

Employee Engagement and Knowledge Sharing Impact on Organizational Citizenship Behavior: Organizational Commitment as a Mediator

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Received: 25.08.2024

Reviewed: 05.09.2024

Accepted: 07.10.2024

Abstract

This research aims to examine and analyze the influence of employee engagement and knowledge sharing on organizational citizenship behavior (OCB) with organizational commitment as a mediating variable among employees of PT Global Intermedia Nusantara in Yogyakarta. The research was conducted at PT Global Intermedia Nusantara Yogyakarta, which operates in the field of consulting and information systems. This study is quantitative in nature. The population consists of all permanent employees at PT Global Intermedia Nusantara Yogyakarta, totaling 40 employees, with a census sampling method. The majority of employees are aged between 17 to 28 years, accounting for 50% (20 employees), 90% are male (36 employees), 80% have a bachelor's degree (32 employees), and 50% have worked for 1-5 years (20 employees). Data analysis was performed using the Structural Equation Model (SEM) method with the aid of SmartPLS 4.0 software. The results of this study indicate that employee engagement has a positive and significant effect on OCB. Knowledge sharing also has a positive and significant effect on OCB. Employee engagement has a positive and significant effect on OCB, mediated by organizational commitment. Similarly, knowledge sharing has a positive and significant effect on OCB, mediated by organizational commitment.

Keywords: Employee Engagement, Knowledge Sharing, Organizational Citizenship Behavior, Organizational Commitment.

Introduction

The increasing competition in various economic sectors driven by globalization forces industries to adapt their behavior, methods, and business strategies to maintain their existence and sustainability. Companies are required to possess a competitive advantage to survive and meet the demands of change. Human resources are a key asset in any organization, contributing immensely to the achievement of organizational goals (Mangkunegara, 2017: 151).

Human resources is considered a valuable resource in contributing to the achievement of organizational strategies. In today's digital era, organizations must optimize their human resources to stay competitive, which requires employees to work creatively and innovatively (Alexandra & Theola, 2016). Employee behaviors that go beyond formal job requirements, known as Organizational Citizenship Behavior (OCB), contribute positively to the organization's social and psychological work environment. To achieve success, companies need employees willing to

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contribute beyond their formal roles, exhibiting extra-role behaviors or OCB (Lestari & Ghaby, 2018: 117).

The concept of OCB has been widely studied in the field of organizational behavior and is considered a valuable managerial tool that, when managed effectively, can positively impact individual and organizational performance (Arda et al., 2017). OCB is seen as an extra-role behavior where employees voluntarily take on responsibilities beyond their formal job descriptions, contributing to organizational effectiveness (Bateman & Organ, 1983).

One of the key factors influencing OCB is employee engagement. Employee engagement refers to the emotional and intellectual commitment employees have toward their work and organization. Engaged employees are more likely to exhibit OCB as they are motivated to contribute beyond their formal roles (Khan, 1990). Employees who are enthusiastic and feel involved in their work tend to display OCB, contributing positively to the organization. Research shows that employee engagement has a positive and significant impact on OCB, where higher engagement levels lead to higher OCB among employees (Hidayati & Priyono, 2022).

In addition to employee engagement, knowledge sharing plays a crucial role in fostering OCB. Knowledge sharing refers to the process of systematically distributing and disseminating knowledge within the organization. It allows employees to contribute to knowledge application and innovation, which in turn enhances OCB (Wang & Noe, 2010). Research has shown that knowledge sharing positively and significantly affects OCB, as employees who share knowledge are more likely to help their colleagues and contribute to the organization's success (Sudjiwanati, 2017; Latupapua et al., 2020). Moreover, organizational commitment also plays a significant role in influencing OCB. Employees with high organizational commitment tend to exhibit higher levels of OCB as they feel emotionally attached and loyal to the organization (Meyer & Allen, 1991).

Based on Figure 1, it can be seen that the OCB of employees at PT Global Intermedia Nusantara shows low performance, particularly in the "Cheerleading" indicator, where employees are less likely to motivate and support colleagues. The "Altruism" and "Conscientiousness" indicators, both at 22.5%, highlight that some employees help colleagues without expecting rewards and take initiative in improving work efficiency. Interviews with the HR department suggest the low "Cheerleading" score is due to a lack of closeness among employees across divisions, while the lower levels of "Altruism" and "Conscientiousness" stem from employees' focus on their own

Dari indikator OCB (kontribusi individu yang melebihi tuntutan peran di tempat kerja) di bawah ini, menurut Anda manakah yang paling rendah dicapai di perusahaan tempat Anda bekerja ?
40 responses

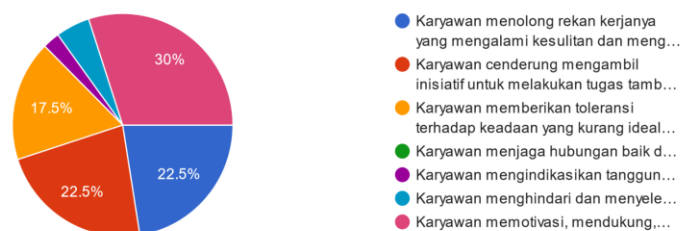


Figure 1. Preliminary Survey Data Results of Employees at PT Global Intermedia Nusantara in Yogyakarta

responsibilities and the lack of initiative among newer employees to engage in professional development. These challenges, coupled with low engagement and weak coordination between employees, have negatively impacted overall performance and organizational effectiveness.

Given the significance of employee engagement, knowledge sharing, and organizational commitment in shaping OCB, this study focuses on analyzing the influence of these factors on OCB among employees of PT Global Intermedia Nusantara, a company in Yogyakarta specializing in consulting and information systems services. The study aims to explore how these variables interact and contribute to enhancing OCB within the organization. Understanding the impact of these factors on OCB will provide valuable insights for the company in improving employee performance and organizational effectiveness.

Literature Review

Employee Engagement

Employee engagement has been extensively researched as a critical factor in enhancing organizational performance. Buckingham and Coffman (1999) defined employee engagement as the level of involvement, commitment, enthusiasm, and satisfaction employees have toward their work and company. Further research by Robbins (2015) emphasizes that engagement refers to the satisfaction and enthusiasm individuals have in their work, while Kahn (1990) conceptualized engagement as an emotional and cognitive involvement in the role employees play in their organization. Engaged employees tend to express themselves both physically and emotionally, resulting in higher performance and motivation. Schaufeli and Bakker (2016) highlighted three key aspects of employee engagement: vigor (high energy and resilience), dedication (enthusiasm and pride), and absorption (deep focus and enjoyment in tasks). Employees who exhibit these characteristics are more likely to contribute positively to organizational outcomes.

Knowledge Sharing

Knowledge sharing is another essential factor influencing organizational success. It is a process through which individuals exchange their knowledge, techniques, and ideas to enhance organizational learning (Aliyah & Nurhidayati, 2019). Knowledge sharing includes both tacit knowledge, which is deeply embedded in personal experience, and explicit knowledge, which can be articulated and codified (Nonaka & Takeuchi, 1995). Van den Hoof and De Ridder (2004) explained that knowledge sharing facilitates innovation and the development of new solutions. Motivation, opportunities, and organizational culture play significant roles in fostering knowledge sharing (Awad & Ghaziri, 2004). Employees who are encouraged to share knowledge within their teams are more likely to contribute to organizational citizenship behavior (OCB) by actively helping others and promoting organizational efficiency (Probosari & Siswanti, 2017).

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary employee behaviors that go beyond formal job requirements, contributing positively to organizational effectiveness (Aldag & Resckhe, 2014). OCB encompasses actions such as helping

colleagues, volunteering for additional tasks, and adhering to organizational rules (Charmiati & Surya, 2019). Organ (2003) identified several dimensions of OCB, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Employees who demonstrate OCB are often seen as going above and beyond their formal job duties, thus enhancing both individual and organizational performance. Research by Vania and Purba (2017) classified OCB into compliance, loyalty, and participation, further demonstrating its value to organizational success.

Organizational Commitment

Organizational commitment is another variable that plays a mediating role between employee engagement, knowledge sharing, and OCB. It refers to the psychological attachment employees have to their organization (Meyer & Allen, 2001). According to Steers and Porter (2011), organizational commitment involves identification with the organization's values, involvement in work tasks, and loyalty toward the organization. Employees with high levels of organizational commitment are more likely to stay with their company, perform at higher levels, and engage in behaviors that benefit the organization, including OCB. Meyer and Allen (2001) also identified three types of commitment: affective (emotional attachment), continuance (cost-based commitment), and normative (obligation-based commitment), each of which can influence the level of OCB demonstrated by employees.

The Relationship Between Employee Engagement, Knowledge Sharing, and OCB

Research has demonstrated that employee engagement and knowledge sharing are closely related to OCB. Engaged employees are more likely to exhibit OCB because of their emotional and cognitive investment in their work (Robbins & Judge, 2018). Knowledge sharing, on the other hand, encourages collaboration and fosters a supportive work environment, which promotes OCB (Probosari & Siswanti, 2017). Studies by Schaufeli (2002) and Van den Hoof (2004) suggest that organizations that foster employee engagement and knowledge sharing experience higher levels of OCB, leading to greater overall organizational effectiveness.

The Mediating Role of Organizational Commitment

Organizational commitment has been found to mediate the relationship between employee engagement, knowledge sharing, and OCB. Employees who are highly engaged and actively share knowledge within the organization tend to develop stronger emotional bonds with the organization, which increases their organizational commitment (Meyer & Allen, 2001). This heightened commitment, in turn, promotes OCB, as employees feel a greater sense of responsibility and loyalty to the organization. Research by Hidayati and Priyono (2022) supports this, showing that organizational commitment mediates the effect of employee engagement and knowledge sharing on OCB.

Hypothesis

H1. Employee engagement positively influences organizational citizenship behavior (OCB).

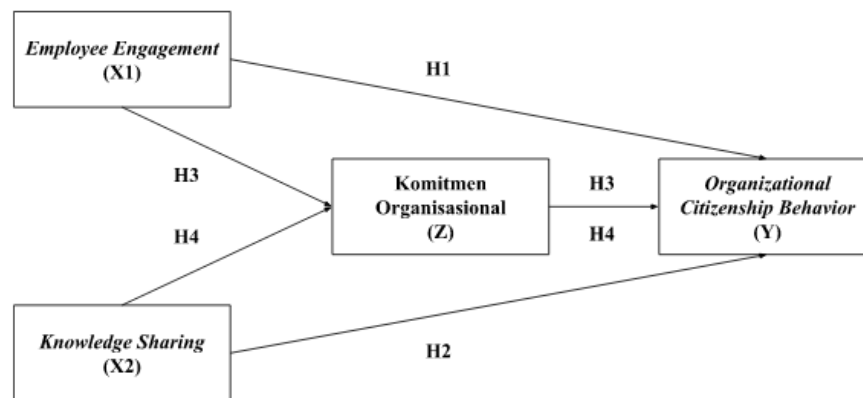


Figure 2. Research Model

H2. Knowledge sharing positively influences organizational citizenship behavior (OCB).

H3. Employee engagement positively influences OCB through the mediation of organizational commitment.

H4. Knowledge sharing positively influences OCB through the mediation of organizational commitment.

Methods

Sampling and Procedures

This study employed a survey method to gather data from employees at PT Global Intermedia Nusantara, a technology development company in Yogyakarta. The research was conducted between March 2024 and July 2024. The population consisted of all 40 permanent employees of the company, and a saturated sampling technique was used, meaning all members of the population were included in the sample. Data collection was carried out through questionnaires and interviews with authorized personnel at the company. The questionnaires measured the influence of employee engagement (X1) and knowledge sharing (X2) on organizational citizenship behavior (Y), with organizational commitment (Z) as a mediating variable.

Measures

This study used multiple variables, each measured through reliable instruments.

Employee Engagement (X1) was measured using the scale developed by Schaufeli & Bakker (2008). This is a 5-point Likert scale, consisting of 17 items measuring aspects like vigor, dedication, and absorption. Respondents answered on a scale from 1 (strongly disagree) to 5 (strongly agree).

Knowledge Sharing (X2) was measured using the instrument by Matzler et al. (2008), comprising 13 items. This scale assesses aspects like embrained, embodied, encultured, embedded, and encoded knowledge. Respondents also rated their agreement on a 5-point Likert scale from strongly disagree to strongly agree.

Organizational Citizenship Behavior (Y) was measured using a 27 items scale by Organ (2003). This instrument includes items that capture dimensions such as altruism, conscientiousness, sportsmanship, courtesy, civic virtue, peacekeeping, and cheerleading. A 5-point Likert scale was used, ranging from strongly disagree to strongly agree.

Organizational Commitment (Z) was measured with 17 items based on the model by Meyer & Allen (2001). The scale measures affective, continuance, and normative commitment using the same 5-point Likert format.

Data Analysis

This study employed quantitative analysis, specifically using the Partial Least Square (PLS) approach to examine the relationships between the independent, mediating, and dependent variables. The analysis followed several steps:

Outer Model Analysis: The validity and reliability of the measurement model were assessed through convergent validity, discriminant validity, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha to ensure that all constructs were measured accurately and consistently.

Inner Model Analysis: The structural model was evaluated by testing the relationships between variables using R-Square (R^2) and Predictive Relevance (Q^2) to determine how well the independent variables explained the dependent variable.

Hypothesis testing: The study conducted hypothesis testing using bootstrapping to obtain the t-statistic and p-values for each relationship in the model. The hypotheses were tested using the following regression equations to evaluate the direct, indirect, and mediating effects:

- ☑ *Step 1: Direct Effect of X on Y*

$$Y = a_1 + c_X + e_{1Y} = a_1 + c_X + e_1$$

In this step, the study examined whether Employee Engagement (X1) and Knowledge Sharing (X2) had a significant direct effect on Organizational Citizenship Behavior (Y). The significance of the c coefficient was tested.

- ☑ *Step 2: Direct Effect of X on Mediator (Z)*

$$Z = a_2 + c_X + e_{2Z} = a_2 + c_X + e_2$$

Here, the study assessed whether Employee Engagement (X1) and Knowledge Sharing (X2) had a significant effect on the mediator variable Organizational Commitment (Z).

- ☑ *Step 3: Mediating Role of Z in the Relationship between X and Y*

$$Y = a_3 + c'_X + b_Z + e_{3Y} = a_3 + c'_X + b_Z + e_3$$

In this step, the study tested whether the mediator, Organizational Commitment (Z), influenced Organizational Citizenship Behavior (Y) while controlling for Employee Engagement (X1) and Knowledge Sharing (X2). The significance of the b coefficient was crucial in determining if Z acted as a mediator.

Deciding Mediation: The final step involved deciding whether the mediation was complete or partial:

- ☑ *Complete Mediation:* If c' becomes non-significant in Step 3, and b is significant, then Organizational Commitment (Z) fully mediates the relationship between Employee Engagement ($X1$) and Knowledge Sharing ($X2$) and Organizational Citizenship Behavior (Y).
- ☑ *Partial Mediation:* If both c' and b remain significant in Step 3, it indicates that Organizational Commitment (Z) partially mediates the relationship between Employee Engagement ($X1$) and Knowledge Sharing ($X2$) and Organizational Citizenship Behavior (Y).

Result and Discussion

Result

Respondents' Characteristics

Table 1 displays the descriptive analysis of the respondents' characteristics, which includes age, gender, education, and length of employment at PT Global Intermedia Nusantara in Yogyakarta. The sample size consists of 40 respondents. Table 1 showed the breakdown of the demographic characteristics.

The majority of respondents fall within the 17–28 years age range (50%), predominantly male (90%). In terms of education, 80% of the employees have a Bachelor's degree, and 50% have worked for 1–5 years.

Table 1. Descriptive Statistics of Respondents' Characteristics

Characteristics	Category	Frequency	Percentage
Age	17–28 years	20	50%
	29–40 years	18	45%
	41–52 years	2	5%
	Total	40	100%
Gender	Male	36	90%
	Female	4	10%
	Total	40	100%
Education	High School	2	5%
	Bachelor's Degree	32	80%
	Master's Degree	6	15%
	Total	40	100%
Length of Service	1–5 years	20	50%
	6–10 years	16	40%
	11–15 years	4	10%
	Total	40	100%

Table 2. The Descriptive Statistics for Each Variable

Interval	Organizational Citizenship Behavior	Employee Engagement	Knowledge Sharing	Organizational Commitment
1.00–1.79	Very Low	Very Low	Very Low	Very Low
1.80–2.59	Low	Low	Low	Low
2.60–3.39	Moderate	Moderate	Moderate	Moderate
3.40–4.19	High	High	High	High
4.20–5.00	Very High	Very High	Very High	Very High

Table 3. The Path Coefficients And Their Significance Levels

Variables	Original Sample (O)	t-Statistics	P-Values
Employee Engagement (X1) → OCB (Y)	0.318	2.174	0.030
Knowledge Sharing (X2) → OCB (Y)	0.248	2.045	0.041
Employee Engagement (X1) → OCB (Y) via Organizational Commitment (Z)	0.214	2.302	0.022
Knowledge Sharing (X2) → OCB (Y) via Organizational Commitment (Z)	0.187	2.128	0.034

Descriptive Statistics of Variables

Table 2 shows the descriptive statistics for each variable, including Employee Engagement (X1), Knowledge Sharing (X2), Organizational Citizenship Behavior (Y), and Organizational Commitment (Z). The categorization is based on the interval scale of the mean responses.

The results indicate that the majority of employees rate their employee engagement at a high level, with an average score of 3.77, and knowledge sharing also has a high average score of 3.87. The organizational citizenship behavior and organizational commitment are rated as high, with mean scores of 3.71 and 3.61, respectively.

Regression Results

The regression analysis was used to evaluate the relationships between employee engagement (X1), knowledge sharing (X2), organizational commitment (Z), and organizational citizenship behavior (Y).

The regression results reveal that employee engagement has a significant positive impact on organizational citizenship behavior (OCB), with a path coefficient of 0.318 and a p-value of 0.030. Similarly, knowledge sharing significantly influences OCB with a path coefficient of 0.248 and a p-value of 0.041. Additionally, organizational commitment significantly mediates the relationships

between both employee engagement and knowledge sharing on OCB, with coefficients of 0.214 and 0.187, respectively.

Discussion

The discussion of this study will focus on the relationships between employee engagement, knowledge sharing, organizational commitment, and organizational citizenship behavior (OCB).

Employee Engagement and OCB

The results demonstrate a significant positive relationship between employee engagement and OCB, indicating that employees who exhibit higher levels of engagement are more likely to display organizational citizenship behaviors. This finding is consistent with previous studies, such as Hidayati & Priyono (2022), which reported that employees with high levels of engagement contribute more to OCB, engaging in pro-social behaviors like helping colleagues and showing loyalty to the organization. The dedication component of employee engagement was particularly significant, with a mean of 3.87, showing that dedication directly influences employees' willingness to engage in behaviors that support the organization.

Knowledge Sharing and OCB

Knowledge sharing also showed a significant positive influence on OCB, supporting the idea that when employees share knowledge, they are more likely to engage in helpful behaviors, collaborate effectively, and support each other within the workplace. These results align with prior findings that highlight the role of knowledge sharing in fostering a cooperative environment, which in turn enhances OCB (Hidayati & Priyono, 2022). In particular, the embodied knowledge component, with a mean score of 4.1, illustrates that the sharing of experience between senior and junior employees promotes greater organizational loyalty and cooperation.

Employee Engagement, Organizational Commitment, and OCB

The mediation analysis revealed that organizational commitment partially mediates the relationship between employee engagement and OCB. Employees who are engaged are more likely to develop a strong emotional attachment to the organization, which in turn increases their commitment and willingness to go beyond their formal duties. The affective commitment dimension had the highest score, indicating that employees who feel emotionally attached to their organization are more likely to exhibit behaviors like supporting colleagues and contributing to a positive workplace environment.

Knowledge Sharing, Organizational Commitment, and OCB

Similar to the results for employee engagement, organizational commitment was found to mediate the effect of knowledge sharing on OCB. As employees share more knowledge and collaborate, their sense of belonging and commitment to the organization grows, enhancing their likelihood of engaging in OCB. The affective commitment component again played a crucial role, with employees expressing a sense of loyalty and emotional attachment to the organization, which in turn fostered OCB.

In conclusion, employee engagement and knowledge sharing both have significant positive impacts on organizational citizenship behavior, with organizational

commitment serving as a partial mediator in both cases. These findings underscore the importance of fostering an engaging work environment and promoting knowledge sharing to enhance employees' voluntary pro-social behaviors.

Conclusion

This study aimed to explore the influence of employee engagement and knowledge sharing on organizational citizenship behavior (OCB), with organizational commitment as a mediating factor among employees of PT Global Intermedia Nusantara. Based on the findings, it can be concluded that employee engagement positively and significantly impacts OCB. Employees who exhibit higher levels of engagement tend to go beyond their formal job responsibilities by demonstrating voluntary behaviors, such as assisting colleagues, showing loyalty to the organization, and contributing to its overall success.

Furthermore, the study revealed that knowledge sharing also has a significant positive influence on OCB. When employees actively share their knowledge, it fosters a culture of cooperation and mutual support, which in turn leads to the display of OCB. Additionally, the analysis confirmed that organizational commitment plays a mediating role in the relationship between both employee engagement and knowledge sharing with OCB. Employees who are engaged and actively share knowledge are more likely to develop a strong emotional attachment and commitment to the organization, which motivates them to perform beyond their formal roles. In summary, both employee engagement and knowledge sharing are key contributors to enhancing OCB, with organizational commitment amplifying these effects.

Limitation

This research has several limitations that should be considered. First, the study involved a relatively small sample size of 40 respondents, all from PT Global Intermedia Nusantara, which may limit the generalizability of the findings to other organizations or industries. Future studies could benefit from including a larger, more diverse sample to provide broader insights. Second, the scope of the research was limited to the variables of employee engagement, knowledge sharing, and organizational commitment, without considering other potentially influential factors such as leadership style, organizational culture, or employee motivation. Including these variables in future research could offer a more comprehensive understanding of the factors that contribute to OCB. The study employed a cross-sectional design, capturing data at a single point in time. Longitudinal studies could offer deeper insights into how these relationships evolve over time, providing a more dynamic perspective on employee behavior and organizational outcomes.

Management Implication

The findings of this study suggest several practical implications for management at PT Global Intermedia Nusantara. Enhancing employee engagement should be a priority, as it directly influences the likelihood of employees displaying citizenship behaviors. Management can achieve this by implementing programs that recognize and reward employee contributions, offering growth and development opportunities, and fostering a positive and motivating work environment. Additionally, promoting a culture of knowledge sharing is crucial for fostering collaboration and OCB.

Management could introduce mentoring systems, collaborative projects, and digital platforms to facilitate the sharing of knowledge and experiences among employees.

Moreover, strengthening organizational commitment should be a focus for management, as committed employees are more likely to engage in OCB. This can be accomplished by fostering strong emotional connections between employees and the organization through clear communication of organizational values, providing job security, and building meaningful relationships between employees and their leaders. By focusing on these areas, PT Global Intermedia Nusantara can foster a more engaged, committed, and cooperative workforce, ultimately enhancing the overall performance of the organization.

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