

The Role of Organizational Commitment in the Influence of Competency and *Knowledge Sharing* on *Organizational Citizenship Behavior* (Study At Udayana University)



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ABSTRACT: Organizational Citizenship Behavior (OCB) refers to the actions of individuals within an organization who support each other in the work context. As explained in social exchange theory, reciprocal actions that a person performs without expecting anything in return are related to the quality of work life involving voluntary behavior, which is rooted in assumptions of reciprocity and fairness. Employees who have high competence tend to have high organizational commitment and display OCB, because they feel more capable and confident. *Knowledge sharing* between employees in an organization, also encourages organizational commitment and OCB, because employees who share knowledge feel more capable and confident in carrying out their duties. Organizational commitment makes Employees feel bound by their obligations and responsibilities to contribute to the organization. The respondents in this research were employees at Udayana University. The number of respondents in this study was 1,296 respondents, the sample size was set at 306 Udayana University employees determined using the *Slovin formula*. Determination of sample size which taken using *Proportionate Stratified Random Sampling*. This research uses *Structural Equation Modeling* (SEM) analysis using *SmartPLS 3.0 software*. The results of this research show that competence and *knowledge sharing* positive and significant effect on organizational commitment. Competence, *knowledge sharing*, and organizational commitment positive and significant effect on OCB. Commitment organization capable mediate influence No direct competence and *knowledge sharing* towards OCB. Effect mediation variable commitment organization on influence not direct competence and *knowledge sharing* towards OCB in nature *partially mediated*.

KEYWORDS: competency, *knowledge sharing*, organizational commitment, and OCB

INTRODUCTION

Organizational Citizenship Behavior (OCB) refers to the actions of individuals within an organization who support each other in the work context (Saqila, 2021). As explained in social exchange theory, reciprocal actions that a person performs without expecting anything in return are related to the quality of work life involving voluntary behavior. This theory is generally used to explain employee motivation in showing OCB. This theory is rooted in two main assumptions, namely reciprocity and fairness. When employees feel a positive influence or perception, they tend to provide practical and effective responses.

Competency is the ability and skills possessed by employees to carry out their duties and responsibilities effectively and efficiently. Employees who have high competence will be more likely to have high organizational commitment. This is because employees who have high competence will feel more capable and confident in carrying out their duties and responsibilities. Employees who have high competence will be more likely to display OCB. This is because employees who have high competence will contribute more to the organization.

Knowledge sharing is the process of sharing knowledge and information between employees in an organization. Employees who have the habit of sharing knowledge and information are more likely to have high organizational commitment. This is because employees who share knowledge and information will be more capable and confident in carrying out their duties and responsibilities. Employees who have *knowledge sharing* those who are high will be more likely to display OCB. This is because employees who share knowledge and information will be able to increase work efficiency and effectiveness.

Organizational commitment is a condition where employees have an emotional, affective and normative attachment to the organization. Employees who have high organizational commitment will feel ownership and pride in their organization, and

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feel bound by their obligations and responsibilities to contribute to the organization .Based on this phenomenon and the gaps in previous research, researchers are of the view that research needs to be conducted to determine the influence of competence and *knowledge sharing* mediated by organizational commitment at Udayana University so that we can find out how it affects employee OCB. So the author was interested in conducting research and chose the research title " The Role of Organizational Commitment in the Influence of Competency and *Knowledge Sharing* on *Organizational Citizenship Behavior* among Udayana University employees ".

LITERATURE REVIEW

Social Exchange Theory (*Social Exchange Theory*)

Generally, society forms social relations that involve elements such as rewards, sacrifices, and benefits, so that interactions between us and other people are considered a reciprocal dynamic. Rewards arise as a result of sacrifices made, where sacrifices include things avoided, and benefits can be interpreted as rewards minus sacrifices. Therefore, social action can be explained as an exchange between at least two individuals based on profit-loss considerations (Mighfar, 2015).

Social exchange theory is a theory pioneered by Peter M. Blau (1964) and George C. Homans (1961). In his research, Homans argued that social behavior is explained through obligations by utilizing individual psychological principles. In contrast, Blau argues that social exchange progresses from interpersonal micro interactions to macro social structures. This seeks to describe how larger social structures arise from fundamental exchange processes (Mighfar, 2015). Social exchange theory observes that there is a reciprocal link between behavior and the environment. For example, in an organizational context, when someone asks for help, he then provides help to someone else, and vice versa. In this dynamic, there is mutual benefit so that all parties involved feel the benefits of the interaction.

If the behavior benefits him, it will be displayed; conversely, if it is potentially detrimental, the behavior will be avoided. *Organizational Citizenship Behavior* (OCB) refers to the actions of individuals within an organization who support each other in the work context (Saqila, 2021). *Organizational Citizenship Behavior* (OCB) emphasizes the social contract between individuals and their colleagues and between individuals and the organization which is usually compared to in-role behavior which is based on "limited performance" implied by the organization.

As explained in social exchange theory, reciprocal actions that a person performs without expecting anything in return are related to the quality of work life involving voluntary behavior. This theory is generally used to explain employee motivation in showing OCB. This theory is rooted in two main assumptions, namely reciprocity and fairness. When employees feel a positive influence or perception, they tend to provide practical and effective responses. OCB is an effective way to show that an organization's ethical environment influences employees who have been influenced by specific role behavior (Larasati & Susilowati, 2021).

In accordance with the problem formulation, theoretical studies and empirical studies, a hypothesis can be developed in this research with the following explanation.

The Influence of Competency on Organizational Commitment

Competency is the ability and skills possessed by employees to carry out their duties and responsibilities effectively and efficiently. Organizational commitment is a condition where employees have an emotional, affective and normative attachment to the organization. Employees who have high organizational commitment will feel ownership and pride in their organization, and feel bound by their obligations and responsibilities to contribute to the organization. Based on this theory, employees who have high competence will be more likely to have high organizational commitment. This is because employees who have high competence will be able to feel more capable and confident in carrying out their duties and responsibilities, feel more satisfied with their work, and feel more ownership and pride in their organization.

Empirical findings related to the influence of competence on organizational commitment were carried out by Adam, *et.al* (2020); Tsani, *et.al* (2020); Ramadhan, *et.al* (2020); Jan & Hasan (2020); and Astuti & Suhana (2022) who prove that competence has a positive and significant effect on organizational commitment . Based on the theory and empirical studies that have been described, the following research hypothesis can be formulated.

H1: competency has a positive effect on organizational commitment among Udayana University employees

The Effect of *Knowledge Sharing* on Organizational Commitment

Knowledge sharing is the process of sharing knowledge and information between employees in an organization. This behavior can take various forms, such as sharing information, sharing skills, sharing experiences, and sharing ideas. Organizational commitment is a condition where employees have an emotional, affective and normative attachment to the organization. Employees who have

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high organizational commitment will feel ownership and pride in their organization, and feel bound by their obligations and responsibilities to contribute to the organization. Based on this theory, employees who have the habit of sharing knowledge and information will be more likely to have high organizational commitment. This is because employees who share knowledge and information will be able to feel more ownership and pride in their organization, feel more capable and confident in carrying out their duties and responsibilities, and feel more satisfied with their work.

Empirical findings related to the influence of work stress with organizational commitment carried out by Tandayong & Edalmen (2019); Sulisty & Ardiyanti (2019); Astuti & Suhana (2022); Hidayati & Priyono (2022); and Natoil, *et.al* (2023) which proves that *knowledge sharing* has a positive and significant effect on organizational commitment . Based on the theory and empirical studies that have been described, the following research hypothesis can be formulated.

H2: *knowledge sharing* has a positive effect on organizational commitment at Udayana University

The Influence of Competence on OCB

Competency is the ability and skills possessed by employees to carry out their duties and responsibilities effectively and efficiently. OCB is behavior carried out by employees that exceeds formal job expectations. These behaviors are not explicitly required by the organization, but provide benefits to the organization as a whole. Based on this theory, employees who have high competence will be more likely to display OCB. This is because employees who have high competence will be able to have a better understanding of their duties and responsibilities, be able to complete their duties and responsibilities better, and be able to contribute more to the organization.

Empirical findings related to the influence of competency on employee performance were carried out by Suhardi (2019); Men (2021); Suswati, *et.al* (2021); Astuti & Suhana (2022); Azhari & Priyono (2022); and Nurhafni (2022) who proved that competence has a positive and significant effect on OCB . Based on the theory and empirical studies that have been described, the following research hypothesis can be formulated.

H3: competency has a positive effect on OCB of Udayana University employees

The Effect of Knowledge Sharing on OCB

Knowledge sharing is the process of sharing knowledge and information between employees in an organization. This behavior can take various forms, such as sharing information, sharing skills, sharing experiences, and sharing ideas. OCB is behavior carried out by employees that exceeds formal job expectations. These behaviors are not explicitly required by the organization, but provide benefits to the organization as a whole. Based on this theory, employees who have the habit of sharing knowledge and information will be more likely to display OCB. This is because employees who share knowledge and information will be able to increase work efficiency and effectiveness, increase creativity and innovation, increase a positive work climate, and increase job satisfaction.

Empirical findings regarding the influence of work stress on employee performance were carried out by Tandayong & Edalmen (2019); Helexandra (2020); Wicaksono & Suko (2022); Astuti & Suhana (2022); Azhari & Priyono (2022); and Ardiyanto & Rijanti (2023) who proved that *knowledge sharing* has a positive and significant effect on OCB . Based on the theory and empirical studies that have been described, the following research hypothesis can be formulated.

H4: *knowledge sharing* has a positive effect on OCB at Udayana University

The Influence of Organizational Commitment on OCB

Organizational commitment is a condition where employees have an emotional, affective and normative attachment to the organization. Employees who have high organizational commitment will feel ownership and pride in their organization, and feel bound by their obligations and responsibilities to contribute to the organization. OCB is behavior carried out by employees that exceeds formal job expectations. These behaviors are not explicitly required by the organization, but provide benefits to the organization as a whole. Based on this theory, employees who have high organizational commitment will be more likely to display OCB. This is because employees who have high organizational commitment will feel ownership and pride in their organization, and feel bound by their obligations and responsibilities to contribute to the organization. Empirical findings regarding the influence of organizational commitment on employee performance were carried out by Tandayong & Edalmen (2019); Apriyana , *et al* (2021) ; Suswati, *et.al* (2021); Mirsya (2022); Astuti & Suhana (2022); Hidayati & Priyono (2022); and Ardiyanto & Rijanti (2023) who proved that organizational commitment has a positive and significant effect on OCB . Based on the theory and empirical studies that have been described, the following research hypothesis can be formulated.

H5: organizational commitment has a positive effect on OCB at Udayana University

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The Influence of Competency on OCB Through Organizational Commitment

Competency can be defined as a combination of abilities and skills possessed by an employee, enabling him to carry out his duties and responsibilities in an effective and efficient manner. Meanwhile, OCB refers to behavior demonstrated by employees, which goes beyond their formal job expectations. OCB is not explicitly required by the organization, but provides benefits to the entire organization. High skills and abilities in an employee tend to have a positive impact on organizational commitment. This is because employees who have a high level of competence will feel more confident and able to carry out their duties and responsibilities. In addition, their job satisfaction is also higher, and they feel they have greater involvement and pride in the organizations where they work.

High organizational commitment, as a result of high competence, encourages employees to be willing to help their colleagues and superiors. Apart from that, employees with high competence also tend to be positive and proactive in carrying out their work duties. Overall, high skills and abilities not only provide individual benefits to employees, but also have a positive impact on the entire organization through increased commitment and supportive behavior.

Empirical findings related to the influence of organizational commitment on employee performance were carried out by Roy & Rioux (2012) and Astuti & Suhana (2022) which proved that organizational commitment was able to mediate the influence of *knowledge sharing* on OCB. Based on the theory and empirical studies that have been described, the following research hypothesis can be formulated.

H6: organizational commitment is able to mediate the influence of competence on OCB

The Effect of *Knowledge Sharing* on OCB Through Organizational Commitment

Knowledge sharing is a process in which employees share knowledge and information within an organization. In contrast, OCB is behavior performed by employees outside the formal expectations of their job. Although not explicitly required by the organization, this behavior provides benefits to the organization as a whole. A high level of *knowledge sharing in an organization has a positive impact on organizational commitment. Employees who are active in knowledge sharing* tend to increase their sense of belonging and togetherness within the organization. This happens because a high level of knowledge sharing creates an atmosphere of mutual trust and cooperation between employees. Furthermore, this can also increase employee motivation to contribute more to their work environment.

High organizational commitment, which is the result of high levels of *knowledge sharing*, encourages employees to be willing to exchange ideas with their colleagues and superiors. Apart from that, employees who are active in *knowledge sharing* also tend to be positive and proactive in carrying out their work duties. They are more open to new ideas, more likely to collaborate with teams, and more successful at solving problems. Overall, knowledge sharing not only increases operational efficiency, but also creates a positive and productive work environment.

Empirical findings related to the influence of organizational commitment on employee performance were carried out by Chang & Liao (2013); Astuti & Suhana (2022) and Hidayati & Priyono (2022) proved that organizational commitment is able to mediate the influence of *knowledge sharing* on OCB. Based on the theory and empirical studies that have been described, the following research hypothesis can be formulated.

H7: organizational commitment is able to mediate the influence of *knowledge sharing* on OCB

RESEARCH METHODS

This research was carried out at Udayana University. Udayana University is one of the PTNs in Bali located in the city of Denpasar, Bali. This place was chosen as a research location because it is a relevant and representative work environment for describing the relationship between competence, *knowledge sharing*, organizational commitment, and OCB in an organizational context.

This research is a quantitative approach combined with the aim of determining the influence of competence and *knowledge sharing* towards organizational commitment and OCB at Udayana University. Based on the research hypothesis, there are 4 variables used in this research, namely competence, *knowledge sharing*, organizational commitment, and OCB. These variables then become guidelines for compiling research instruments. Instrument preparation is carried out if the sample has been determined. Next, collect data, both primary data and secondary data, then the data is processed using PLS analysis techniques. The results of data processing will be interpreted to obtain conclusions from the research.

RESULTS AND DISCUSSION

Hypothesis Testing Results

Hypothesis testing is carried out with a *t-test* on each path of partial direct influence and indirect influence through mediating variables. Regarding this test, hypothesis testing can be divided into direct submission and indirect influence testing or mediating

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variable testing. In the following section, the results of direct influence testing and mediating variable testing are described respectively.

Direct Effect Testing

the Path coefficient validation test on each path for direct influence can be presented in Table 1

Table 1 Direct Effect Hypothesis Test Results

No.	Relationship between Variables	Path Coefficient (Bootstrapping)	T- Statistics	P Values	Note
1	X1. Competency -> Y1. Organizational Commitment	0.179	3,080	0.002	H ₁ accepted
2	X2. Knowledge Sharing -> Y1. Organizational Commitment	0.680	13,762	0,000	H ₂ accepted
3	X1. Competency -> Y2. OCB	0.280	13,921	0,000	H ₃ accepted
4	X2. Knowledge Sharing -> Y2. OCB	0.655	33,871	0,000	H ₄ accepted
5	Y1. Organizational Commitment -> Y2. OCB	0.109	5,102	0,000	H ₅ accepted

Source: Processed data, 2024

Table 1 test results hypothesis presented in the description following This :

- 1) Competence proven influential positive to commitment organization . This result indicated by the coefficient valuable path positive of 0.179 with $T\text{-statistic} = 3.080$ ($T\text{-statistic} > 1.96$) and $P\text{-value} = 0.002$ ($P\text{-value} < 0.05$), so hypothesis 1 (H₁): competence influential positive to commitment organization can proven .
- 2) Knowledge sharing proven influential positive to commitment organization . This result indicated by the coefficient valuable path positive of 0.680 with $T\text{-statistic} = 13.762$ ($T\text{-statistic} > 1.96$) and $P\text{-value} = 0.000$ ($P\text{-value} < 0.05$), so hypothesis 2 (H₂): knowledge sharing influential positive to commitment organization can proven .
- 3) Competence proven influential positive towards OCB. This result indicated by the coefficient valuable path positive of 0.280 with $T\text{-statistic} = 13.921$ ($T\text{-statistic} > 1.96$) and $P\text{-value} = 0.000$ ($P\text{-value} < 0.05$), so hypothesis 3 (H₃): competence influential positive against OCB can proven .
- 4) Knowledge sharing proven influential positive towards OCB. This result indicated by the coefficient valuable path positive of 0.655 with $T\text{-statistic} = 33.871$ ($T\text{-statistic} > 1.96$) and $P\text{-value} = 0.000$ ($P\text{-value} < 0.05$), so hypothesis 4 (H₄): knowledge sharing influential positive against OCB can proven .
- 5) Commitment organization proven influential positive towards OCB. This result indicated by the coefficient valuable path positive of 0.109 with $T\text{-statistic} = 5.102$ ($T\text{-statistic} > 1.96$) and $P\text{-value} = 0.000$ ($P\text{-value} < 0.05$), so hypothesis 5 (H₅): commitment organization influential positive against OCB can proven .

Testing Indirect Effects Through Mediating Variables

the Path coefficient validation test on each path for indirect effects can be presented in Table 2.

Table 2 Results of Indirect Effect Hypothesis Testing

No.	Relationship between Variables	Path Coefficient (Bootstrapping)	T- Statistics	P Values	Note
1	X1. Competency -> Y1. Organizational Commitment -> Y2. OCB	0.020	3,771	0,000	H ₆ accepted
2	X2. Knowledge Sharing -> Y1. Organizational Commitment -> Y2. OCB	0.074	4,001	0,000	H ₇ accepted

Source: Processed data, 2024

Table 2 results of hypothesis testing are presented in the following description:

- 1) Commitment organization proven to be able to mediate the influence of competence towards OCB . This result is shown by the positive path coefficient of 0.020 with $T\text{-statistic} = 3.771$ ($T\text{-statistic} > 1.96$) and $P\text{-value} = 0.000$ ($P\text{-value} < 0.05$), so hypothesis 6 (H₆): commitment organization able to mediate indirect influences competence against OCB can be proven.

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2) Commitment organization proven to be able to mediate the influence of *knowledge sharing* towards OCB . This result is shown by the positive path coefficient of 0.074 with *T-statistic* = 4.001 (*T-statistic* > 1.96) and *P-value* = 0.000 (*P-value* < 0.05), so hypothesis 7 (H₇): commitment organization able to mediate indirect influences *knowledge sharing* against OCB can be proven.

In the following examination of the mediation model , the intervention variable mediating the commitment variable will be studied organization whether it is proven to be fully *mediated* or partially *mediated* or not as a mediating variable . Examination of the mediation model in this study is presented in Table 3.

Table 3 Recapitulation Results Testing Variable Mediation

No.	Mediation Variables	(a)	(b)	(c)	(d)	Note
1	X1. Competency -> Y1. Organizational Commitment -> Y2. OCB	0.280 (Sig)	0.896 (Sig)	0.179 (Sig)	0.109 (Sig)	<i>partially mediated</i>
2	X2. <i>Knowledge Sharing</i> -> Y1. Organizational Commitment -> Y2. OCB	0.655 (Sig)	0.972 (Sig)	0.680 (Sig)	0.109 (Sig)	<i>partially mediated</i>

Source: Appendix 6

Information : Significant (Sig) = T statistic > 1.96 on $\alpha = 5\%$

Information that can be obtained from Table 3 above can be submitted at description as follows:

1. Organizational commitment as a mediating influence is not direct competence towards OCB. This result is shown from the mediation test that effects c, d, and a are significant but the coefficient of effect path a is less than the coefficient of effect path b . The results of this test show that competency can influence OCB through organizational commitment which can be proven empirically. Other information that can be conveyed, the mediating effect of organizational commitment variables on the influence is not direct competence towards OCB is *partially mediated* . This finding is an indication that the organizational commitment variable is a mediating variable that has no influence direct competence towards OCB .
2. Organizational commitment as a mediating influence is not direct *knowledge sharing* towards OCB. This result is shown from the mediation test where effects c, d, and a are significant but the coefficient of effect path a is less than the coefficient of effect path b. The results of this test show that *knowledge sharing* can influence OCB through organizational commitment which can be proven empirically. Other information that can be conveyed, the mediating effect of organizational commitment variables on the influence is not Direct *knowledge sharing* towards OCB is *partially mediated* . This finding is an indication that the organizational commitment variable is a mediating variable that has no influence direct *knowledge sharing* towards OCB .

DISCUSSION

Based on the results of the PLS analysis, in this section the results of the calculations that have been carried out will be discussed. This research aims to determine the determinants of competency and *knowledge sharing* on OCB through organizational commitment as a mediating variable in the study of Udayana University employees. Testing is shown through existing hypotheses so that you can find out how each variable influences the other variables

The Influence of Competency on Organizational Commitment

The results of hypothesis testing show that competence has a positive and significant effect on organizational commitment. These results mean that increasing competency can increase the organizational commitment of Udayana University employees . The results of this hypothesis test support various concepts and empirical findings that have previously existed which explain that competence has a positive and significant effect on organizational commitment.

Employees engage in social exchanges with their organizations, in which they make contributions and receive rewards as a result. In this context, high competence of employees can be seen as a form of contribution they make to the organization. Strong competencies can improve employee performance, provide benefits to the organization, and in exchange, organizations tend to provide rewards to employees in the form of recognition, career development opportunities, and job stability. This can result in feelings of commitment to the organization because employees feel that the organization provides proper recognition for their contributions.

Furthermore, controlling feelings of worry while working as an item in competence can be linked to this theory. When organizations are able to create a safe, stable and supportive work environment, employees tend to feel more comfortable and

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confident in carrying out their duties. This reduces feelings of worry and uncertainty that can interfere with their performance and commitment to the organization.

Meanwhile, in the context of organizational commitment, the item indicating that employees feel a loss if they leave Udayana University at this time can be seen as an indicator of feelings of strong psychological investment in the organization. When employees feel that they have invested their time, energy, and resources in the organization, they tend to feel emotionally and psychologically engaged. In turn, this may increase their level of organizational commitment because they feel that they have a lot to lose if they leave the organization.

The results of this research support research conducted by Adam, *et.al* (2020); Tsani, *et.al* (2020); Ramadhan, *et.al* (2020); Jan & Hasan (2020); and Astuti & Suhana (2022) which proves that competence has a positive and significant effect on organizational commitment.

The Effect of Knowledge Sharing Towards Organizational Commitment

The results of hypothesis testing show that *knowledge sharing* has a positive and significant effect on organizational commitment. These results mean that increasing *knowledge sharing* can increase the organizational commitment of Udayana University employees. The results of this hypothesis test support various concepts and empirical findings that have previously existed which explain that *knowledge sharing* has a positive and significant effect on organizational commitment.

Employees tend to commit to an organization when they feel that they have received rewards commensurate with their contributions. In the context of *knowledge sharing*, when employees feel that they have been given the opportunity to learn and develop their skills through the process of sharing knowledge within the organization, they tend to feel more attached to the organization because they perceive the organization as a place that supports their personal growth and development. Organizations that encourage a culture of *knowledge sharing* tend to have higher levels of commitment from their team members. For example, in our research at Udayana University, we found that the highest item in *knowledge sharing* was asking my colleagues. This shows that faculty members and staff at our university highly value the opportunity to continue learning and developing themselves through the exchange of knowledge with fellow colleagues.

Employees are less likely to commit to an organization when they feel that they will suffer significant losses if they leave it. In the context of Udayana University, the highest item in organizational commitment is the feeling of loss if you leave the current university. This suggests that employees feel that they have a strong emotional and professional investment in the university and that they have much to lose if they decide to leave.

The results of this research support research conducted by Tandayong & Edalmen (2019); Sulistyono & Ardiyanti (2019); Astuti & Suhana (2022); Hidayati & Priyono (2022); and Natoil, *et.al* (2023) which proves that *knowledge sharing* has a positive and significant effect on organizational commitment.

The Influence of Competence on OCB

The results of hypothesis testing show that competence has a positive and significant effect on OCB. These results mean that increasing competency can increase OCB of Udayana University employees. The results of this hypothesis test support various concepts and empirical findings that have previously existed which explain that competence has a positive and significant effect on OCB.

Individual competence, especially the ability to control feelings of worry at work, makes a positive contribution to OCB. This is in line with the *Social Exchange Theory perspective* that employees tend to show positive behavior such as OCB in response to the benefits they receive from the organization, in this case, the possibility of recognition and appreciation for their competence.

The finding that the highest item in OCB is never complaining about organizational tasks and policies can also be related to *Social Exchange Theory*. According to *Social Exchange Theory*, employees who feel that the organization provides adequate rewards for their contributions tend to exhibit positive behavior in response to these social exchanges. In this case, employees who never complain about organizational duties and policies may feel that the organization has treated them fairly, so they tend to show OCB behavior as a form of retribution for this treatment.

Self-control and the ability to cope with stress are important factors in understanding the relationship between competence and positive work behavior such as OCB. They found that individuals with high levels of self-control tended to exhibit higher OCB, as they were able to manage their emotions effectively at work. Positive workplace behaviors, including OCB, are often driven by employees' perceptions of fair social exchanges with the organization.

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The results of this research support research conducted by Suhardi (2019); Men (2021); Suswati, *et.al* (2021); Astuti & Suhana (2022); Azhari & Priyono (2022); and Nurhafni (2022) who proved that competence has a positive and significant effect on OCB .

The Effect of Knowledge Sharing Against OCB

The results of hypothesis testing show that *knowledge sharing* has a positive and significant effect on OCB. These results mean that increasing *knowledge sharing* can increase OCB of Udayana University employees. The results of this hypothesis test support various concepts and empirical findings that have previously existed which explain that *knowledge sharing* has a positive and significant effect on OCB.

Knowledge sharing is not just sharing information, but also includes a willingness and openness to learn and share knowledge with others. The research results show that the highest item in the assessment of *knowledge sharing* is the ability of colleagues to share knowledge when asked to learn something. This shows that a work culture that encourages collaboration and knowledge exchange makes a positive contribution to OCB. *Social Exchange Theory* provides a strong foundation for understanding the relationship between *knowledge sharing* and OCB. This theory suggests that individuals tend to respond to beneficial social exchanges with positive behavior. Thus, when individuals feel supported and appreciated at work through *knowledge sharing practices* , they tend to demonstrate good citizenship behavior, such as never complaining about organizational tasks and policies.

The finding that never complaining about tasks and organizational policies is the highest item in the OCB assessment confirms the importance of factors such as job satisfaction, organizational commitment, and social support in influencing positive work behavior. The implication is that organizations can increase OCB by creating a supportive work environment, where employees feel supported and appreciated, and feel comfortable sharing their knowledge and experiences with colleagues.

The results of this research support research conducted by Tandayong & Edalmen (2019); Helexandra (2020); Wicaksono & Suko (2022); Astuti & Suhana (2022); Azhari & Priyono (2022); and Ardiyanto & Rijanti (2023) who proved that *knowledge sharing* has a positive and significant effect on OCB .

The Influence of Organizational Commitment on OCB

The results of hypothesis testing show that organizational commitment has a positive and significant effect on OCB. These results mean that increasing organizational commitment can increase OCB of Udayana University employees. The results of this hypothesis test support various concepts and previous empirical findings which explain that organizational commitment has a positive and significant effect on OCB.

Social Exchange Theory highlights that employees tend to act in accordance with their own interests in social exchanges with the organization. When employees feel they have a strong commitment to the organization, they tend to take actions that exceed their formal duties at work, such as OCB, as a form of return for the rewards and appreciation they receive from the organization. Employees at Udayana University feel very committed to the organization because they feel they would lose if they left the university. This is consistent with the principles of *Social Exchange Theory* , where individuals who feel that the organization provides adequate rewards for their contributions will tend to commit to the organization.

Apart from that, the research results also show that never complaining about organizational tasks and policies is the highest item in measuring OCB. This indicates that employees at Udayana University tend to show good citizenship behavior at work, such as helping fellow co-workers or adapting to change, without complaining or opposing organizational duties and policies. This is in accordance with the principles of *Social Exchange Theory* , where individuals who feel that they are treated fairly and appreciated by the organization tend to show positive behavior such as OCB.

The results of this research support research conducted by Tandayong & Edalmen (2019); Apriyana , *et al* (2021) ; Suswati, *et.al* (2021); Mirsya (2022); Astuti & Suhana (2022); Hidayati & Priyono (2022); and Ardiyanto & Rijanti (2023) who proved that organizational commitment has a positive and significant effect on OCB .

The Influence of Competence on OCB with Organizational Commitment as a Mediating Variable

The results of hypothesis testing show that organizational commitment is able to mediate the indirect influence competence towards OCB. These results mean that competence can increase OCB through increasing organizational commitment Udayana University employee . The results of this hypothesis test support various concepts and previous empirical findings which explain that organizational commitment is able to mediate indirect influences competence towards OCB.

Employee competency, such as the ability to control anxiety at work, is a key factor that influences their level of commitment to the organization. Employees who feel capable of carrying out their tasks tend to have a higher level of

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commitment because they see their value as part of the organization. Along with that, organizational commitment, especially as reflected in the feeling of loss if leaving the current organization, becomes an important mediator in the relationship between employee competence and OCB.

When individuals feel emotionally and normatively attached to the organization, they are more likely to exhibit behavior that supports the organization, such as never complaining about the organization's duties and policies. When employees feel engaged in a sustainable way (e.g., a sense of loss if they leave the organization), they are more likely to exhibit behaviors that support the organization.

The results of this research support research conducted by Roy & Rioux (2012) and Astuti & Suhana (2022) which shows that organizational commitment is able to mediate the influence of *knowledge sharing* on OCB .

The Effect of *Knowledge Sharing* Against OCB with Organizational Commitment as a Mediating Variable

The results of hypothesis testing show that organizational commitment is able to mediate the indirect influence *knowledge sharing* towards OCB. These results provide direct meaning *knowledge sharing* can increase OCB through increasing organizational commitment Udayana University employee . The results of this hypothesis test support various concepts and previous empirical findings which explain that organizational commitment is able to mediate indirect influences direct *knowledge sharing* towards OCB .

Employees who feel emotionally and psychologically attached to the organization tend to demonstrate good citizenship behavior in the workplace in return for the rewards received from the organization. The top item in *knowledge sharing* is asking colleagues about their abilities when they want to learn something. This shows that one of the main forms of *knowledge sharing* is interpersonal interaction where individuals exchange knowledge and skills. Meanwhile, the finding that employees feel a loss if they leave Udayana University is currently the highest item in organizational commitment, indicating that factors related to affective and normative attachment to the organization are very important in understanding individual commitment to the institution.

The recent finding that never complaining about organizational tasks and policies is the highest OCB item indicates that a positive attitude and active involvement in carrying out organizational tasks are the main indicators of OCB. This supports the idea that good citizenship behavior in the workplace involves not only compliance with organizational rules and policies, but also a positive and constructive attitude towards work and the work environment.

The results of this study support research conducted by Chang & Liao (2013); Astuti & Suhana (2022) and Hidayati & Priyono (2022) prove that organizational commitment is able to mediate the influence of *knowledge sharing* on OCB.

CONCLUSION

Based on the results of the analysis and discussion carried out in this research, it can be concluded as follows :

1. Competence has a positive and significant effect on organizational commitment. These results mean that increasing competency can increase the organizational commitment of Udayana University employees.
2. *Knowledge sharing* has a positive and significant effect on organizational commitment. These results mean that increasing *knowledge sharing* can increase the organizational commitment of Udayana University employees.
3. Competence has a positive and significant effect on OCB. These results mean that increasing competency can increase OCB of Udayana University employees.
4. *Knowledge sharing* has a positive and significant effect on OCB. These results mean that increasing *knowledge sharing* can increase OCB of Udayana University employees.
5. Organizational commitment has a positive and significant effect on OCB. These results mean that increasing organizational commitment can increase OCB of Udayana University employees.
6. Organizational commitment is able to mediate the indirect influence competence towards OCB. These results mean that competence can increase OCB through increasing organizational commitment Udayana University employee . Other information that can be conveyed is the mediating effect of the organizational commitment variable on influence no direct competence towards OCB is *partially mediated* .
7. Organizational commitment is able to mediate the indirect influence *knowledge sharing* towards OCB. These results provide direct meaning *knowledge sharing* can increase OCB through increasing organizational commitment Udayana University employee . Other information that can be conveyed is the mediating effect of the organizational commitment variable on influence no direct *knowledge sharing* on OCB is *partially mediated* .

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