

Towards the Knowledge Management: Improving The Role of Organizational Citizenship Behavior Through the Job Satisfaction

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ABSTRACT

Objective: The objective of this research is to evaluate and analyze the impact of effective good corporate governance and knowledge management on organizational citizenship behavior. In addition, this research also investigated the mediating role of job satisfaction.

Methodology: This research involved the saturated sample of 179 employees. Quantitative analysis was carried out through a survey approach using questionnaires and the Smart-PLS model structural analysis method.

Findings: An interesting finding in this research is that consistent and structured implementation of GCG has been able to improve organizational performance by reaching the right people through the right channels in a short time. Therefore, employee job satisfaction is no longer the dominant factor in this research.

Conclusion: Organizational citizenship behavior has a positive influence on Good Corporate Governance and knowledge management. The implementation of good corporate governance and well-functioning knowledge management makes a positive contribution to the level of job satisfaction. Even though job satisfaction has a significant positive impact on Organizational Citizenship Behavior, job satisfaction does not act as an intermediary in the relationship between Good Corporate Governance and Organizational Citizenship Behavior. In contrast, in the knowledge management framework, job satisfaction plays a role as a mediator that connects the influence of knowledge management on organizational citizenship behavior.

Keywords: Knowledge Management; Good Corporate Governance; Organizational Citizenship Behavior; Job Satisfaction

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INTRODUCTION

The Effective management of human resources is very essential to the success of the organization. For a company to be able to compete with its competitors, human resource management must be carried out efficiently, and to achieve a competitive advantage, the company must prioritize its human resource management strategy (Karyatun et al., 2023; Saragih & Hermanto, 2023). The Indonesian workforce mostly consists of individuals born between 1980 and 1999, who are usually called Generation Y or the millennial generation. This demographic provides both challenges and opportunities for Indonesia. Considering that the millennial generation is currently in the prime of their lives, it is hoped that they will have the skills and qualifications necessary to achieve an advantage in competition and be successful in the market globally.

Nowadays Organizations are experiencing several problems related to job satisfaction and Organizational Citizenship Behavior. Job dissatisfaction is accompanied by a lack of empathy for colleagues, resulting in a decrease in employees' Organizational Citizenship Behavior and potentially reducing the sense of teamwork. The fluctuating level of absenteeism can be attributed to a significant number of employees taking leave, permission, or absence. The decline in employee performance and job satisfaction is due to a lack of adherence to company regulations, low discipline, and a sense of irresponsibility toward assigned work (Soelton et al., 2022; Karyatun et al., 2023). This disaffection is manifested in a decrease in Organizational Citizenship Behavior (OCB). Employees with OCB exhibit a conscientiousness dimension, which is one of the five personality types (Hamzah, M et al., 2022; Jufrizen, J. et al., 2023; Harefaan, A et al., 2023; Yuliantini, T et al., 2024). This means that they carry out their work carefully and make considerate decisions, even when unsupervised. It is important to note that OCB refers to Organizational Citizenship Behavior, which is a term used to describe discretionary actions that are not formally rewarded or required but contribute to the effective functioning of an organization.

To provide a positive image for the organization and the company, it is essential to maintain and develop this behavior. Human resources (HR) play a crucial role in achieving the goals of an organization, making them highly dependent on them (Soelton et al., 2023). Job satisfaction is the outcome of an employee's experience in terms of desired and expected work values. It is an individual's attitude and gives them feedback on their work, which in turn has an impact on employee performance. When individuals experience job satisfaction, they are more likely to perform their work assignments to the best of their abilities for the organization. Satisfied employees may also go beyond their formal responsibilities, demonstrating what is known as organizational citizenship behavior (OCB). Many companies use their employees, specifically their HR department, as a competitive advantage to achieve business success and address business problems and demands. Highly valued employees are those who exhibit exemplary behavior and go above and beyond their job requirements, displaying what is known as Organizational Citizenship Behavior (OCB). OCB refers to extra-role behavior that benefits the organization. This state-owned company provides rail-based land transportation services, including rail transportation, goods transportation, and asset management. The organization prioritizes providing high-quality services and urges its employees to work hard to meet consumer expectations. The organization implements five main cultures: integrity,

professionalism, safety, innovation, and excellent service. These cultures serve as a reference for every employee to carry out their duties optimally and satisfy customers. This is being achieved through Organizational Citizenship Behavior (OCB) in employees. OCB may refer to voluntary actions that employees take to improve the well-being of the organization, without being solicited by their superiors. OCB is facilitated by a strong organizational culture that promotes and appreciates such behavior.

Organizational Citizenship Behavior (OCB) describes voluntary actions that are not within an employee's formal work responsibilities, but that support the effective functioning of the organization. The presence of OCB is expected to enhance the company's effectiveness. Effective organizations require Organizational Citizenship Behavior (OCB). OCB describes the voluntary involvement of employees to work out of their primary duties (extra roles) with no immediate compensation in the formal benefits or remuneration system. OCB is very important because it helps enhance overall organizational performance. This concept is addressed by (Rohman et al., 2022). Organizational Citizenship Behaviour (OCB) has a significant role in employee performance. When employees demonstrate OCB, they work assiduously for the company, which leads to increased organizational effectiveness (Soelton, 2020). According to (Soelton et al., 2023), employees' willingness to be positively contributing in response to change is a key factor in improving effectiveness, efficiency, and creativity.

Organizational Citizenship Behavior (OCB) roles a vital role for employees. If employees are showing OCB, they will work persistently for the company, which will lead to an increase in effective organizational functioning (Soelton, 2020). OCB can translate into a variety of behaviors, including OCB include presenting helpful ideas at work, assisting coworkers with workloads, adapting to company policies, and engaging in productive discussions during work breaks. However, without Organizational Citizenship Behavior (OCB), companies will find it difficult to reach the planned targets and are easily rivaled by other companies.

Research Gap

Based on the previous research, several researchers have shown that Good Corporate Governance has a significant effect on Organizational Citizenship Behavior, as mediated by job satisfaction (Gustari, 2020). In addition, Knowledge Management has been proven to positive and significant influence on Organizational Citizenship Behavior, which is also mediated by job satisfaction (Suriyana, 2020). (Reguera-Alvarado et al., 2017) carried out research that discovered a significant and positive relationship between job satisfaction and Organizational Citizenship Behavior. Job satisfaction plays a role as a mediating variable with Good Corporate Management, Knowledge Management, and Organizational Citizenship Behavior, describing the relationships between Good Corporate Governance and Knowledge Management on Organizational Citizenship Behavior. It can be summarized that job satisfaction can improve or reduce organizational citizenship behavior. In the relationship between good corporate governance and knowledge management with organizational citizenship behavior, job satisfaction can act as a mediating variable.

Previous studies have suggested that good corporate governance significantly affects Organisational Citizenship Behaviour (Gustari, 2020; Reguera-Alvarado et al., 2017; Alodat et

al., 2021). These researches focus on employees who are in strategic positions. (Suriyana, 2020; Chawla & Joshi, 2010; Durst & Edvardsson, 2012) discovered that Knowledge Management has a significant effect on Organizational Citizenship Behaviour. (Karyatun et al., 2023) also support this finding. (Le & Lei, 2018; Darroch, 2005; Davenport & Cronin, 2000; Plessis, 2007; Chen & Huang, 2012) have discovered that job satisfaction has a significantly positive effect on Organizational Citizenship Behaviour. However, research with diverse populations provides mixed results. On average, respondents reported a high level of satisfaction with their career path. ((Asghar et al., 2020; Chauhan et al., 2016; Al-Bassam et al., 2018; Boshnak, 2021) studies indicate that good corporate governance (GCG) has a positive and significant influence on company performance. However, (Khafifah and Sembiring, 2020) argue that GCG principles have no positive impact on job satisfaction. Therefore, it is necessary to investigate how the implementation of GCG principles influences job satisfaction in banks, as it can have a significant impact on company performance. (Faradita, 2018; Chen and Huang, 2009; Ridzuan et al., 2008) showed that the concept of good corporate governance (GCG) has a positive and significant impact on job satisfaction. The study also summarised that job satisfaction has a positive impact on organizational citizenship behavior, as employees' good corporate governance can enhance company performance and create fees, which is useful and consistent with Susanti (Susanti, 2012). this is supported by preceding research (Asghar et al., 2020; Chauhan et al., 2016; Al-Bassam et al., 2018; Boshnak, 2021) which has discovered a high-quality impact of GCG on corporation sales, operating income, and income after tax. The consequences suggest that the implementation of GCG has a fine impact on overall performance. however, whilst its effect on the proportion price can be minimal, implementing corporate governance is an important step in maintaining the viability of an enterprise's operations over the long term this is achieved by prioritizing the pastimes of each shareholder and stakeholders. these flaws consist of a failure to record financial performance and company responsibilities, a lack of commissioner and auditor management over management operations, and a loss of incentives to promote efficiency in corporations through fair competition techniques (Reguera-Alvarado et al., 2017; Alodat et al., 2021; Al-Bassam et al., 2018; Boshnak, 2021).

Based on this *empirical gap* study, it shows that there is a lot of research that explains good corporate governance and knowledge management have a significant effect on organizational citizenship behavior. However, specifically in Indonesia, there is still relatively barely research regarding good corporate governance and knowledge management on organizational citizenship behavior research related to good corporate governance on organizational citizenship behavior is still very rare. GCG research is dominated by respondents with middle to upper-level positions, while this research emphasizes that respondents are workers (lower-level workers). Therefore, it is important to analyze this factor with a behavioral and human resources approach in the mass transportation sector.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Job Satisfaction

(Robbins and Judge, 2018) describe job satisfaction as a positively perceived evaluation of job components. High job satisfaction reflects positive about the individual's job, while low job satisfaction indicates negativity. (Soelton, 2023) also defines job satisfaction as the extent to which an employee supports or disfavours their job and employment conditions. Job-related perceptions may include the wage or salary received, career development opportunities, relationships with fellow employees, job placement, type of work, and the company's organizational structure. On the other hand, personal feelings include age, health condition, capability, and education.

Good Corporate Governance

(Fenti, 2019) describes Good Corporate Governance as a system or set of rules governing the proper management of a company by clarifying the rights and obligations of stakeholders, including the board of commissioners, directors, and shareholders with an interest in the company both inside and outside the company. ((Al-Bassam et al., 2018; Boshnak, 2021) define Good Corporate Governance as a system that regulates, manages, and oversees the business management process on an ongoing basis to increase company value. Meanwhile, ((Asghar et al., 2020; Chauhan et al., 2016) also states that Good Corporate Governance is a method for regulating and managing company relationships with various interested parties (stakeholders), as well as increasing compliance with applicable regulations through the application of accountability, transparency, fairness, responsibility, and independence.

Knowledge Management

According to (Le & Lei, 2018; Darroch, 2005) in Soelton et al., 2023 and (Suriyana, 2020), knowledge management is a function that develops, identifies, and manages organizational knowledge for long-term benefits. To achieve maximum knowledge management, it is not enough to only manage organizational knowledge, but also to develop the knowledge possessed by each individual in the organization. According to (Plessis, 2007; Chen & Huang, 2012) as cited in (Andi, 2019), Knowledge Management refers to the ability of employees and managers to selectively archive, obtain, and access best practices related to a job, for individual and group behavior. According to (Le & Lei, 2018; Plessis, 2007; Chen & Huang, 2012), as mentioned in (Chen & Huang, 2012), Knowledge Management is an organizational initiative that manages knowledge as an asset. Multiple strategies are deployed to deliver the correct knowledge to the right people at the right time, thus enabling them to both interact and share knowledge in their work lives to enhance the organization's performance.

Research Hypothesis

The research problem formulation is expressed in the form of a question sentence in which the truth should still be tested empirically, namely

1. The correlation between the impact of Good Corporate Governance on Organizational Citizenship Behaviour

(Karyatun et al., 2023), Good Corporate Governance is the governance of a good company, in which the practice of managing the company to maintain the balance of interests of all stakeholders. Through the implementation of Good Corporate Governance (GCG), it is

expected that the management of company resources is efficient, effective, economical, and productive by aligning with company objectives and taking stakeholders' involvement into account. Thus Good Corporate Governance has an influence or managerial implications on Organizational citizenship behavior in reinforcing the company. Based on research conducted by (Widodo & Sulistiasih, 2020) has shown that there is a significant effect between Good Corporate Governance on Organizational Citizenship Behaviour.

H1: Good Corporate Governance Positively Influence Organizational Citizenship Behaviour.

2. The Relationship between Knowledge Management and Organizational Citizenship Behavior.

Knowledge management is the process of creating, managing, and identifying organizational knowledge for the long-term benefit of the organization. Organizations must not only manage organizational knowledge but also develop the knowledge of each individual to maximize knowledge management. (Suriyana et al., 2020) discovered that knowledge management has a positive and significant impact on organizational citizenship behavior. An increase in employees' knowledge management leads to a culture of OCB. Knowledge management ultimately enhances organizational performance by bridging the demand for information and the supply of learning processes. (Pujianto and Effendi, 2021) have shown that knowledge management has a significant influence on organizational citizenship behavior.

H2: Knowledge Management Positively Affects Organizational Citizenship Behaviour

3. The Relationship Between the Influence of Good Corporate Governance towards Job Satisfaction

Job satisfaction is a measure to find out how a person views their job with factors that support their work and factors that do not support the job. With this job satisfaction, the company can provide optimal performance results to achieve company goals. According to (Karyatun et al., 2023; Soelton et al., 2020) there is an influence between the application of the principles of good governance which considers the job satisfaction that will be achieved by employees. If the application of good governance is more positive, it will affect employee job satisfaction. According to (Faradita, 2018) there is a significant effect of Good Corporate Governance on Job Satisfaction. According to (Soelton et al., 2020) Good Corporate Governance has a significant positive effect on Job Satisfaction. According to ((Asghar et al., 2020; Chauhan et al., 2016) *Good Corporate Governance* can be interpreted as a system or rules that regulate how to manage a company properly by clarifying the rights and obligations of stakeholders starting from the board of commissioners, board of directors, shareholders who have internal and external interests as well as stakeholders.

H3: Good Corporate Governance Has a Positive Effect on Job Satisfaction

4. The Relationship between Knowledge Management Influence towards Job Satisfaction.

According to (Restyorini, 2019) there is a significant influence of the Knowledge Management variable on Job Satisfaction. According to (Masa'deh, 2016 Kurniawan, 2018) revealed a significant positive impact of Knowledge Management on job satisfaction. According to (Kianto, Aino, Vanhala, and Heilmann, 2016) there is a significant influence of Knowledge Management on Job Satisfaction. According to (Le & Lei, 2018) there is a

significant influence of the Knowledge Management variable on Job Satisfaction. According to (Restyorini, 2019) Knowledge Management has a significant influence on Job Satisfaction. (Cm & Hm, 2022) reveal that Good Corporate Governance is a method of organizing and managing the company as well as the company's relationship with various interested parties, and increasing compliance with the rules that are implemented by applying responsibility, transparency, justice, accountability, and independence.

H4: Knowledge Management Has a Positive Effect on Job Satisfaction

5. The Relationship between the Effect of Job Satisfaction and Organizational Citizenship Behavior

According to research conducted by (Ardilla et al., 2018), there is a significant influence between job satisfaction variables on Organizational Citizenship Behavior (OCB). According to research conducted by (Putra and Sudibya, 2018) Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB). According to (Kurniawan, 2020), it is known that the effect of job satisfaction is positive on Organizational Citizenship Behavior. According to research conducted by (Wahyuningsih et al., 2019) the results of his research that job satisfaction has a positive effect on Organizational Citizenship Behavior. Based on the results of the above research, (Purnamawati, 2013 in Andi, 2019) Knowledge Management is the ability to selectively archive, obtain, and access best practices from knowledge and decision-making related to a job by employees and managers, for individual and group behavior.

H5: Job Satisfaction Has a Positive Effect on Organizational Citizenship Behavior

6. The Relationship between the Effect of Good Corporate Governance on Organizational Citizenship Behavior Mediated by Job Satisfaction

The relationship between Good Corporate Governance and Organizational Citizenship Behavior through Job Satisfaction proves that GCG principles have managerial implications for employee OCB. Based on research conducted by (Gustari & Widodo, 2020) shows that have a significant influence between Good Corporate Governance on Organizational Citizenship Behaviour, both directly and indirectly which is mediated by job satisfaction. Meanwhile, ((Asghar et al., 2020; Chauhan et al., 2016) stated that Good Corporate Governance is a way to organize and manage the company as well as the company's relationship with the various interested parties, and enhance compliance with the rules applied by implementing responsibility, transparency, fairness, accountability, and independence.

H6: Good corporate governance positively affects organizational citizenship mediated through job satisfaction.

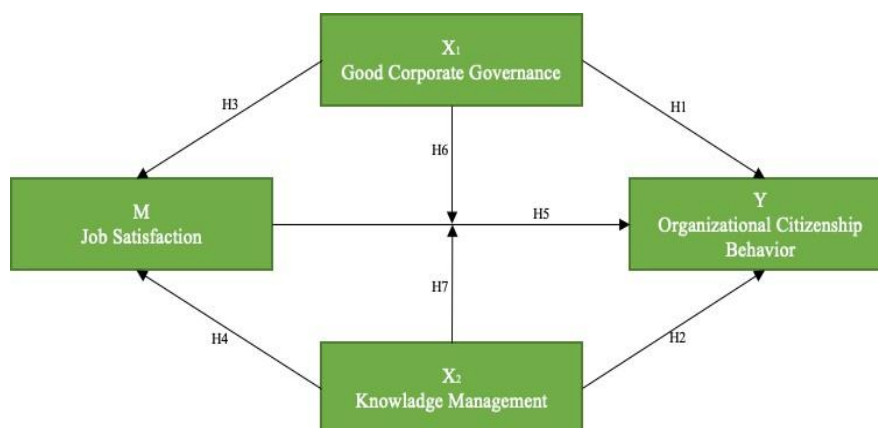
7. The Relationship Between Knowledge Management and Organizational Citizenship Behaviour through the Mediation of Job Satisfaction

As cited in (Suriyana, 2020), Knowledge Management has a positive and significant partial effect on Organizational Citizenship Behaviour through Job Satisfaction. Based on (Purnamawati, 2013) as quoted in Andi (2019), Knowledge Management is defined as the ability of employees and managers to selectively archive, acquire, and access work-related

best practices for individual and group behavior. According to (Lita Wulantika, 2012), as mentioned in (Indah Purmama, 2020), Knowledge Management is an organizational activity that manages knowledge as an asset. Multiple strategies are being used to distribute the right knowledge to the right people at the right time, thus allowing them to interact and share knowledge in their daily work to improve organizational performance.

H7: Knowledge management positively impacts organizational citizenship behavior mediated by job satisfaction.

Theoretical Framework



METHOD

The research design begins with looking for problems at the research location, formulating the problem, and developing simple theories to strengthen the inspiration for each variable. The saturated sampling method was used in this research, where all members of the population were used as samples. This research uses quantitative methods, namely conducting a survey using questionnaire techniques with SEM (Partial Least Square) methodology. The population of this study consisted of 179 permanent employees of PT. Kereta Api Indonesia Daerah operasi Banyumas.

This research uses primary and secondary data collected through questionnaires using a Likert scale. The Likert scale is a tool used to measure attitudes, opinions, and perceptions of individuals or institutions towards social phenomena. In research, these social phenomena are defined specifically with the help of researchers and are referred to as research variables (Sugiyono, 2016). The variables to be measured are described into variable dimensions and indicators using a Likert scale. These criteria are the basis for formulating instrument items, which can be in the form of statements or questions. This research assesses Good Corporate Governance (GCG) by considering indicators such as transparency, accountability, responsibility, independence, and fairness. Knowledge Management is evaluated using

indicators related to personal knowledge, work procedures, and technology. Organizational Citizenship Behavior is measured through indicators that include altruism, prudence, sportsmanship, courtesy, and civic virtue. Job satisfaction is assessed through indicators that include work achievement, rewards, responsibilities, nature of work, and development opportunities.

Before distributing a questionnaire, it is important to validate and ensure its reliability. This validation process involves the use of data analysis techniques, and one effective method for this purpose is SmartPLS 3.0. SmartPLS 3.0 is a type of Structural Equation Modeling (SEM) that is well suited to solving problems in multiple regression when certain data challenges arise. PLS (Partial Least Square), the methodology underlying SmartPLS, is a powerful technique for factor uncertainty analysis. One of its main advantages is its flexibility, as it does not require strict assumptions about the scale of data measurement. Additionally, PLS can be applied for theory confirmation, even when dealing with relatively small sample sizes. In comparison to covariance-based SEM tools such as LISREL, EQS, or AMOS, the component-based PLS approach can avoid two major problems faced by CBSEM, namely inadmissible solutions. The PLS approach is more suitable for prediction purposes because it assumes that all variance measures are useful for explaining. Ghozali (2014) presents a general model that incorporates canonical correlation techniques, redundancy, multiple regression, multivariate analysis of variance (MANOVA), and principal component analysis (PCA).

RESULTS AND DISCUSSION

Result

Based on the data presented in Table 1, it can be seen that of the 179 participants surveyed, 69 people (38.5%) were women, and 110 people (61.5%) were men. The largest proportion of respondents were in the 20-30 year age range, 67 people (37.6%), while the smallest group consisted of respondents aged over 40 years, 27 people (14.7%). In terms of educational background, 90 (50.5%) respondents had a Bachelor's degree or had completed undergraduate-level education, while 23 (12.8%) respondents had a different level of education. Regarding work experience, the majority of workers 62 (34.9%) had a work period of 3-5 years, and 25 people (13.8%) had a work period of less than 1 year.

Table 1 Characteristics of respondents

No.	Gender	Age's	Education Level	Work Period
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1.	Female = 69 (38.5%)	<20 yo = 23 (12,8)	SMA/ Equivalent = 20 (11.0%)	< 1 = 25 (13.8%)
2.	Male = 110 (61.5%)	20-30 yo = 67 (37,6)	Diploma = 46 (25.7%)	1 – 3 = 57 (32.1%)
3.		30-40 yo = 62 (34,9)	S1 = 90 (50,5%)	3 – 5 = 62 (34.9%)
4.		>40 yo = 27 (14,7)	Another = 23 (12.8%)	>5 = 35 (19,3+%)

Sources: Process Data

In evaluating models using Partial Least Squares (PLS), attention should be paid to the R2 value assigned to each latent variable, which serves as a Goodness of Fit (GoF) metric. According to (Ghozali, 2014), an R2 value of 0.75 indicates strong suitability, 0.50 indicates moderate suitability, and 0.25 indicates weak suitability. Apart from that, the relevance of the predicted value (Q-squared) also has significance, where 0.02 indicates a small influence, 0.35 indicates a moderate influence, and 0.35 indicates a large influence. To assess the Goodness of Fit of the model, the Predictive Relevance (Q2) of the inner model must be checked. A positive value for Predictive Relevance (Q2/Q-square) indicates the accuracy of the model predictions.

Table 2. Goodness of Fit Model

Variable	AVE	Composite Reliability	Alpha Cronbach	R-2
Good Corporate Governance	0.522	0.907	0.884	-
Job Satisfaction	0.545	0.878	0.832	0.842
Knowledge Management	0.571	0.930	0.916	-
Organizational Citizenship Behavior	0.582	0.951	0.945	0.917

Sources: Process Data

The path relationships' estimated values in the structural model must be significant. To obtain the significance value of this hypothesis, use the bootstrapping procedure. The parameter coefficient values and T-statistical significance values in the bootstrapping report algorithm indicate the significance of the hypothesis. To find out its significance, compare the T-table value at alpha 0.05 (5%) = 1.96 with T-count (T-statistics). The results of hypothesis testing are shown in the following table: Corporate governance does not have a significant effect on Organizational Citizenship Behavior. However, knowledge management has a significant positive influence on Organizational Citizenship Behavior and Job Satisfaction. Apart from that, good corporate governance has a significant positive effect on job satisfaction. Job satisfaction, in turn, has a significant positive influence on organizational citizenship behavior. It should be noted that good corporate governance has a significant negative influence on Organizational Citizenship Behavior through job satisfaction. Finally, knowledge management has a significant positive effect on Organizational Citizenship Behavior on Job Satisfaction.

Table 3. Testing the Direct Effect and Mediating Test

Variable's	Original Sample	Standard Deviation	T-Statistics	P Values	Description
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Good Governance > Organizational Citizenship Behavior	Corporate	0,303	0,063	4,806	0,000	Positive Significant
Knowledge Management ->Organizational Citizenship Behavior		0,502	0,072	6,999	0,000	Positive Significant
Good Governance ->JobSatisfaction	Corporate	0,357	0,114	3,128	0,002	Positive Significant
Knowledge Management -> Job Satisfaction		0,582	0,110	5,319	0,000	Positive Significant
Job Satisfaction ->Organizational Citizenship Behavior		0,183	0,076	2,418	0,016	Positive Significant
Mediation						
Good Governance -> Job Satisfaction	Corporate	0,065	0,037	1,770	0,077	Unmediated
Knowledge Management -> Job Satisfaction		0,107	0,049	2,192	0,029	Partial Mediation
-> Organizational Citizenship Behavior						

Sources: Process Data

Analysis of the mediation

Utilizing the results from the PLS-SEM algorithm and bootstrapping procedures, mediation analysis was conducted. This analysis includes assessing the value of direct, total, specific indirect, and total effects. Table 4 provides an examination of how job satisfaction functions as a mediating factor in the relationship between Good Corporate Governance and Knowledge Management regarding Organizational Citizenship Behavior.

Table 4. Mediating effect hypothesis

Description	Good Corporate Governance	Knowledge Management
Direct w/o Med	0.073	0.297
Direct w/Med	0.299	0.288
IV > Med Beta	0.506	0.495
Med > DV Beta	0.310	0.298
IV > Med SE	0.030	0.028
Med > DV SE	0.068	0.056

Sobel test statistic	3.908	4.244
One-tailed probability	0.000	0.000
Two-tailed probability	0.000	0.000
Result	Significant	Significant

Note: *p<. 05, **p<.01, ***p<0.001

Hypothesis H6 states that good corporate governance ($\beta = 0.201$ and $t = 1.608$) does not directly impact organizational citizenship behavior. Nevertheless, the hypothesis suggests that the relationship between good corporate governance and organizational citizenship behavior is mediated by job satisfaction. This assertion is supported by the Sobel test (independent vs. mediated and dependent), which shows a significant mediation effect of 3.908. The direct effects model highlights that job satisfaction acts as a significant mediator between good corporate governance and organizational citizenship behavior. This can be seen from the large coefficient observed in the relationship between X (independent variable) and M (mediator) and the relationship between M and Y (dependent variable).

Hypothesis H7 states that Knowledge Management has a positive impact on organizational citizenship behavior ($\beta = 0.297$ and $t = 3.569$), and Job Satisfaction functions as a mediator in the relationship between Knowledge Management and organizational citizenship behavior. This finding is supported by the results of the Sobel test (independent vs. mediated and dependent), which shows a significant mediation effect of 4.244. The direct effect model shows that Job Satisfaction significantly acts as a mediator between Knowledge Management and organizational citizenship behavior. This happens because of the significance of the coefficients of X (independent variable) on M (mediator) and M on Y (dependent variable) in these two relationships. This measurement is an analytical model that tests the reliability and validity of each dimension and indicator used to measure each variable that has been previously constructed. Analysis of model dimensions can be identified by evaluating the discriminant validity value, assessing the square root value of AVE (Average Variance Extracted) which exceeds 0.5, and factor loading which exceeds 0.5, as well as construct validity and Cronbach Alpha. It is important to ensure that the composite reliability exceeds 0.70.

The R2 (R-square) reflects the existence of a strong relationship, confirming that the proposed model is supported by empirical findings and is recognized as a valid model. In addition, an AVE value that exceeds 0.5 indicates that each variable in the model meets the discriminant validity criteria. Composite Reliability and Cronbach Alpha, with values for each variable greater than 0.7, indicate a high level of reliability for each variable.

Discussion

Based on hypothesis testing in this research, it was found that the T-statistic value was 1.947, the original sample value was 0.201, and the P-value was 0.105. Because the T-statistic value

is smaller than the T-table value (1.96) and the P value is greater than 0.05, it can be concluded that Good Corporate Governance does not have a significant influence on Organizational Citizenship Behavior. Thus, this research concludes that Good Corporate Governance has no impact on Organizational Citizenship Behavior. This research also tests hypotheses regarding the relationship with good corporate governance. The test results show a T-statistic value of 4.806, the original sample value is 0.303, and the P value is 0.000. With a T-statistic value that is greater than the T-table value (1.96), a positive original sample value, and a P value of less than 0.05, it can be concluded that Good Corporate Governance has a positive and significant influence on Organizational Citizenship Behavior. The importance of Good Corporate Governance in maintaining the continuity of the company is emphasized, where companies must provide equal opportunities to all employees regardless of factors such as ethnicity, religion, race, gender, or physical condition. This is expected to encourage high levels of organizational citizenship behavior, such as compliance with company policies. This finding is in line with previous research, such as that conducted by (Widodo & Sulistiasih, 2020), which also shows a significant relationship between Good Corporate Governance and Organizational Citizenship Behavior.

Through hypothesis testing in this research, it was found that the T-statistic value reached 6.999, the original sample value was 0.502, and the P value was 0.000. With a T-statistic that exceeds the T-table value (1.96), a positive original sample value, and a P value of less than 0.05, it can be concluded that Knowledge Management has a positive and significant influence on Organizational Citizenship behavior. This indicates that the better the knowledge in Knowledge Management possessed by employees, the greater the culture of Organizational Citizenship behavior will increase. This finding is based on the role of Knowledge Management as a link between information requests and the learning process, which in turn has an impact on improving company performance. The results of this research support previous findings conducted by (Pujianto and Effendi, 2021) which stated that Knowledge Management has a significant effect on Organizational Citizenship Behavior.

From the results of hypothesis testing in this research, it was found that the T-statistic value reached 3.128, the original sample value was 0.357, and the P value was 0.002. With a T-statistic that exceeds the T-table value (1.96), a positive original sample value, and a P value of less than 0.05, it can be concluded that Good Corporate Governance has a positive and significant influence on Job Satisfaction. This is due to the implementation of an effective internal control system by the Company in managing employee performance, creating the perception that employees receive good support and superiors provide high motivation to employees. This finding is consistent with the research results of (Faradita, 2018), which shows the significant influence of good corporate governance on job satisfaction and is also in line with the findings of (Hijazi, 2020), which states that good corporate governance has a positive and significant influence on Job Satisfaction.

Through hypothesis testing in this research, it was found that the T-statistic value was 5.319, and the original sample value was 0.582, with a P value of 0.000. With a T-statistic value that

exceeds the T-table value (1.96), a positive original sample value, and a P value of less than 0.05, it can be concluded that Knowledge Management has a positive and significant influence on Job Satisfaction. This phenomenon occurs because employees actively share knowledge with colleagues, creating a mutually supportive and enjoyable work environment. The results of this research support the findings of (Akmalia, 2020) which show that there is a significant influence of knowledge management variables on job satisfaction, in line with the findings of (Restyorini, 2020) which states that knowledge management has a significant impact on job satisfaction.

Based on the results of hypothesis testing in this research, it was found that the T-statistic value reached 2.418, the original sample value was 0.183, and the P Values were 0.016. With a T-statistic that exceeds the T-table value (1.96), the original sample value is positive, and P Values are less than 0.05, it can be concluded that Job Satisfaction has a positive and significant influence on Organizational Citizenship Behavior. This situation is caused by the company's policy of providing better compensation compared to other companies, with salary levels appropriate to the level of employee workload and responsibilities. This encourages employees to complete tasks according to company procedures and makes it easier to adapt to changes in the work environment. The findings of this research are in line with the research results (Wibowo, 2018), which show that job satisfaction has a significant impact on Organizational Citizenship Behavior.

Based on the results of hypothesis testing in this research, it was found that the T-statistic value was 1.770, the original sample value was 0.065, and the P value was 0.077. With the T-statistic being smaller than the T-table value (1.96), the original sample value being positive, and the P value being greater than 0.05, it can be concluded that Good Corporate Governance has a significant impact on organizational citizenship behavior without involving job satisfaction as a mediating variable. This situation occurs because the system or rules managed by the company have clearly and in detail determined the rights and obligations of employees so that employees can quickly adopt organizational behavior at work, even though their level of job satisfaction may not be high.

The findings of this research are in line with the results of research conducted by (Gustari & Widodo, 2020), which indicates that there is a significant influence, both directly and indirectly, between Good Corporate Governance and Organizational Citizenship Behavior.

From the results of hypothesis testing in this research, it was found that the T-statistic value reached 2.192, and the original sample value was 0.107, with a P value of 0.0029. With a T-statistic value that is greater than the T-table value (1.96), the original sample value is positive, and the P value is less than 0.05, it can be concluded that Knowledge Management has a significant influence on Organizational Citizenship Behavior through the Satisfaction mechanism Work. This phenomenon is caused by company policies that regularly develop personnel information systems, creating a high level of satisfaction among employees, and has a positive impact on increasing Organizational Citizenship Behavior demonstrated by

employees in carrying out their work. The results of this study are in line with (Suriyana, 2020) that Knowledge Management partially has a positive and significant effect on Organizational Citizenship Behavior through Job Satisfaction.

CONCLUSION

This research aims to analyze variables related to Good Corporate Governance, Knowledge Management, Organizational Citizenship Behavior, and Job Satisfaction. Data for this research was collected from employees. The research results show the following: Good Corporate Governance has a positive and significant influence on Organizational Citizenship Behavior. This means that the quality of corporate governance, good or bad, has an impact on organizational citizenship behavior. This research shows that consistent and structured implementation of GCG has been able to improve organizational performance by reaching the right people through the right channels in a short time.

Knowledge management has a significant positive effect on organizational citizenship behavior. This means that the better the implementation of knowledge management in a company, the better the organizational citizenship behavior shown by its employees. Good corporate governance has a significant positive effect on job satisfaction. This means that the better the implementation of good corporate governance in a company, the higher employee job satisfaction. Knowledge management has a significant positive effect on job satisfaction. This means that the better the knowledge management implemented by the company, the higher the job satisfaction of employees. Job satisfaction has a significant positive effect on organizational citizenship behavior. This means that if employee satisfaction is high, it will create an attitude of organizational citizenship behavior.

Knowledge management has a significant positive impact on organizational citizenship behavior. This indicates that the more effective a company is in implementing managing knowledge, the better the citizenship behavior shown by employees. The implementation of good corporate governance has a significant positive influence on the level of job satisfaction. In other words, the better the implementation of corporate governance, the higher the level of job satisfaction felt by employees. Good knowledge management also has a significant positive impact on job satisfaction levels. This means that the more efficient the company is in implementing knowledge management, the higher the job satisfaction obtained by employees. A high level of job satisfaction has a significant positive influence on organizational citizenship behavior. In other words, when employees feel satisfied with their work, this will create attitudes that support organizational citizenship behavior.

Job satisfaction does not act as a mediator in mediating the impact of Good Corporate Governance on Organizational Citizenship Behavior. Conversely, in the relationship between knowledge management and Organizational Citizenship Behavior, job satisfaction functions as a mediator.

In addition, the practical contribution of this research provides important notes for companies in Indonesia, including the mass transportation industry, OCB can not only be improved through good corporate governance and knowledge management which originates from a

satisfactory work atmosphere, but requires understanding and organizational consistency which requires collaboration between the company and employees in improving employee performance as a whole. Apart from that, implementing good corporate governance and knowledge management is not only the responsibility of the company but is primarily the responsibility of all line managers as a consequence of one of the control functions of all policy implementation. For future researchers, further research can add research variables as long as the population remains consistent with employees. Because currently there is still a lack of research on GCG for employees in the mass transportation industry in Indonesia.

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