

The Moderating Role Of Knowledge Sharing On The Influence Of Competency And Worklife Balance On Organizational Citizenship Behavior (OCB)

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ABSTRACT

This research aims to analyze the role of knowledge sharing in moderating the influence of competence and work-life balance on Organizational Citizenship Behavior (OCB) in BKD Central Java Province. The research population was 145 people, all of whom were BKD employees of Central Java Province. The sampling technique was carried out using purposive sampling, based on the criteria of employees with a minimum education of Diploma III and work experience of at least (3) three years, a total of 106 employees. The SPSS version 22 program was used for data analysis in the form of multiple linear regression. The research results show that competence has a positive and significant effect on OCB, work-life balance has no effect on OCB, knowledge sharing is not a variable that moderates the effect of competence on OCB but acts as a moderating variable on the effect of work-life balance on OCB. Knowledge sharing strengthens the influence of work-life balance on OCB.

Keywords: *Knowledge sharing; Competence; Worklife Balance; Organizational Citizenship Behavior (OCB)*

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INTRODUCTION

Human resources have a strategic role in increasing productivity and creating sustainable competitive advantages. Trained and motivated human resources enable organizations to be more adaptive to changes and market demands *Robbins & Judge (2024)*. An almost similar opinion is explained by *Armstrong (2023)* who states that talented and creative human resources help organizations to innovate and create new products that are competitive in the market. Employees' innovative skills enable organizations to thrive and compete in a rapidly changing environment. Likewise, *McShane, Steven L., Von Glinow (2018)* stated that human resources who have good interpersonal skills and collaboration skills can improve team performance and create a harmonious work environment. Effective collaboration between employees contributes to the success of team projects and to the achievement of overall organizational goals. Skills are a dimension that forms competence as explained by *Boyatzis (1982)* that competence is a person's capacity that allows them to demonstrate behavior that meets performance criteria in work, including skills, knowledge, motivation, values and relevant personal characteristics. *McClelland (1973)* proposed that competence is a factor that underlies a person's behavior, which leads to superior or effective performance in a job. Competency includes elements such as technical skills, social skills, as well as motivation patterns. *Podsakoff, P. M. et al (2000)* found that employees with high competence are more likely to exhibit OCB behavior because they feel more capable and confident to make contributions outside the formal job description. This is in line with the opinion of *Organ, D. W. et al (2006)* that competence plays an important role in encouraging interpersonal OCB, where employees help colleagues, provide advice, and support in solving problems. OCB itself is employee behavior that is not explicitly regulated by the organization's formal reward system, but makes a positive contribution to organizational effectiveness." OCB includes voluntary actions that support the work environment. (*Organ, 1988*). The research results of *Rijanti, T. et al (2019)* and *Makhfudho & Abadiyah (2020)* show that competence influences OCB. However, this is different from research by *Dhermawan et al. (2012)* and *Nurlindah & Rahim (2018)* which states that competence has no significant effect on OCB.

Greenhaus & Allen (2011) explain that work-life balance includes "satisfactory alignment between the demands of work and personal life." They highlight the importance of flexibility in managing time and roles. *Lambert (2000)* explains that employees who feel that the company supports their life balance will be more motivated to behave positively outside of formal duties, such as helping coworkers and showing loyalty. (*Haar, J. M. et al (2014)*) found that employees who felt they had good WLB reported higher levels of job satisfaction. This level of satisfaction is then related to behavior such as OCB, where employees who feel satisfied tend to want to contribute more to the organization.

The research results of *Fajri (2022)* and *Amri et al (2024)* show that work-life balance has a positive effect on OCB, while different results were shown by *Fitriani et al (2023)*.

Based on the results of a preliminary study on employees of the Regional Civil Service Agency of Central Java Province (2024), the results showed that 8.7% of employees strongly disagreed with implementing OCB and as many as 28.7% of employees stated that they did not agree with implementing OCB. A total of 37.4% of employees are still less than optimal in realizing OCB.

Alavi and Leidner (2001) define knowledge sharing as "the process by which individuals or groups share knowledge with others in the organization." They emphasize the importance of social interaction and communication in sharing knowledge. Wasko & Faraj (2005): stated that knowledge sharing is "a process in which individuals voluntarily provide their knowledge to others, which can include information, experience, or skills." They highlight the importance of social motivation in knowledge sharing.

Employees who demonstrate organizational behavior will feel part of the organization and will voluntarily implement the knowledge sharing required by their colleagues (Abdülkadir & Çekmeceliolu, 2016).

The research results that Farooq et al. (2021), Azhari & Priyono (2022) and Astuti & Suhana (2023) found that knowledge sharing had a positive and significant effect on OCB, on the other hand, the research results of Pratiwi et al (2020) showed that knowledge sharing had a positive and significant effect on competence. Therefore, it is interesting to study whether knowledge sharing strengthens the influence of competence on OCB.

The more people understand their work, the better their competence will be, as defined by Spencer & Spencer (1993), competence is the underlying characteristics of a person related to the effectiveness of an individual's performance in his or her work or the basic characteristics of an individual that has a casual or causal relationship with the criteria used as a reference, effective or excellent or superior performance in the workplace or in certain situations. The research results of Gonçalves et al (2024) and Mansour et al (2024) show that knowledge sharing has a positive effect on work-life balance, while the findings of Wicaksono & Suko (2022) show that knowledge sharing positive and significant effect on OCB. Based on this, it is necessary to know whether knowledge sharing strengthens the influence of work-life balance on OCB.

Based on this background, it is interesting to research " How Knowledge Sharing Moderates the Influence of Competence and Work Life Balance on OCB (Study at the Regional Civil Service Agency of Central Java Province)."

THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES

Organizational Citizenship Behavior (OCB)

Several definitions of OCB are given by several experts as follows:

Organ, D. W. (1988) defines OCB as "employee behavior that is not explicitly regulated by the organization's formal reward system, but makes a positive contribution to organizational effectiveness." OCB includes voluntary actions that support the work environment. Podsakoff et al (2000) describe OCB as "behaviors that help the organization and improve

its overall performance, which are not directly recognized or rewarded by the organization's formal systems." They identified several dimensions of OCB, including altruism, conscientiousness, and civic virtue. Williams & Anderson (1991) described OCB as "individual behavior that contributes to organizational effectiveness and goes beyond the formal demands of the job." They also differentiate between individual-focused OCB and organization-focused OCB. Borman and Motowidlo (1993) define OCB as "behavior that helps the organization, but is not directly related to formally assessed job performance." They emphasize the importance of OCB in supporting the overall performance of the organization. George and Brief (1992) state that OCB is "voluntary behavior that is not included in the formal job description but supports organizational performance." They emphasized that OCB is related to employees' positive attitudes towards work and the organization.

In this research, the concept of Organ (1988) was used with 5 dimensions, namely sportsmanship, civic virtue, conscientiousness, altruism and. courtesy with 10 indicators.

Knowledge Sharing

Some definitions of Knowledge Sharing are as follows:

Alavi & Leidner (2001) define knowledge sharing as "the process by which individuals or groups share knowledge with others in the organization." They emphasize the importance of social interaction and communication in sharing knowledge. Hansen, M. T. (1999) explains that knowledge sharing is "the process in which information and knowledge is transferred from one individual or group to another individual or group." He emphasized the importance of building trust to facilitate knowledge sharing. Davenport & Prusak (1998) define knowledge sharing as "the process in which knowledge produced by one individual or group is distributed and used by other individuals or groups." They emphasize that knowledge sharing is an important part of knowledge management. Wasko & Faraj (2005) Wasko and Faraj state that knowledge sharing is "a process in which individuals voluntarily provide their knowledge to others, which can include information, experience, or skills. " They highlight the importance of social motivation in knowledge sharing. Hooff & Ridder (2004) explain that knowledge sharing is a process where individuals exchange their knowledge (tacit knowledge and explicit knowledge). Cummings, J. L. (2004) defines knowledge sharing as "the act of distributing information and knowledge in a social context that enables shared understanding and collaboration." He emphasized that the social and cultural context of an organization influences the knowledge sharing process.

In this research, the concept of Hooff & Ridder (2004) was used using 2 dimensions, namely tacit knowledge and explicit knowledge with 6 indicators.

Competence

Some definitions of competency are as follows:

According to Spencer & Spencer (1993) competence is a fundamental characteristic of a person that is related to effective or superior performance in a job or situation. These characteristics include motives, traits, skills, self-image, attitudes, or knowledge. Boyatzis (1982) defines competence as a person's capacity that allows them to demonstrate behavior that meets performance criteria at work. Competencies include skills, knowledge,

motivation, values, and relevant personal characteristics. Wibowo (2016) defines competence as a person's ability which includes the knowledge, skills, attitudes and values needed to carry out work in accordance with established standards. McClelland (1973) proposes that competence is a factor that underlies a person's behavior, which leads to superior performance. or effective in a job. Competency includes elements such as technical skills, social skills, and motivational patterns. Robbins & Judge (2024) explain that competency is an individual's ability which includes technical skills, conceptual skills and interpersonal skills needed to carry out a job effectively. Sedarmayanti (2017) defines competency as a combination of skills, knowledge and attitudes possessed by individuals to be able to carry out certain tasks well and in accordance with established standards. Wijaya and Suwatno (2012) define competency as a person's ability which includes the knowledge, skills and behavior needed to carry out work in accordance with performance standards while Armstrong (2023) competency is a combination of skills, knowledge, and behavioral attributes that influence an individual's ability to carry out their tasks effectively and productively. Using 5 dimensions, namely traits, motives, self-image, knowledge and skills with 12 indicators.

Work Life Balance

Several definitions of work-life balance are described below:

Kahn and Byos (1992) define worklife balance as "the ability to manage the demands emanating from professional and personal life without sacrificing either." They emphasize the importance of managing time and energy to achieve adequate balance. Greenhaus and Allen (2011) explain that worklife balance includes "satisfactory alignment between the demands of work and personal life." They highlight the importance of flexibility in managing time and roles. Frone (2003) argues that worklife balance involves "managing conflicts between work roles and family roles." He emphasized that this balance can affect the overall well-being of the individual. Maslach and Leiter (2008) state that worklife balance is "a continuous process of achieving a balance between work demands and personal needs." They emphasize the importance of maintaining mental and emotional health amidst work demands. Hewlett and Luce (2006) define worklife balance as "the ability to integrate work responsibilities and personal life in a way that is not only acceptable but also satisfying." They highlight the important role of corporate policies in supporting this balance. This research uses 2 dimensions, namely balance of time, balance of involvement and balance of satisfaction with 8 indicators.

Relationships Between Variables and Hypothesis Development

The Influence of Competency on Organizational Citizenship Behavior (OCB)

Competence is a basic basis for individual characteristics that can indicate ways of behaving or thinking, equalizing situations and supporting them for a long period of time. Factors that can influence a person's competency skills are beliefs and values, skills, personal characteristics, motivation, emotional issues, intellectual abilities, organizational culture Spencer (1993). Williams & Anderson (1991) describe OCB as "individual behavior that

contributes to organizational effectiveness and goes beyond the formal demands of the job." Having good competence in an organization encourages Organizational Citizenship Behavior (OCB).

Based on previous research by Makhfudho & Abadiyah (2020) and Farooq et al. (2021) concluded that competence has a positive and significant effect on Organizational Citizenship Behavior (OCB).

Based on the description above, the following hypothesis can be formulated:

H1: Competence has a positive effect on Organizational Citizenship Behavior (OCB)

The Influence of Worklife Balance on Organizational Citizenship Behavior (OCB)

Greenhaus et al (2003) define work and family life balance as balancing each role in work and family with approximately the same level of attention, time, involvement or commitment.

Robbins & Judge (2024) explain that Organizational Citizenship Behavior (OCB) is a choice behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization.

The research results of Fentrio et al. (2022) and Rohmatiah et al (2023) show that work-life balance has a positive and significant effect on Organizational Citizenship Behavior (OCB).

Based on this, it is formulated:

H2: Worklife Balance has a positive effect on Organizational Citizenship Behavior (OCB)

The role of Knowledge Sharing in moderating the influence of Competency on Organizational Citizenship Behavior (OCB)

The knowledge gained and owned by each individual will continue to increase with knowledge sharing. Knowledge is very important for every employee in carrying out their duties, because by embedding knowledge in each employee, the employee can carry out their respective duties in accordance with the expectations of the organization. According to Abdülkadir & Çekmecelioğlu (2016) knowledge sharing has the potential to bring meaning to sharing sensitive knowledge about costs, productivity, finance and performance with organizational employees. Wuryanti & Sulisty (2017), stated that knowledge sharing can influence Organizational Citizenship Behavior where management within the agency is required to improve and strengthen implementation in creating an environment and work atmosphere that can encourage employees to share knowledge between colleagues by holding activities such as forming a discussion and formal and informal meetings.

The research results of Farooq et al. (2021), Azhari & Priyono (2022) and Astuti and Suhana (2023), found that knowledge sharing had a positive and significant effect on OCB, while the results of Pratiwi et al. (2020) showed that knowledge sharing had a positive and significant effect on competence. Based on this, it is formulated:

H3: Knowledge sharing moderates the influence of Competency on Organizational Citizenship Behavior (OCB)

The role of Knowledge Sharing in moderating the influence of Worklife Balance on Organizational Citizenship Behavior (OCB)

Knowledge is an important organizational resource that offers sustainable competitive advantage in the contemporary world Wang and Noe (2010). Hansen, M.T (1999) explains that knowledge sharing is "a process in which information and knowledge is transferred from one individual or group to another individual or group." He emphasized the importance of building trust to facilitate knowledge sharing. The research results of Gupta et al. (2024) show that knowledge sharing is a moderating variable. This is also supported by the results of research by Gonçalves et al. (2024) which found that sharing knowledge can encourage a better balance between professional and personal responsibilities.

Based on these things, it is formulated:

H4: Knowledge sharing moderates the influence of Worklife Balance on Organizational Citizenship Behavior (OCB).

RESEARCH METHODS

Handayani (2020), population is the totality of each element to be studied which has the same characteristics, it could be individuals from a group, event, or something to be studied. The population in this research was 145 employees at the Central Java Province Regional Civil Service Agency. The sampling technique in this research uses a purposive sampling technique, namely the sample is selected using certain criteria Ghozali (2018). The criteria used to determine the sample in this study were:

- 1) Employees with a minimum education of DIII
- 2) Employees with a minimum work period of 3 years

Based on this, the sample in this study was 106

Data collection used a questionnaire with a Likert scale of 1 to 7. Respondents were described based on gender, age, length of service and level of education. Respondents' responses to research variables are known from the average mean of respondents' answers. Instrument testing was carried out using validity tests and reliability tests. Validity test by looking at sample adequacy must first be >0.5 , after that to declare the instrument valid, the loading factor must be >0.4 Ghozali (2018).

Reliability test using Cronbach's alpha is said to be quite reliable for explanatory research if Cronbach's alpha is > 0.6 – Nunnally, J.C., (1978).

Hypothesis testing is carried out using multiple linear regression, while moderation testing uses the interaction between the moderating variable and the independent variable at $\text{sig } 0.000 < 0.05$ (Ghozali ,2018).

RESULTS AND DISCUSSIONS

RESULT

Respondent Description

The population of this research was 145 BKD employees of Central Java Province using a purposive sampling method with minimum educational criteria or requirements of Diploma-III (D-3) and a minimum work period of 3 (three) years to obtain a total of 106 employees. In this research, a total of 106 questionnaires were distributed at the BKD Office of Central Java Province. 89 questionnaires were successfully filled in by respondents and could be used for data tabulation, while 17 questionnaires were not filled out.

Based on respondent data, it is known that the BKD employee respondents from Central Java Province were more male than female, namely 49 male employees (55.1%) and 40 female employees (44.9%). Based on age, it is known that respondents aged 31 to 40 years are almost the same as respondents aged 41-50 years, namely 26 people and 24 people. This shows that the majority of respondents are still of productive age while based on It is known that respondents with Bachelor's degree education dominate, namely 51 employees (57.3%) followed by respondents with Master's level education, 24 employees (27%), while respondents with D3 and D4 education are 12 employees (13.5%) and 2 employees (2.2%). A high level of education also indicates the ability to learn and adapt or adjust quickly to changes in technology and continually changing work methodologies.

Based on length of service, it is dominated by employees with more than 10-15 years of service totaling 28 employees (31.5%) followed by 25 employees with more than 3-5 years of service (28.1%) and more than 15 years of service. as many as 20 employees (22.5%) and finally with a working period of more than 5-10 years there were 16 employees (18%). This shows that the majority of Central Java Province BKD employees already have experience and a deep understanding of processes, culture and organizational structure.

Descriptive Research Variables

Description of Competency Variables

Based on respondent data on the Competency variable, it shows that the average mean is at number 6.16 with the median and mode at number 6. This shows that employees show an "Agree" attitude towards the statement about Competency with the highest mean at X1.5 (I have persistence in work) and X1.8 (I appear polite wherever I am) with a Mean of 6.27. Meanwhile, the lowest mean is shown at X1.1 (I have great self-confidence), namely with a mean of 5.66.

Description of Worklife Balance Variables

Responses from respondents to the Worklife Balance variable show that the mean is 5.865 with the median and mode at 6. This shows that employees tend to "Agree" with the statement about Worklife Balance. The highest mean is shown at X2.4 (I am committed to the work being done) with the number 6.188, while the lowest mean is shown at X2.3 (I am psychologically involved with work) with the number 5.328.

Knowledge Sharing Variable Description

Respondents' responses to Knowledge Sharing showed that the average mean was 6.22 with the median and mode at 6. This shows that employees showed an "Agree" attitude towards the statement about Knowledge Sharing. The highest mean is shown at Z1.2 (I like to share new information about work with my colleagues) with the number 6.34, while the lowest mean is shown at Z1.5 (I will ask the company for new information to obtain information) with the number 5.99.

Organizational Citizenship Behavior (OCB) Variable Description

Based on data from respondents' responses to the OCB variable, it shows that the average Mean is 6.03 with the median and Mode at 6. This shows that the respondents show an attitude of "Agree" with the statement regarding OCB. The highest mean is at Y.2 (I sincerely help my colleagues when they face difficulties) with a mean of 6.32, while the lowest mean is at Y.3 (I work more than required by my organization) namely with a mean of 5.51.

Instrument Test

Validity Test

Below is presented the Validity Test data for the Knowledge Sharing (Z), Competency (X1), Worklife Balance (X2), and OCB (Y) variables as follows:

Table 1 Validity Test Results

Variabel	KMO	Indikator	Loading Factor	Keterangan
<i>Knowledge Sharing (Z)</i>	0.748	X1.1	0.668	Valid
		X1.2	0.657	Valid
		X1.3	0.689	Valid
		X1.4	0.654	Valid
		X1.5	0.578	Valid
		X1.6	0.585	Valid
Kompetensi (X1)	0,833	X1.1	0.645	Valid
		X1.2	0.690	Valid
		X1.3	0.695	Valid
		X1.4	0.666	Valid
		X1.5	0.816	Valid
		X1.6	0.802	Valid
		X1.7	0.616	Valid
		X1.8	0.658	Valid
		X1.9	0.657	Valid

Variabel	KMO	Indikator	Loading Factor	Keterangan
		X1.10	0.804	Valid
		X1.11	0.754	Valid
		X1.12	0.773	Valid
<i>Worklife Balance</i> (X2)	0,732	X2.1	0,461	Valid
		X2.2	0,739	Valid
		X2.3	0,574	Valid
		X2.4	0,453	Valid
		X2.5	0,736	Valid
		X2.6	0,672	Valid
		X2.7	0,759	Valid
		X2.8	0,782	Valid
OCB (Y)	0,838	Y2.1	0,750	Valid
		Y2.2	0,750	Valid
		Y2.3	0,565	Valid
		Y2.4	0,702	Valid
		Y2.5	0,770	Valid
		Y2.6	0,728	Valid
		Y2.7	0,762	Valid
		Y2.8	0,605	Valid
		Y2.9	0,779	Valid

Source: Primary data processed (2024)

Based on the data in table 1, the results show that the KMO value for all variables shows a number more than 0.5 with a significance value of 0.000, less than 0.05. This shows that all variables have met the sample adequacy requirements and are adequate for factor analysis. The data also shows that all indicators in the variables knowledge sharing, competence, work life balance and OCB are valid because they have a loading factor of more than 0.4.

Reliability Test

Below are presented the results of the Reliability Test for the variables knowledge sharing (Z), competency (X1), work life balance (X2) and OCB (Y) as follows:

Table 2 Reliability Test Results

No.	Variabel	Cronbach's Alpha	Kriteria	Keterangan
1	<i>knowledge sharing</i> (Z)	0,700	> 0,6	Reliabel
2	kompetensi (X1)	0,902	> 0,6	Reliabel
3	<i>worklife balance</i> (X2)	0,785	> 0,6	Reliabel
4	OCB (Y)	0,844	> 0,6	Reliabel

Based on Table 2, it is known that all variables, namely knowledge sharing (Z), competence (X1), work life balance (X2) and OCB (Y) produce Cronbach alpha > 0.6. Thus, all instruments on the variables are quite reliable and can be used in subsequent analysis.

Regression Test Results

Below is presented partial Regression Test data for competency (X1) and work life balance (X2) on OCB (Y) and Moderation Test of the Interaction of Knowledge Sharing Variables (Z) on Competence (X1), and the Interaction of Knowledge Sharing Variables (Z) on Work Life Balance (X2) is explained in the table below:

Table 3 Regression Test Results

Equation	Model Test			T Test		Information
	Adjusted R Square	F Calculate	Sig.	Beta	Sig.	
$Y = b_1X_1 + b_2X_2 + e$	0,585	45,317	0,000			Fit Models
$X_1 \rightarrow Y$				0,765	0,000	Hypothesis accepted
$X_2 \rightarrow Y$				0,066	0,418	Hypothesis rejected
Uji Moderasi						
Interaction Z with X1				0,228	0,364	Hypothesis rejected
Interaction Z with X2				1,192	0,000	Hypothesis accepted

Source: Primary data processed (2024)

Explanation:

The influence of the independent variable on the dependent variable

1. The Influence of Competency on OCB

Based on Table 3, it is known that the beta standardized competency value is 0.765 with a significance value of 0.000 < 0.05. This means that competence has a positive and

significant effect on OCB, meaning that the more competent employees are, the more OCB will increase.

2. Worklife Balance Against OCB

Based on Table 3, it is known that the standardized beta value of Worklife Balance is 0.066 with a significance value of $0.418 > 0.05$. This means that Worklife Balance has no effect on OCB.

The Moderating Role of Knowledge Sharing

1. The role of Knowledge Sharing in moderating the influence of competence on OCB

Based on Table 3, it is known that the beta interaction value of standardized Knowledge Sharing with Competency is 0.228 with a significance value of $0.364 > 0.05$. This means that Knowledge Sharing is not a moderating variable in the influence of competence on OCB.

2. The role of Knowledge Sharing in moderating the influence of work-life balance on OCB

Based on Table 3, it is known that the beta interaction value of standardized Knowledge Sharing with Worklife Balance is 1,192 with a significance value of $0,000 < 0.05$. . This means that Knowledge Sharing is a moderating variable in the influence of Worklife Balance on OCB. The positive results on the interaction between beta standardized Knowledge Sharing and Worklife Balance indicate that Knowledge Sharing strengthens the influence of Worklife Balance on OCB

Model Test

Coefficient of Determination

Based on the results of the regression test shown in table 1, it is known that the coefficient of determination (Adjusted R Square) is 58.5%, which means that the variation in the OCB variable can be explained by the Competency and Worklife Balance variables of 58.5%, while 41.5% is explained by other variables. outside the model mentioned above.

F Test (Anova)

Based on the results of the regression test shown in table 1, it is known that the calculated F value is 45.317 with a significance level of $0.000 < 0.05$. This shows that the independent variables (Competence) and Worklife Balance have an effect simultaneously (together) on the dependent variable OCB.

Hypothesis Test (t Test)

Based on the regression test results listed in table 3, the hypothesis test results can be explained as follows:

1. Influence of Competency on OCB

Based on table 3, it shows that the Competency (X1) Beta coefficient is 0.765 with a significance level of $0.000 < 0.05$. This shows that competency has a positive and significant effect on OCB, so Hypothesis 1 is accepted.

2. Influence of Worklife Balance on OCB

Based on table 3, it shows that the Worklife-Balance (X2) Beta coefficient is 0.066 with a significance level of $0.418 > 0.05$. This shows that Worklife-Balance has no effect on OCB, so Hypothesis 2 is rejected.

3. The Moderating Role of Knowledge Sharing on the Effect of Competency on OCB

Based on table 3, it is known that the interaction value of the beta coefficient of Knowledge Sharing (Z) with competence (X1) is 0.228 with a significance level of $0.364 > 0.05$. This shows that Knowledge Sharing is not a moderating variable in the influence of competence on OCB, so Hypothesis 3 is rejected.

4. The Moderating Role of Knowledge Sharing on the Effect of Worklife Balance on OCB

Based on table 3, it is known that the interaction value of the beta coefficient for Knowledge Sharing (Z) with Worklife-Balance (X2) is 1.192 with a significance level of $0.000 < 0.05$. This shows that Knowledge Sharing moderates the influence of work-life balance on OCB, so that Hypothesis 4 is accepted.

DISCUSSIONS

The Influence of Competence on OCB.

The research results show that competence has a positive and significant effect on Organizational Citizenship Behavior, hereinafter referred to as OCB. Based on the respondents' answers, the competency indicator that contributes dominantly in forming competency is persistence in work which is one indicator of motive.

According to the Big Indonesian Dictionary, persistent means tenacious. A persistent person means a person who always tries and continuously works. Employees with a persistent character will gain practical experience from their work. With this experience he will understand the work process and improve his skills. Diligent employees also encourage them to continue learning in various ways, such as attending training, courses and other activities that can improve their knowledge and skills. Such an employee does not give up easily because he will always look for solutions to problems in his work. Based on the knowledge and skills he has, he will be happy to help his colleagues who are having difficulty completing work. This is in line with the respondent's answer to the OCB variable which has a dominant contribution, namely liking to help colleagues who experience difficulties in their work.

The results of this research support the results of previous research conducted, among others, by Alhasani and Suswati (2021) and Astuti and Suhana (2023) which stated that competence has a positive and significant effect on OCB.

The Influence of Worklife Balance on OCB

The research results show that work-life balance has no effect on OCB. Kahn and Byos (1992) define work-life balance as "the ability to manage the demands emanating from professional and personal life without sacrificing either." They emphasize the importance of managing time and energy to achieve adequate balance.

This requires harmony between personal interests and organizational interests. Respondents' responses to work-life balance were very good. This is shown in the average mean which is closer to 6 (5.865). The dominant item that supports the formation of work-life balance is employee commitment. If employees are too focused on meeting the demands of their jobs, they may not have the energy or time to participate in organizational citizenship behaviors, such as helping coworkers or participating in extra activities. Some employees may not realize the importance of OCB and how work-life balance can influence this behavior, so they do not try to create a balance that can increase OCB. This is proven by the pre-survey results where the OCB of Central Java Province BKD employees is not optimal.

The results of this research support the results of previous research by, among others, Kahn and Byos (1992), Durahman and Ahman (2016) and Fitriani et al. (2023) that work-life balance has no effect on OCB.

The Role of Knowledge Sharing on the Influence of Competency on OCB

The results of this study indicate that Knowledge Sharing is not a variable that moderates the influence of competence on OCB. The findings of this research show that competence has a positive and significant effect on OCB. This shows that the competence of Central Java Province BKD employees is very good because it can directly influence OCB. High competence is enough to encourage proactive and voluntary behavior in organizations, without the need for intervention from knowledge sharing. In other words, if someone is very competent, they tend to have self-confidence and awareness to contribute more to the organization, so knowledge sharing is not significant as a moderating factor. The competency of Central Java Province BKD employees is shown by data that the majority of employees who were respondents to this research had bachelor's and master's degrees, more than 75%. Where knowledge is one of the components of competency as explained by Armstrong (2023) that Armstrong, competency is a combination of skills, knowledge and behavioral attributes that influence an individual's ability to carry out their tasks effectively and productively. The results of respondents' responses to the knowledge sharing variable show that new information will be obtained by employees if requested by the employee. The role of knowledge sharing as a moderator also depends greatly on the organizational context and work culture. This shows that knowledge sharing in BKD Central Java Province is not yet in line with the development of OCB competencies or behavior. If organizational culture does not support open knowledge sharing or does not encourage interaction between individuals, then it is difficult for knowledge sharing to moderate the relationship between competence and OCB.

The findings of this study are in line with the results of research by Kim et al. (2013) which shows that OCB is more influenced by organizational climate and trust between members than knowledge sharing. In certain contexts, intrinsic factors or individual values are stronger than moderating variables such as knowledge sharing.

The Role of Knowledge Sharing on the Influence of Worklife Balance on OCB

The research results show that Knowledge Sharing is proven to be a moderating variable on the influence of work-life balance on OCB. Greenhaus & Allen (2011): explain that work-life balance includes "satisfactory alignment between the demands of work and personal life." They highlight the importance of flexibility in managing time and roles. The results of respondents' responses stated that they were able to divide their time between work and outside work. They also carry out work according to the working hours provided by the institution. Knowledge sharing can function as a moderator because the knowledge sharing process often increases social engagement, collaboration, and interaction between employees. Employees who are active in sharing knowledge are usually more involved in the work community and have better relationships with their coworkers. This can strengthen the relationship between WLB and OCB because employees who have a good work-life balance are more ready and encouraged to be involved in knowledge sharing activities. In the process of sharing knowledge, employees learn more from their coworkers, which then increases their involvement and sense of social responsibility towards the organization, thus triggering OCB behavior. Knowledge sharing can improve employee abilities in doing their work. This supports the realization of work-life balance. With employees' ability to balance work and family interests, employees tend to feel more comfortable, thus encouraging employees to take voluntary actions that are not required, such as helping coworkers, which is one dimension of OCB. The results of this research support the results of previous research conducted by Hendriks, P. (1999) and Wang & Noe (2010).

CONCLUSION, SUGGESTION, AND LIMITATION

Conclusion

Based on the discussion described previously, it can be concluded that Knowledge sharing is a variable that moderates work-life balance on OCB but does not moderate competence on Organizational Citizenship Behavior (OCB). The role of knowledge sharing strengthens the influence of work-life balance on OCB. This shows that employees who often engage in knowledge sharing can increase their competence so that they are able to balance work and family interests well, so that they can encourage employees to behave in extra ways outside those formally determined by the organization, such as helping their colleagues with their work, which is one indicator of OCB. Competence influences Organizational Citizenship Behavior (OCB) and Worklife Balance has no influence on Organizational Citizenship Behavior (OCB).

Suggestion

Based on the results of this research, it is recommended that the Head of BKD for Central Java Province and his staff can increase knowledge sharing by always providing the latest information to BKD employees of Central Java Province by conducting workshops and outreach activities that can provide knowledge to BKD employees of Central Java Province. Apart from that, making efforts to change the work culture,

improve the reward system, and strengthen platforms or initiatives that support collaboration and knowledge sharing among BKD employees of Central Java Province. Thus, managing and improving knowledge sharing practices is the key to strengthening the Organizational Citizenship Behavior (OCB) of employees at BKD Central Java Province and creating a work environment that is more productive, innovative and focused on improving public services. Apart from that, to increase OCB, the Head of BKD for Central Java Province should increase employee competency by increasing employee self-confidence through ongoing training and development for employees. This training program must not only focus on employee technical skills, but also on other non-technical skills such as leadership, communication and team collaboration so that it can increase employee self-confidence. The Head of BKD for Central Java Province and his staff can consistently socialize organizational values that emphasize the importance of OCB as an integral part of the organization's culture and identity. This can change employees' perceptions of voluntary contributions as something that is expected and appreciated.

Limitation

The research was conducted within a limited time frame, so not all variables or factors that might influence the results could be studied in depth. Limited funding and access also became obstacles to collecting more extensive data.

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