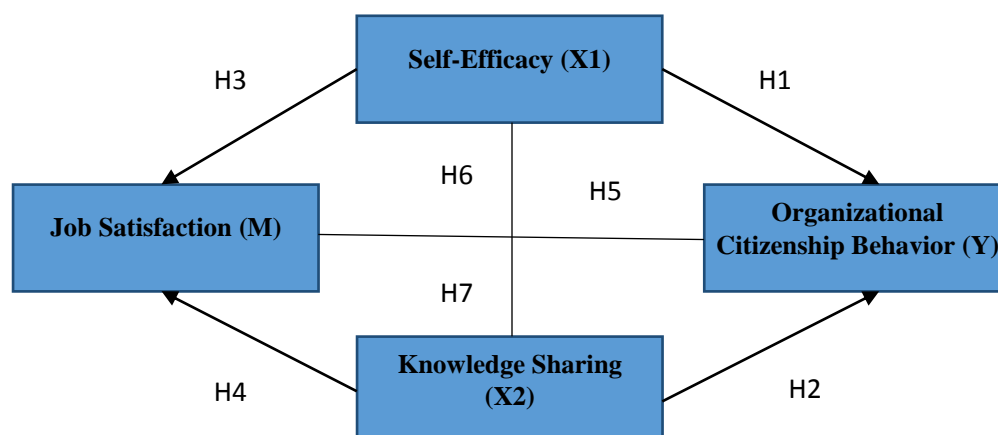


Figure 1: Research Framework

4. Research Methods

The research design begins with identifying problems in research locations, formulating problems, and developing basic theories 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 squares) methodology. The population in this study are employees of PT. Meyz Business Strategy, namely as many as 40 people.

This study uses primary and secondary data collected through a questionnaire with a Likert scale. The Likert scale is used to measure the attitudes, opinions, and 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 [31]. 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 self-efficacy as measured by indicators of equal compensation, a safe environment, career development, employee participation, pride, wellness, conflict resolution, and communication. Knowledge sharing is measured by indicators of personal knowledge, work procedures, and technology. Organizational citizenship behavior is measured by indicators of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Job satisfaction is measured by indicators of achievement of work results, awards, responsibilities, the work itself, and 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, and the number of samples is small. PLS can also be used for theory confirmation. Compared to covariance-based SEM (which is represented by LISRELEQS, or AMOS), the component-based PLS can avoid two major problems faced by covariance-based (CBSEM), namely inadmissible solutions. For prediction purposes, the PLS approach is more suitable because, with the PLS approach, it is assumed that all variance measures are useful variances to explain. PLS provides a general model that includes canonical correlation techniques, redundancy, multiple regression, multivariate analysis of variance (MANOVA), and principles component analysis [31].

The purpose of PLS is to help researchers get latent variable values for prediction purposes. The model formula originally defined 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 [31]. By the hypothesis that has been formulated, in this study, statistical data analysis was measured using SmartPLS software, starting with model measurement (outer model), model structure (inner model), and hypothesis testing. PLS (Partial Least Square) uses the principles 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.

5. Results and Discussion

5.1 Results

Based on the results of data processing in the table, it shows that out of 50 respondents, there were 21 (42.0%) male respondents and 29 (58.0%) female respondents. The highest number of respondents were aged between 25 and 30 years, namely 16 (32.0%) respondents,

and the lowest were respondents aged >40 years, 2 (4%) respondents. The highest education level was diploma, with 20 (40%) respondents, and the lowest education level was 4 (8%) respondents. While employees with the longest tenure of 3-5 years are 19 (38%) respondents, those with the lowest tenure >5 years are 5 (10%) respondents based on (R^2) tested R-Square (Goodness of Fit / GoF).

Table 1. Characteristics of Respondents

No.	Gender	Age	Level of education	Years of service
1.	Male = 21 (42,0%)	20 – 25 = 11 (22,0%)	Sn High School = 15 (30%)	< 1 year = 10 (20%)
2.	Female = 29 (58,0%)	25 – 30 = 16 (32,0%)	Diploma = 20 (40%)	1-3 years = 16 (32%)
3.		30 – 35 = 14 (28,0%)	S1 = 11 (22%)	3 – 5 years = 19 (38%)
4.		35 – 40 = 7 (14,0%)	Others = 4 (8%)	> 5 years = 5 (10%)
5.		> 40 = 2 (4%)		

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 [31], 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

Variable	AVE	Composite Reliability	Alpha Cronbach	R- Square
Job satisfaction	0.652	0.937	0.923	0.920
Knowledge Sharing	0.694	0.931	0.911	0.926
Organizational Citizenship Behavior	0.658	0.958	0.953	
Self-efficacy	0.620	0.919	0.897	

Source: PLS Output, 2023

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: Self Efficacy does not have a significant effect on organizational citizenship behavior, Knowledge Sharing has a significant positive effect on organizational citizenship behavior, Self Efficacy 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, Self Efficacy 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

	Original Sample	Standard Deviation	T-Statistics	P Values	Description
Self-efficacy → Organizational citizenship behavior	0.205	0.119	1.815	0.070	Not significant
Knowledge sharing → Organizational citizenship behavior	0.188	0.095	1.984	0.048	Positive - significant
Self-efficacy → Job Satisfaction	0.564	0.085	6.652	0.000	Positive – significant
Knowledge sharing → Job Satisfaction	0.420	0.087	4.808	0.000	Positive – significant
Job Satisfaction → Organizational citizenship behavior	0.589	0.128	4.592	0.000	Positive – significant
Mediating					
Knowledge sharing → Job Satisfaction → Organizational citizenship behavior	0.247	0.071	3.466	0.001	Mediated
Self-efficacy → Job Satisfaction → Organizational citizenship behavior	0.332	0.093	3.556	0.000	Mediated

Source: Process Data, 2023

Mediation Analysis

The mediation analysis was performed using the results from the PLS-SEM algorithm and the bootstrapping procedure, applying direct, total specific indirect, and total effect

values. The mediating effect of job satisfaction on Self-efficacy and Knowledge Sharing on organizational citizenship behavior is analyzed and tabulated in Table 4.

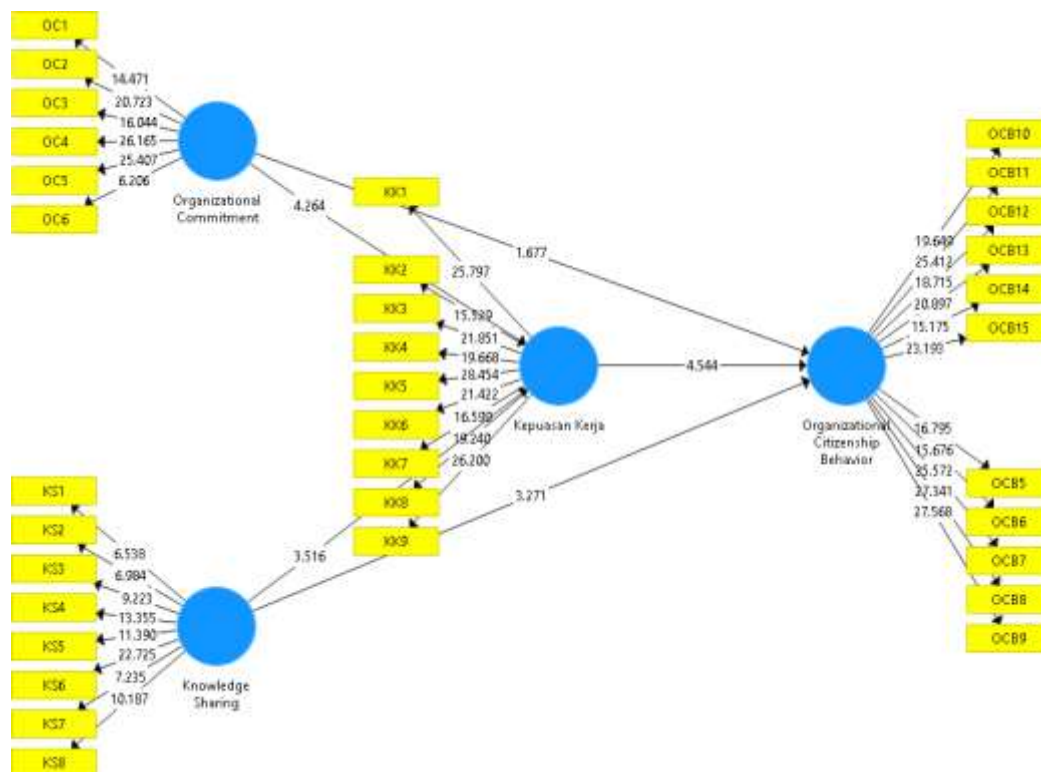
Table 4. Mediating Effect Analysis

	Knowledge sharing	Self-efficacy
Direct w/o Med	0.188	0.205
Direct w/Med	0.247	0.332
IV > Med Beta	0.408	0.515
Med > DV Beta	0.214	0.274
IV > Med SE	0.030	0.034
Med > DV SE	0.042	0.055
Sobel test statistic	2.806	3.240
One-tailed probability	0.000	0.000

Two-tailed probability	0.000	0.000
Result	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 organizational 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 shows that organizational learning is mediated significantly between transformational leadership jobs and organizational 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, 2023

Figure 1. 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 was 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).

5.2. Discussion

The Effect of Self-Efficacy on Organizational Citizenship Behavior

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 1.185, an original sample value of 0.205, and a P value of 0.070. The T-statistic value is less than the T-table value of 1.96, and the P values show more than 0.05. These results indicate that self-efficacy does not affect organizational citizenship behavior. This study shows that self-efficacy in employees varies; high or low self-efficacy in this company does not affect organizational citizenship behavior at work. This study supports the research [90], [94], [95], and [98], which found that self-efficacy is not significant to organizational citizenship behavior [32], [43].

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 1,984, an original sample value of 0,188, and a P value of 0,048. The T-statistic value shows more than the T-table value of 1.96, the original sample value shows positive, and the P values show less than 0.05. These results

indicate that knowledge sharing has a positive and significant effect on organizational citizenship behavior. This study shows that knowledge sharing has a positive impact on increasing organizational citizenship behavior within a company. Knowledge sharing is a process in which an individual collectively and interactively refines a thought, suggestion, or idea according to experience instructions. This can be seen in the sharing behavior among fellow employees, which encourages organizational citizenship behavior at work. This research supports [95] and [98], which found that knowledge sharing has a positive and significant effect on organizational citizenship behavior [26], [41], [43], and [37].

The Effect of Self-Efficacy on Job Satisfaction

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 6,652, an original sample value of 0,564, and a P value of 0.000. The T-statistic value shows more than the T-table value of 1.96, the original sample value shows positive, and the P values show less than 0.05. This result indicates that self-efficacy has a positive and significant effect on job satisfaction. This company requires a high level of self-efficacy; the higher the level of self-efficacy, the higher the level of job satisfaction, especially on dimensions related to emotional factors, namely satisfaction with the achievements obtained. If the employee's self-efficacy is high, it will also create a high sense of job satisfaction within the employee. In addition, employees with high self-efficacy have superior work abilities and can increase job satisfaction obtained from their work. This research is in line with Shinta's research (2021), which found that self-efficacy has a positive impact on job satisfaction in employees [91], [92], [94], [96].

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 4,808, an original sample value of 0,420, and a P value of 0,000. The T-statistic value shows more than the T-table value of 1.96, the original sample value shows positive, and

the P values show less than 0.05. This result indicates that knowledge sharing has a positive and significant effect on job satisfaction. of employee job satisfaction in the organization. This has the impact of job satisfaction makes employees share knowledge with other employees. Employees sharing among colleagues will lead to satisfaction at work. This research supports research conducted by [101], showing a relationship between knowledge sharing and job satisfaction by having a direct, significant positive relationship [41], [81], [87].

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 4,592, an original sample value of 0,589, and a P value of 0,000. The T-statistic value shows more than the T-table value of 1.96, the original sample value shows positive, 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 research proves that an employee who has job satisfaction will have a willingness to do more things beyond his formal responsibilities. This willingness is then known as organizational citizenship behavior (OCB). Satisfied employees are more likely to do their job beyond the proper job description because they want to repay their positive experience at work. In research conducted [91], it was found that job satisfaction affects organizational citizenship behavior (OCB). Another study conducted by the results showed that job satisfaction affects organizational citizenship behavior (OCB) [28], [31], [32], [89].

The Effect of Self-Efficacy on Organizational Citizenship Behavior Through Job Satisfaction

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 3,466, an original sample value of 0,247, and a P value of 0,001. 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 can mediate

the effect of knowledge sharing on organizational citizenship behavior. This research proves that employees who are willing to share knowledge with fellow employees will have self-satisfaction, so they want to work on and help fellow employees working even outside their job desk. This research supports [95] [98], research which proves that job satisfaction can support the effect of knowledge sharing on organizational citizenship behavior [97], [41], [90], [94], and [95].

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 3,556, an original sample value of 0,332, 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 can mediate the effect of self-efficacy on organizational citizenship behavior. This study shows that employees who have high self-efficacy will have high job satisfaction, and high employee job satisfaction will increase the voluntary attitude of employees who do work outside the proper job description.

This research is in line with the research [67], and [37], which state that job satisfaction can mediate the effect of self-efficacy on organizational citizenship behavior [97], and [32].

6. Conclusion and Recommendation

This research analyzes variables related to self-efficacy, knowledge sharing, job satisfaction, and organizational citizenship behavior. From the results of the calculations in this research, the following conclusions can be drawn:

An interesting finding from this research is that self-efficacy has no influence on the formation of OCB so that it cannot improve individually. However, self-efficacy as seen from the collective behavior of employees is able to increase and can form ideal employee group behavior so that it will be able to improve organizational performance more effectively.

Knowledge sharing has a significant positive effect on organizational citizenship behavior, which means that the more often employees share knowledge, the better the organizational citizenship behavior shown by their employees. The self-efficacy variable has a significant positive effect on job satisfaction. It can be explained that if employee self-efficacy is good, job satisfaction will be created in each employee. Meanwhile, knowledge sharing has a significant positive effect on job satisfaction, meaning that the more frequently employees share knowledge, the more job satisfaction will increase.

For the job satisfaction variable, it has a significant positive effect on organizational citizenship behavior. If employee job satisfaction is high, the organizational citizenship behavior shown by employees will increase. Job satisfaction can mediate the influence of knowledge sharing and self-efficacy on organizational citizenship behavior.

An interesting finding is that, where self-efficacy is not significant to OCB, negative self-efficacy is not able to improve relationships between employees in forming OCB behavior, so it cannot improve employee performance as a group or individually. In this case, it can be seen from the behavior of employees collectively that they are unable to develop or are not moving towards development ideal behavior both individually and in groups of employees to produce performance. The organization isn't getting any better either. The research results show that theoretically, the indicators are, the highest lies in the sportsmanship indicator, while in practical terms it is the indicator the highest is an indicator of caution. This also illustrates this. Even though the sportsmanship attitude of employees determines OCB, this is not the case. Practical presence and employee compliance with company regulations can be achieved to increase OCB. So that the higher the sportsmanship attitude, the higher the level of OCB employee

Recommendation

Suggestions for future researchers who will conduct research on the same topic and use this research as a reference: it is necessary to review

it again to add a wider sample. It is hoped that this can provide a more ideal picture of research construction.

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