



CONCEPTUALIZING WORK ENGAGEMENT AND KNOWLEDGE SHARING TO INCREASE ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract

This research aims to analyze and test the influence of Work Engagement and Knowledge Sharing on Organizational Citizenship Behavior which is mediated by job satisfaction. Quantitative research using questionnaire collection techniques and SEM Smart-PLS, with a saturated sample of 190 employees. Finding, Work Engagement has a positive and significant effect on Organizational Citizenship Behavior. Knowledge Sharing does not affect Organizational Citizenship Behavior. Work Engagement and Knowledge Sharing has a positive and significant effect on Job Satisfaction. Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. Job Satisfaction can mediate the influence of Work Engagement on Organizational Citizenship Behavior. Job Satisfaction is unable to mediate the influence of Knowledge Sharing on Organizational Citizenship Behavior. Anomalous findings, employees' high application of work procedures, and having experience appropriate to their current job, encourage employees to respect each other among co-workers even though they are not doing work outside their scope.

Keywords: work engagement; knowledge sharing; organizational citizenship behavior; job satisfaction

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INTRODUCTION

There are many ways that companies can do to improve the quality of their company, improving the quality of the company is supported by competent and qualified human resources. According to (Rohman et al., 2023 & Soelton et al., 2022), human resources are the key to a company's success in achieving its goals. The company's goals will be achieved if its human resources have optimal performance. Without competent and qualified human resources, a company can't achieve its stated goals (Soelton et al., 2023).

This company, which operates in the distribution of plastic recycling in the Tangerang area, carries out its activities by sorting clean plastic bottles, collecting them together, and then putting them into a milling machine. Once it comes out of the milling machine it becomes plastic fragments, then washed and sterilized which are called recycled PET flakes (Polyethylene Terephthalate). Improving the quality of its products in various industries including textiles and bottling and high-quality food packaging. Consistently meets the needs of customers in North America, Europe, the Middle East, and China in addition to the domestic market. Industrial performance is not only determined by employee behavior which is determined according to their job

description (in role behavior) but also by employee behavior which is outside their job description (extra role behavior). The novelty of this research compared to previous research, researchers include mediation of job satisfaction as a link between work engagement and knowledge sharing on OCB. This research is interesting because it was conducted on labor level employees, where it is still rare to find research involving OCB in employees at lower levels. OCB is individual behavior that is free and explicitly rewarded by formal reward systems, and overall drives the effectiveness of organizational functioning (Organ, 2018). OCB can increase organizational efficiency and effectiveness by contributing to human resources and innovation. The benefits of increasing organizational performance can be obtained through members who have high OCB. Job satisfaction encourages organizational citizenship behavior because satisfied employees tend to speak positively about the organization, help other individuals, and work beyond normal expectations. Satisfied employees may be more obedient to their call of duty because they want to repeat the positive experiences they have had. Employees who demonstrate this behavior make positive contributions to the organization through behavior outside their job description, while employees continue to carry out their responsibilities according to their work (Robbins, 2015). This problem is supported by attendance data where there are still many employees who arrive late, are sick, take leave, or even are without information. This is supported by the level of employee attendance which has become increasingly unstable every month for the last two years.

Employee performance data that describes exceeding the company's tolerance standards clearly shows that employees have low emotional levels, some employees are unable to motivate themselves to have a good impact on themselves and some employees are not interested in participating in activities held by the company. So employees who are lazy at work tend not to be optimal and consistent in their work. Employees will feel satisfied in carrying out their work if there is a balance between reality and desired expectations. If employees get satisfaction at work it will have an impact on increasing employee performance (Maharani et al., 2013). This occurs due to the lack of employees complying with the rules and procedures set by the company as well as the lack of discipline and responsibility given by the company to employees.

Previous research has been conducted regarding what can influence Organizational Citizenship Behavior, including job satisfaction, and organizational culture which influence Organizational Citizenship Behavior (Suryadi et al., 2022), work engagement which influences Organizational Citizenship Behavior (Kurniawan, 2019), quality of work life and self-efficacy influence organizational citizenship behavior (Widiyanti et al., 2022), and knowledge sharing influences organizational citizenship behavior (Aslam et al., 2018). This study cites previous studies that provide mixed responses. One of the studies conducted by (Ayuningsih, 2021) explains that work engagement has a positive and significant effect on Organizational Citizenship Behavior (OCB). Research conducted by (Arafat, 2018) explains that work engagement has a positive and insignificant effect on Organizational Citizenship Behavior (OCB). Meanwhile, research conducted by (Wicaksono et al., 2022) explains that sharing knowledge has a positive and significant effect on Organizational Citizenship Behavior (OCB). Research conducted by (Hidayati et al., 2022) shows that shared knowledge has a positive and insignificant effect on Organizational Citizenship Behavior (OCB). Research conducted by (Pangestuti, 2018) explains that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior.

Previous research by (Soelton, 2023; Wiyono et al., 2021; Gustari, 2020; Reguera-Alvarado et al., 2017; Alodat et al., 2021) Organizational Citizenship Behavior is significantly influenced by Job satisfaction was good, whereas (Karyatun et al., 2022; Soelton et al., 2023; Soelton, 2023; Suriyana, 2020; Chawla & Joshi, 2010; Durst & Edvardsson, 2012) was found that Organizational Citizenship Behavior is significantly influenced by knowledge sharing, according to (Sudarmo & Wibowo, 2018; Le & Lei, 2018; Darroch, 2005; Davenport & Cronin, 2000; Plessis, 2007; Chen & Huang, 2012; Darroch, 2003) found that Organizational Citizenship Behavior has a significant and positive effect on job satisfaction. Research results (Sudiro et al., 2023; Arief et al., 2023; Karyatun et al., 2023; Soelton et al., 2021; Andani and Riduwan, 2015; Widiaspono et al., 2022) said that work engagement has a positive and significant value to the company and work performance, job satisfaction, whereas (Khafifah and Sembiring, 2020; Marina et al., 2020; Arief et al., 2023; Karyatun et al., 2023) stated that the principle of work engagement does not have a positive effect on job satisfaction. Meanwhile, research (Soelton, 2023; Chen & Huang, 2009), one of the important things to pay attention to is how job satisfaction in the worker sector is related to the implementation of OCB, which has an important impact in boosting company performance. (Wiyono et al., 2021; Sudiro et al., 2023; Arief et al., 2023; Faradita, 2018; Ridzuan et al., 2008). The results obtained in this research are that job satisfaction is influenced positively and significantly by the concept of knowledge sharing. (Soelton et al., 2021; Soelton et al., 2023; Isma, 2020). In general, Job Satisfaction has a good and significant influence on Organizational Citizenship Behavior.

METHOD

Research design begins with identifying problems at the research location, formulating the problem, and developing a basic theory to strengthen the basis for each variable. The population of this study were employees in 10 divisions of PT. Kyungdo is located in Tangerang - Banten using a saturated sampling technique with a total of 190 people. Next, the survey was carried out using a questionnaire method and using the SEM (Partial Least Square) analysis method. An online questionnaire with a 1-5 Likert scale was used to collect primary and secondary data. Items for each variable were adapted from previous research, independent of mediators and dependent factors, with minor modifications (Rohman et al., 2022; Soelton et al., 2022; Karyatun et al., 2022; Ramli et al., 2020). Work engagement is evaluated using transparency indicators, indicators of responsibility, accountability, independence, and fairness which are benchmarks for good corporate governance. Knowledge sharing is evaluated using Knowledge Collecting and Knowledge Donating. Organizational Citizenship Behavior is assessed using indicators of altruism, prudence, sportsmanship, courtesy, and civic virtue. Job satisfaction is measured by indicators of work achievement, rewards, responsibility, the work itself, and development.

The questionnaire was tested for reliability and validity before use. Structural equation modeling (SEM) can be used in social science investigations to analyze econometric and psychometric results, as it causally evaluates additive models that have been theoretically verified (Haenlein & Kaplan, 2004; Statsoft, 2013). PLS-SEM (Partial Least Square Structural Equation Modeling) data analysis has advantages and disadvantages, particularly concerning the assumption and consequent fit statistics, and is based on the Covariance Approach SEM (CB-SEM) and PLS-SEM. For CB-SEM to be utilized, the following criteria are required: 1) a large sample size; 2) normally distributed data; 3) reflective construct indicators; and 4) trigger factors (errors), which arise when the program fails to produce results due to the lack of identifying the model (Reinartz et al., 2009; Sarstedt & Hwang, 2020). PLS-SEM, on the other hand, can overcome this constraint by creating intricate models of causal links with latent variables. It is resistant or immune to multivariate statistical statistics that simultaneously manage numerous explanatory and response variables (Ramzan & Khan, 2010).

RESULTS

According to Table 1 below, which summarizes the data processing findings, 106 (56.7%) of the 190 respondents were female, and 48 (43.3%) were male. The biggest percentage of responses, 87 (46.7%), were between the ages of 26 and 33, and the lowest percentage, 17 (8.3%), were over the age of 40. While the last level of education was S1 or Bachelor's Degree as many as 78 (41.7%) respondents while the few respondents with another level were 17 (8.3%) respondents. Meanwhile, employees with the longest working time, namely 3-5 years, were 76 (40.0%) respondents, for the most recent length of service between >5 years, there were 39 (20.0%) respondents.

Table 1. Respondents Characteristics

Gender	Age's	Education Level	Work Period
Female = 106 (56.7%)	18 – 25 = 48 (25.0%)	Senior High School = 57 (30.0%)	< 1 = 31 (16.7%)
Male = 84 (43.3%)	26 – 33 = 87 (46.7%)	Diploma = 38 (20.0%)	1 – 3 = 44 (23.3%)
	34 – 40 = 38 (20.0%)	S1 = 78 (41.7%)	3 – 5 = 76 (40.0%)
	>40 = 17 (8.3%)	Another = 17 (8.3%)	>5 = 39 (20.0%)

Sources: Process Data, 2024

Following the opinion of (Ghozali, 2014), the R2 value is 0.75 indicating strong, 0.50 indicating moderate, and 0.25 indicating weak. The relevance of the predicted value (Q-squared) is 0.02 which indicates small, 0.35 which indicates medium, and 0.35 which indicates large. Testing the GOF/Goodness of Fit model uses Predictive Relevance (Q2) in the inner model. The value (Q2/ Q-square) must be more than zero (0), indicating the model has predictive relevance value. Another method to see discriminant validity is to look at the square root of the average variance extract (AVE) value for each construct with the correlation between the construct and other constructs in the model, so it can be said to have good discriminant validity values.

Table 2. Validity Test AVE

Variable	AVE
Job Satisfaction	0.629
Knowledge Sharing	0.641
Organizational Citizenship Behavior	0.513
Work Engagement	0.667

Sources: Process Data, 2024

Table 3. Results Test AVE

	Job Satisfaction	Knowledge Sharing	Organizational Citizenship Behavior	Work Engagement
Job Satisfaction	0.793			
Knowledge Sharing	0.780	0.801		
Organizational Citizenship Behavior	0.652	0.699	0.716	
Work Engagement	0.790	0.771	0.656	0.817

Sources: Process Data, 2024

From Tables 2 and 3 it can be concluded that the square root of the average variance extracted (\sqrt{AVE}) for each construct is greater than the correlation between one construct and other constructs in the model. Based on the table above, the AVE value can be concluded that the construct in the estimated model meets the discriminant validity criteria.

Table 4. Results Test Composite Reliability & Crocbach's Alpha

Variable	Cronbach Alpha's	Composite Reliability	Remarks
Job Satisfaction	0.933	0.944	Reliable
Knowledge Sharing	0.885	0.913	Reliable
Organizational Citizenship Behavior	0.902	0.919	Reliable
Work Engagement	0.925	0.940	Reliable

Sources: Process Data, 2024

Based on Table 4, the Composite Reliability and Cronbach's Alpha test results show satisfactory values, because all latent variables have Composite Reliability and Cronbach's Alpha values ≥ 0.70 . This means that all latent variables are said to be reliable.

Table 5. Results Test Hypothesis

	Original Sample	Standard Deviation	T-Statistics	P Values	Remarks
Work Engagement → Organizational Citizenship Behavior	0.370	0.100	3.707	0.000	Positive - Significant
Knowledge Sharing → Organizational Citizenship Behavior	0.191	0.106	1.805	0.072	Positive – not Significant
Work Engagement → Job Satisfaction	0.412	0.094	4.384	0.000	Positive – Significant
Knowledge Sharing → Job Satisfaction	0.231	0.113	2.037	0.042	Positive – Significant
Job Satisfaction → Organizational Citizenship Behavior	0.311	0.097	3.192	0.001	Positive – Significant
Medias					
Work Engagement → Job Satisfaction → Organizational Citizenship Behavior	0.262	0.127	2.059	0.040	Full Mediated
Knowledge Sharing → Job Satisfaction → Organizational Citizenship Behavior	0.102	0.057	1.781	0.176	Unmediated

Sources: Process Data, 2024

DISCUSSION

Work Engagement on Organizational Citizenship Behavior, based on the hypothesis test in this research, the T-statistic value was 3.707, the original sample value was 0.370, and the P value was 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 work engagement has a positive and significant effect on Organizational Citizenship Behavior. This is because employees enjoy and are totally in their work, and employees try to work hard in doing their work, so they always make a list of work plans so that they can complete their work well and comply with company regulations even though no one is supervising them. The findings of this study demonstrate that organizational citizenship behavior is not always influenced by effective corporate governance. This is because good corporate governance needs to be balanced with the actions of commissioners and directors with complete information, and management's decision-making is done openly so that employees can create organizational citizenship behavior from within themselves. Previous studies have validated the findings of this investigation (Freire & Pieta, (2022); Han et al., (2020); Sa'adah & Rijanti (2022); Meidryastuti, 2018) explaining that Good Corporate Governance has no impress on Organizational Citizenship Behavior.

Knowledge Sharing on Organizational Citizenship Behavior, based on the hypothesis test in this research, the T-statistic value was 1.805, the original sample value was 0.191, and the P value was 0.072. The T-statistic value is less than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show more than 0.05, this result shows that Knowledge sharing has a positive and insignificant effect on Organizational Citizenship Behavior. This is because employees understand the procedures regarding good SOPs and have work experience that is appropriate to my current job so that employees respect each other among their colleagues even though they do not do work outside their job desk. These results indicate that knowledge sharing has a positive and insignificant effect on Organizational Citizenship Behavior. This is because employees understand procedures regarding good SOPs and have work experience that is appropriate to their current job so that employees respect each other among co-workers even though they do not do work outside their desks. The level of organizational citizenship behavior increases with knowledge-sharing experience. This shows that employees understand standard operational procedures well understand the procedures for implementing standard operational procedures, and can manage and identify organizational knowledge for long-term benefits so that Organizational Citizenship Behavior emerges in employees. Where in this case it is stated that the Organizational Citizenship Behavior variable has increased. This means that if you share good knowledge, positive organizational citizenship behavior will emerge. These results support research conducted Curado et al., (2023); Farooq et al., (2021); Ficapal-Cusí et al., (2020); (Suriyana et al., 2020) which states that simultaneous and partial knowledge sharing has a positive effect on OCB.

Work Engagement on Job Satisfaction, based on the hypothesis test in this research, the T-statistic value was 4.384, the original sample value was 0.412, and the P value was 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show less than 0.05, this result shows that work engagement has a positive and significant effect on job satisfaction. This is because employees are enthusiastic about doing their work every day and employees feel happy when they are working, so that relationships with co-workers are good and cooperative, which creates a sense of satisfaction within the employees. Based on the findings of this study, there may be a relationship between how well work engagement is implemented and how satisfied employees are with their jobs. If the implementation of work engagement becomes more positive, it will affect employee job satisfaction. This means that the work engagement model is accepted or good, which is directly proportional to job satisfaction. In other words, job satisfaction increases when effective work engagement is more common. This is supported by Hsu & Yang (2022); Kim et al., (2022); (Harma et al., 2020) who stated that there is an influence between the application of work engagement principles which pay attention to the job satisfaction that employees want to achieve. If the implementation of work engagement becomes more positive, it will affect employee job satisfaction.

Knowledge Sharing on Job Satisfaction, based on the hypothesis test in this research, the T-statistic value was 2.037, the original sample value was 0.231, and the P value was 0.042. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show less than 0.05, this result shows that knowledge sharing has a positive and significant effect on job satisfaction. This is because employees are willing to help with various skills mastered by co-workers and employees, so employees are willing to help co-workers who are busy and always consider the impact of their actions on co-workers. By sharing knowledge that is structured and more easily and quickly accessed, companies can

act quickly and effectively in achieving goals optimally, so that employees will feel satisfied when working at this company. This means that this model is accepted or the knowledge-sharing relationship is directly proportional to job satisfaction. In other words, the higher the knowledge sharing experienced, the greater the level of job satisfaction. The results of this research are supported by Lopez-Martin, & Topa (2019); Na-Nan et al., (2020); Phetsombat, & Na-Nan, (2023); (Restyorini, 2019; Kurniawan, 2018) who states that there is a positive relationship between knowledge sharing and job satisfaction.

Job Satisfaction on Organizational Citizenship Behavior, based on the hypothesis test in this research, the T-statistic value was 3.192, the original sample value was 0.311, and the P value was 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, this result shows that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior. This is because the promotions carried out by the company motivate employees to develop and progress further and the leadership always assesses employee work performance objectively so that employees complete tasks based on company procedures and employees are willing to adapt in implementing the policies implemented by the company. That is, then this model is accepted or the relationship of job satisfaction is directly proportional to organizational citizenship behavior. In other words, the level of organizational citizenship behavior increases as work satisfaction increases. The results support research by (Nurjanah et al., (2020); Kurniawan, 2020; Wahyuningsih et al., 2019) When there is a favorable and significant correlation between organizational citizenship conduct and job satisfaction.

Work Engagement on Organizational Citizenship Behavior through Job Satisfaction, based on the hypothesis test in this research, the T-statistic value was 2.059, the original sample value was 0.262, and the P value was 0.040. The T-statistic value is more than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show less than 0.05, this result shows that job satisfaction can mediate the influence of work engagement on Organizational Citizenship Behavior. This is because there is a salary that is appropriate to the tasks assigned, supports employees to share the knowledge they have gained with colleagues, and has an impact on employees who are willing to help busy colleagues. Based on research findings, organizational citizenship behavior is influenced by effective work engagement, but can also be mitigated by job satisfaction. In other words, this model is capable of being mediated because job satisfaction is used as a mediator; on the other hand, the independent variable (work engagement) has a direct effect on the dependent variable (organizational citizenship behavior). This is shown by employees who feel satisfied and always want to help their co-workers, this shows that the managerial implications of work involvement apply to employee citizenship behavior in the organization. The findings of this investigation are consistent with previous research Han et al., (2020); Sa'adah & Rijanti (2022); (Meidryastuti, 2018) which shows that the impact of work engagement on organizational citizenship can be mediated by job satisfaction behavior.

Knowledge Sharing on Organizational Citizenship Behavior through Job Satisfaction, based on hypothesis testing in this research, the T-statistic value was 1.781, the original sample value was 0.102, and the P value was 0.076. The T-statistic value is smaller than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show more than 0.05, these results indicate that job satisfaction is unable to mediate the influence of Knowledge Sharing on Citizenship Behavior Organization. This is due to the mental condition of employees which encourages them to carry out work seriously and deeply, full of energy and enthusiasm, so that without feeling dissatisfied employees will continue to complete tasks according to company procedures. The results of this research are in line with research conducted by Ficapal-Cusi et al., (2020).; Freire & Pieta, (2022); (Alsheikh, 2020) which states that job satisfaction is unable to mediate the effect of knowledge sharing on Organizational Citizenship Behavior (OCB). Satisfied workers tend to work more quickly and efficiently to achieve goals, which encourages employees to demonstrate organizational citizenship behavior. The results of this research support research conducted by Lopez-Martin, & Topa (2019); Na-Nan et al., (2020); (Suriyana et al., 2020) who argue that through job satisfaction, partial knowledge sharing has a good and big impact on corporate citizenship behavior.

CONCLUSION

In conclusion, this research examines how work engagement, knowledge sharing, organizational citizenship behavior, and job satisfaction. This research emphasizes how work engagement and knowledge sharing are considered to have a significant relationship with OCB, even though they actually do not. Knowledge sharing does not have a significant effect on OCB, this also emphasizes the importance of the role of OCB in organizations, especially the manufacturing industry, considering global conditions throughout the world,

Knowledge Sharing in this company is created well but will not affect the level of Organizational Citizenship Behavior among employees. Meanwhile, work engagement has a significant effect on OCB, an employee will easily be influenced by his behavior to achieve the maximum level of OCB. The higher the employee's work engagement, the higher the work behavior created by the employee. Employees feel that the process of socializing transformation efforts within the company was carried out in sufficient time.

Therefore, there is sufficient time to adapt to the transformation efforts initiated by superiors, especially in studies that demonstrate the strength of coordination within the company. This also creates a sense of concern among employees who finally fully understand or believe in the need for learning efforts carried out by the company. This feeling becomes a driving factor in the change process, resulting in feelings of comfort, increased opportunities for engagement, and growth in the employee's OCB position.

Work engagement has a significant positive effect on job satisfaction. If employee work engagement is good, employees will experience high job satisfaction. Sharing knowledge has a significant positive effect on job satisfaction. If knowledge exchange is created well, employee job satisfaction will increase. Job satisfaction has a significant positive effect on Organizational Citizenship Behavior. This means that if employee job satisfaction is high, the employee will increase Organizational Citizenship Behavior at work. Job satisfaction can mediate the influence of work engagement on Organizational Citizenship Behavior. Job satisfaction is unable to mediate the influence of Knowledge Sharing on Organizational Citizenship Behavior.

To reduce weaknesses in employee performance which will of course have implications for the organization, companies can provide solutions to the challenges faced by their employees, including providing work within a certain period of time whose performance assessment can be measured. Supervisors can provide alternative continuous training development to share knowledge with fellow employees, such as providing scheduled training to employees. The next solution, companies can consider assigning a leader who can give firm warnings to employees, including selecting leaders based on personality maturity, and focusing on their leadership spirit. The author's further research provides an alternative if companies that practice knowledge sharing continue to make improvements in all areas and require continuous supervision so that they can develop further in improving their image and increasing company value.

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