The Impact of Knowledge Management, Competence, and Compensation on Organizational Citizenship Behavior (OCB) and Employee Performance

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Abstract

This study aimed to examine organizational citizenship behaviour (OCB) as the intervening variable between knowledge management, competence, and compensation on employee performance. The research was conducted on PDAM Tirta Sembada employees in Sleman Regency with a sample of 145 respondents. Data collection used a questionnaire, and data processing was carried out with the structural equation modeling (SEM) analysis tool through the AMOS application version 24. The results showed that (1) knowledge management had a significant positive effect on organizational citizenship behaviour; (2) knowledge management had a significant positive effect on employee performance; (3) competence had a significant positive effect on organizational citizenship behaviour; (4) competence had a significant positive effect on employee performance; (5) compensation had a significant positive effect on organizational citizenship behaviour; (6) compensation had a significant positive effect on employee performance; (7) organizational citizenship behaviour had a significant positive effect on employee performance; and (8) organizational citizenship behaviour was able to intervene between knowledge management, competence, and compensation toward the performance of PDAM Tirta Sembada employees in Sleman Regency.

Keywords: *Knowledge Management; Competence; Compensation; Organizational Citizenship Behavior; Performance; PDAM Tirta Sembada*

INTRODUCTION

General studies reveal that water is a basic human need that is very important for survival, not only humans but all living things need water to carry out their lives. For this reason, the Government of the Republic of Indonesia has regulated the existence of water in article 33 paragraph 3 of the 1945 constitution which reads "the earth and water and the natural resources contained therein are controlled by the state and used as much as possible for the welfare of the people". To carry out this mandate, the government through the Ministry of Public Works, Directorate General of Cipta Karya, has established a Drinking Water Management Agency (BPAM) in every city-regency in every province in the Republic of Indonesia, this is also regulated in government regulation no. 122 of 2015 concerning drinking water supply systems.

Tirta Sembada Regional Public Company Drinking Water or can be abbreviated as PDAM Tirta Sembada Sleman Regency in 2018 (Fitriani et al., 2024; Kayana et al., 2024; Rahmawati & Widiyarta, 2024). And at the end of 2022 PDAM Tirta Sembada has a total of 40,520 home connections consisting of, Household, Agency, Social and Commercial Connections. In carrying out its service operations, PDAM Tirta Sembada has Human Resources who are required to always be able to provide good and maximum service to every customer. This makes it a concern for the management of PDAM Tirta Sembada, because human resources are the most valuable asset in every company, for that PDAM Tirta Sembada always pays attention to the process of increasing the knowledge and competence of each individual, to realize the vision and mission of PDAM

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Tirta Sembada, namely, "to become a healthy, independent and reliable drinking water company" and has a mission "to be able to provide water clean water standards in accordance with K3 standards (quantity, quality and continuity), as well as improving the regional economy, through PAD from clean water services".

In 2021, the total number of customers of PDAM Sleman Regency has reached around 40,000 customer connections with various groups including household, social and commercial. In serving these customers, PDAM Tirta Sembada has human resources of 289 employees consisting of permanent employees and contract employees, as follows (Sugiyono, 2022):

Table 1. Data of PDAM Tirta Sembada Employees in Sleman Regency

Branches	Center	West	Middle	East	Depok	Total
Number of Employees	81	79	54	47	28	289

Source : PDAM Tirta Sembada Office Data (2022)

The literacy study explains the importance of the influence of knowledge management, competence, and compensation on organizational citizenship behaviour (OCB) and employee performance. Aryani.R and Widodo (2020) show that knowledge management has a significant effect on OCB with empowerment. However, Laima, et al. (2019) complement that knowledge management also has a significant positive influence on employee performance. They emphasized that competence should be considered considering the significant positive impact on organizational citizenship behavior. Sutedjo.A and Mangkunegara (2013) partially work competence has a positive and significant effect on employee performance. Other studies related to this research topic can be seen in Arifudin (2019), Bustomi, et al., 2020, and Wahyoedi, et al. (2022).

There have been many studies on the influence of knowledge management, competence, and compensation on organizational citizenship behavior (OCB) and employee performance. However, studies that examine the role of OCB as an intervening element between knowledge management variables, competencies, and compensation for employee performance have never been studied in depth, especially in the context of regional companies in Indonesia. Therefore, the purpose of this study is to examine the role of OCB in improving knowledge management, competence, and compensation for organizational citizenship behavior (OCB) and employee performance, especially in the PDAM of Sleman Regency D.I Yogyakarta.

This research introduces several novel contributions, primarily by being among the first to integrate the variables of knowledge management, competence, and compensation into a single model that examines Organizational Citizenship Behavior as the mediating factor influencing employee performance. Its empirical focus on Indonesia's public water utility sector extends organizational theories to an underrepresented context, while its use of structural equation modeling captures the complex interrelationships often overlooked in prior studies. Furthermore, it offers unique insights into the specific governance model of regional public enterprises in Indonesia.

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Accordingly, the study is designed to achieve eight specific objectives, which collectively aim to analyze the direct effects of knowledge management, competence, and compensation on both OCB and employee performance, as well as to evaluate the effect of OCB on performance and its critical mediating role between those three variables and the final performance outcome. Theoretically, this work strengthens organizational behavior theories by testing social exchange mechanisms within public utilities and clarifies OCB's function as a key mediator. Practically, it provides PDAM Tirta Sembada and similar Indonesian water utilities with an evidence-based framework to strategically prioritize human resource investments—whether in knowledge systems, training, or compensation—to most effectively foster beneficial employee behaviors and enhance overall organizational performance.

METHOD

In this study, the independent variables were knowledge management, competence, and compensation; the dependent variable was employee performance; and the intervening variable was organizational citizenship behaviour (OCB). The research was conducted at PDAM Tirta Sembada in Sleman Regency, which consisted of the head office, west office, east office, central office, and Depok office.

Table 2. Variable Operationalization Matrix

No.	Variabel		Indicator
1.	*Knowledge Management* (Budihardjo, 2017)	1.1	Employees are used to providing knowledge assistance to help the team
		1.2	Actively participate in knowledge development events at workshops, seminars or other activities
		1.3	Employees are solution-oriented which is a work problem
		1.4	Employees are always looking for updated information to improve performance
		1.5	Innovate in a work team
		1.6	Proactive in work
2.	Competencies (Sudarmanto, 2014)	2.1	Ability to carry out physical and manual tasks in completing work
		2.2	Have sufficient knowledge or information specific areas to increase work effectiveness
		2.3	Have a professional attitude, values and self-image
		2.4	Have motivation that causes actions to move, direct, and select behavior towards professional activities or goals
		2.5	Have physical characteristics and consistent good responses to various situations or information
3.	Compensation (Simamora, 2004)	3.1	Salary according to position
		3.2	Salary according to authority and responsibility
		3.3	Fair incentives
		3.4	Bonuses according to expectations
		3.5	There is a Hari Raya allowance
4.		4.1	Work effectively and efficiently

No.	Variabel		Indicator
	Organizational Citizenship Behaviour /OCB (Luthans, 2011)	4.2	In a team, help each other in their work
		4.3	Always be diligent in working
		4.4	Give each other good direction
		4.5	Caring for each other with fellow colleagues, the community and Institutions,
		4.6	Be polite, respectful, tolerant, and respectful (maintain self-esteem) and so on
5.	Performance. Bustomi, et al. (2020) and Robbin (2016)	5.1	The existence of quality work produces perfect benefits
		5.2	Optimal in deceiving all resources to support work
		5.3	Getting work done on time
		5.4	Always effective in doing work
		5.5	Can perform work functions without asking for guidance from supervisors
		5.6	Have work commitments with the organization and employee responsibilities

Source, Collection, and Sample of Research Data

In this study, the data sources used are primary data and secondary data. The data used in this study is primary data, namely the source of research data obtained directly by providing data to researchers conducted by means of a questionnaire method (Sugiyono, 2022). The population of this study is 289 employees of PDAM Tirta Sembada, Sleman Regency. In this study, the sampling used by the researcher will be adjusted based on the theory of Hair, et al. (2014) which suggests the provision of sample size of 100 to 200 respondents. Thus, it has met the criteria for the minimum number of samples. Sample = 29 (number of indicators) x 5 (number of branches) = 145 respondents. The calculation of the sample in proportionate stratified random sampling can be seen in table 3. as follows:

Tabel 3. Data Proportionate Stratified Random Sampling

No	Description	Quantity	Proportional Sample	Number of Samples	Quantity (%)
1	Head Office	81	(81/289) x145	40,60	28
2	Eastern Branch	47	(47/289) x 145	23,50	16
3	Depok Branch	28	(28/289) x 145	14	10
4	Middle Branch	54	(54/289) x 145	27	19
5	Western Branch	79	(79/289) x 145	39,60	27
	Total	**289**		**144,70**	**100**

The data processing method in this study uses the structural equation modeling (SEM) equation. SEM is a technique with a combination of path analysis and regression analysis that allows researchers to simultaneously test a series of interrelated relationships between measured variables and latent constructs (Ghozali, 2021). SEM not only detects the causal relationships (direct and indirect) of the observed variables or constructs, but also the components that contribute to the formation of the construct can be determined in magnitude, so that the causal relationships

between variables or constructs become more informative, complete, and accurate. Validity, reliability, normality, research models and influence analysis tests are also supported by AMOS.

RESULT AND DISCUSSION

Description of Respondent Data

The characteristics of respondents based on *gender* are grouped into 2 categories, namely male and female employees. In table 4, it is seen that out of 145 respondents, the number of male respondents is more when compared to the number of female respondents. The number of men was 75.9% or 110 respondents and the number of women was 24.1% or 35 respondents. Then 28.3 percent or 41 respondents were between 51 years old, 26.2 percent or 38 respondents were less than 30 years old, 22.1 percent or 32 respondents were between 31-35 years old, 10.3 percent or 15 respondents were between 46-50 years old, 9 percent or 13 respondents were between 36-40 years old and 4.1 percent or 6 respondents were 41-45 years old. 25.5 percent or 37 respondents have worked for 5-10 years, 24.8 percent or 36 respondents have worked for more than 25 years, 9 percent or 13 respondents have worked for 10-15 years and 6.2 percent or 9 respondents have worked for 15-20 and 20-25 years. So it can be concluded that the majority of respondents have worked for less than 5 years. And 53.8 percent or 78 respondents of the last education of SLTA (SMA/SMK), 40.7 percent or 59 respondents of the last education of Bachelor's education, 5.5 percent or 8 respondents of the last education of diploma. So it can be concluded that the majority of employees' last education is high school (high school/vocational school).

Table 4. Respondent description

No	Description	Remarks		Quantity	Percentage (%)
1.	Gender	a.	Male	110	75,90
		b.	Women	35	24,10
			Quantity	**145**	**100**
2.	Age	a.	< from 30 Years	38	26,20
		b.	31-35 Years	32	22,10
		c.	36-40 Years	13	9,00
		d.	41-45 Years	6	4,10
		and.	46-50 Years	15	10,30
		f.	> from 51 Years	41	28,30
			Quantity	**145**	**100,00**
3.	Length of work	a.	< from 5 Years	41	28,30
		b.	10-15 Years	13	9,00
		c.	15-20 Years	9	6,20
		d.	20-25 Years	9	6,20
		and.	5-10 Years	37	25,50
		f.	> from 25 Years	36	24,80
			Quantity	**145**	**100,00**

4.	Education	a.	Diploma	8	5,50
		b.	Bachelor	59	40,70
		c.	SMA	78	53,80
			Quantity	**145**	**100,00**

Source : primary data (2022)

Instrument and Data Quality Test

The instrument quality test is carried out to find out whether the research instrument meets the valid and reliable criteria. In this study, it consists of 29 statements representing each variable with a total of 145 respondents using the AMOS application version 22. The results obtained from the instrument quality test with the validity and reliability test of CFA with AMOS version 22 can be seen in Table 5 according to Ghozali (2021) the data is said to be valid if the loading factor value > 0.5. The results of the validity test showed that all question indicators representing 5 variables were declared valid with a > value of 0.5. Ghozali (2021) also stated that the test results are said to be reliable if they have a construct reliability value of > 0.7. The results of this test showed that the C.R value of each variable was greater than 0.7. Based on these results, it can be proven that all research instruments are reliable.

Table 5. Validity and Reliability Test Results

Variabel	Item	Factor Loading	Construct Reliability
Knowledge Management	KM1	0,635	0,878
	KM2	0,727	
	KM3	0,713	
	KM4	0,796	
	KM5	0,695	
	KM6	0,852	
Competencies	COM1	0,713	0,893
	COM2	0,747	
	COM3	0,788	
	COM4	0,827	
	COM5	0,874	
Compensation	KMP1	0,756	0,908
	KMP2	0,727	
	KMP3	0,795	
	KMP4	0,762	
	KMP5	0,851	
	KMP6	0,832	
OCB	OCB1	0,706	0,880
	OCB2	0,730	
	OCB3	0,662	
	OCB4	0,803	
	OCB5	0,741	
	OCB6	0,803	
Employee Performance	KIN1	0,682	0,857

KIN2	0,608
KIN3	0,642
KIN4	0,726
KIN5	0,787
KIN6	0,784

Source: Primary Data Processed (2022)

Data Normality Test

The normality test was carried out with the value of skewness and kurtosis of the data distribution. The critical value is ± 2.58 at a significant level of 0.01 (Ghozali, 2017). The results of the data normality test can be carried out in table 6. M showed that the majority of univariate normality tests were normally distributed because the critical ratio (c.r) values for kurtosis (crushing) and skewness (skewness), were in the range of -2.58 to +2.58. Meanwhile, multivariately, the data meets the normal assumption because the value of -1.355 is within the range of ± 2.58.

Table 6. Normality Test Results

Variable	min	max	skew	c.r.	kurtosis	c.r.
KIN6	2,000	5,000	-0,490	-2,410	-0,403	-0,991
KIN5	3,000	5,000	-0,321	-1,579	-0,864	-2,124
KIN4	3,000	5,000	-0,334	-1,643	-0,778	-1,912
KIN3	2,000	5,000	-0,462	-2,272	-0,044	-0,108
KIN2	3,000	5,000	-0,317	-1,559	-0,768	-1,887
KIN1	2,000	5,000	-0,622	-3,059	0,203	0,499
OCB6	2,000	5,000	-0,706	-3,470	0,254	0,625
OCB5	2,000	5,000	-0,560	-2,751	0,032	0,078
OCB4	2,000	5,000	-0,668	-3,284	-0,301	-0,739
OCB3	2,000	5,000	-0,595	-2,927	0,025	0,061
OCB2	3,000	5,000	-0,352	-1,729	-0,711	-1,747
OCB1	2,000	5,000	-0,601	-2,956	-0,433	-1,064
KMP6	2,000	5,000	-0,280	-1,378	-0,376	-0,923
KMP5	2,000	5,000	-0,399	-1,960	-0,259	-0,636
KMP4	2,000	5,000	-0,343	-1,684	-0,296	-0,729
KMP3	2,000	5,000	-0,515	-2,532	-0,464	-1,140
KMP2	2,000	5,000	-0,384	-1,889	-0,454	-1,116
KMP1	2,000	5,000	-0,352	-1,733	-0,313	-0,770
COM5	2,000	5,000	-0,175	-0,860	-0,903	-2,219
COM4	2,000	5,000	-0,282	-1,387	-0,754	-1,853
COM3	2,000	5,000	-0,159	-0,784	-0,765	-1,881
COM2	3,000	5,000	-0,086	-0,421	-1,128	-2,773
COM1	2,000	5,000	-0,083	-0,410	-0,862	-2,119
KM6	2,000	5,000	-0,029	-0,142	-0,708	-1,740
KM5	2,000	5,000	-0,043	-0,212	-0,882	-2,167
KM4	2,000	5,000	-0,237	-1,167	-0,785	-1,929
KM3	3,000	5,000	0,018	0,091	-0,928	-2,281
KM2	3,000	5,000	0,247	1,216	-1,058	-2,600

KM1	2,000	5,000	-0,143	-0,703	-0,709	-1,742
Multivariate					-9,546	-1,355

Source: Primary Data Processed (2022)

Structural Model Identification

The output results of AMOS show a df value of 367 models. This indicates that the model is included in the overconfident category because it has a positive df value. Therefore, data analysis can be continued to the next stage. Assessing the goodness of fit is the main goal in SEM to find out how far a feasible model or "fit" or fits the data sample. Based on table 8. It can be seen that the research model is close to a good fit model. The results of CMIN/DF in this study of 1,269 showed that the research model was fit. The Goodnes of fit index (GFI) shows the overall fit rate of the model calculated from the square remainder of the predicted model compared to the actual data. The GFI value on this model is 0.829. Values close to the recommended level ≥ 0.90 indicate a marginal fit research model. The AGFI value on this model is 0.797. Values close to the recommended level ≥ 0.80 indicate a marginal fit research model. The TLI value in this study is 0.951 with a recommended value of ≥ 0.90 indicating a fit research model. The CFI value in this study is 0.956 with a recommended value of ≥ 0.90 indicating a fit research model. The RMSEA value of this study is 0.038 with the recommended value of ≤ 0.08, this shows a fit research model. Based on the overall measurement of goodness of fit, it indicates that the model proposed in this study is accepted.

Tabel 7. Computation of degrees of freedom

Number of distinct sample moments:	435
Number of distinct parameters to be estimated:	68
Degrees of freedom (435 - 68):	367

Source: Primary Data Processed (2022)

Table 8. Assessing the goodness of fit

Goodness of fit index	Cut-off value	Model	Eligibility
Significance Probability (p)	≥ 0,05	0,000	Marginal fit
CMIN/DF	< 2,000	1,269	Fit
GFI	≥ 0,90	0,829	Marginal fit
AGFI	≥ 0,90	0,797	Marginal fit
TLI	≥ 0,90	0,951	Fit
CFI	≥ 0,90	0,956	Fit
RMSEA	≤ 0,08	0,043	Fit

Source: Primary Data Processed (2022)

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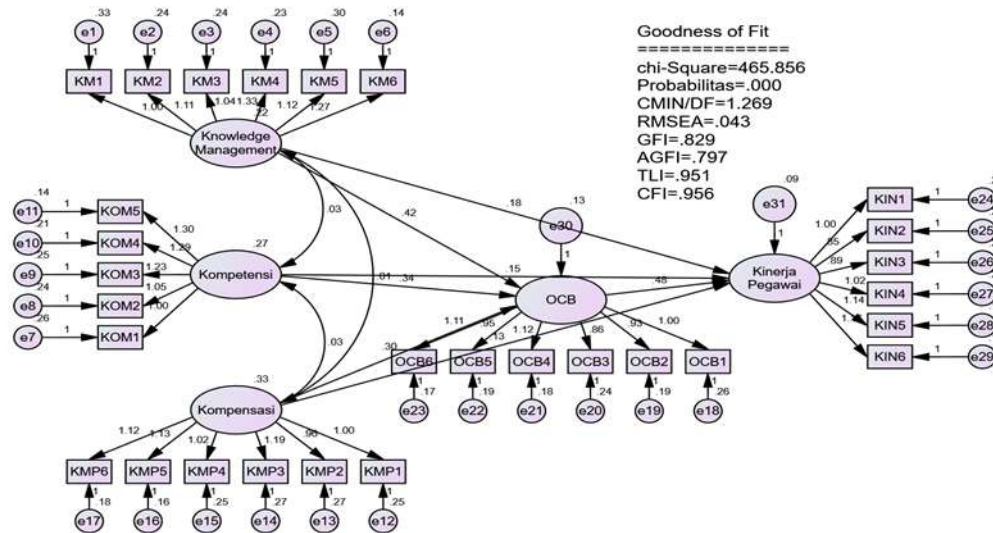

Figure 1. Structural Equations
Source: Primary Data Processed (2022)

Analysis and discussion

The Influence of Knowledge Management on Organizational Citizenship Behavior (OCB) of PDAM Tirta Sembada Employees of Sleman Regency

Table 9. The parameter of estimation of the value of the regression weight coefficient was obtained as 0.416 and the value of C.R = 4.212. This shows that the relationship between knowledge management and OCB is significant where testing the relationship between the two variables shows a probability value of 0.000 (p<0.05). The improvement of knowledge management variables can be improved from each indicator, including employees who are used to providing knowledge assistance to help the team, actively participating in knowledge development events at workshops, seminars or other activities, employees are oriented towards solutions that are in work problems, employees try to always look for updated information in improving performance, innovating in the work team and being proactive in working. This is supported by Pujianto and Evendi (2021) obtained results that knowledge management has been proven to have a significant positive influence on OCB. This is because of the role of knowledge in increasing productivity, creating a sustainable competitive advantage, creation, and protection of intangible assets of the company.

The Influence of Knowledge Management on the Performance of PDAM Tirta Sembada Employees in Sleman Regency

Table 9. The parameter of estimation of the value of the regression weight coefficient was obtained as 0.179 and the C.R value was 2.066, this shows that the relationship between knowledge management and employee performance is positive, testing the relationship between the two variables shows a probability value of 0.039 (p<0.05). The improvement of knowledge management variables can be improved from each indicator, including employees who are used to providing knowledge assistance to help the team, actively participating in knowledge development

events at workshops, seminars or other activities, employees are oriented towards solutions that are in work problems, employees try to always look for updated information in improving performance, innovating in the work team and being proactive in working. This is supported by previous research conducted by Harmen (2018) that knowledge management has a positive and significant effect on employee performance. The knowledge possessed by the organization must be able to provide progress for the organization itself. For this reason, strong management is needed so that this knowledge is rooted in every individual in the organization and does not just disappear with the support of infrastructure for the dissemination of information in the organizational environment. Of course, PDAM Tirta Sembada Sleman Regency can use this as a reference in terms of implementing knowledge management to improve employee performance.

The effect of competence on organizational citizenship behaviour (OCB).

Table 9. The parameter of estimation of the value of the regression weight coefficient was obtained of 0.336 and the C.R value of 4.077 showed that the relationship between competence and OCB was positive, with a probability value of 0.000 (p<0.05). The improvement of competency variables can be improved from each indicator, including the ability of employees to carry out physical and manual tasks in completing work and employees have sufficient knowledge or information in certain specific fields to increase work effectiveness. This is supported by previous research conducted by Suhardi (2019) partially found a significant influence of competence on OCB. This means that employees who have high competence will increase to be willing to help their colleagues. In agencies, employees who have high competence volunteer to be willing to help colleagues (altruism), cirvic virtue, conscientiousness, countesy and sportsmanship.

The effect of competence on employee performance

Table 9. The estimated parameter of the weight regression coefficient value was obtained as 0.148 and the C.R value was 2.010, this shows that the relationship between competence and positive performance is significant with a probability value of 0.044 (p<0.05). The improvement of competency variables can be improved from each indicator, including the ability of employees to carry out physical and manual tasks in completing work and employees have sufficient knowledge or information in certain specific fields to increase work effectiveness. This is supported by previous research conducted by Krisnawati and Bagia (2021) which explained that if employees have high competence, they will be able to improve the performance of the employees themselves. Improving work competencies needs to be done within the company's organization. Employees who have work competence tend to have good abilities in carrying out work and have the skills to be able to complete work based on the work targets given by the company. This can provide work spirit in employees to stay ahead in carrying out work that can improve performance in the company.

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The effect of compensation on OCB

Table 9. The parameter of estimation of the value of the regression weight coefficient was obtained of 0.300 and the C.R value of 4.084, this shows that the compensation relationship with OCB is significant in addition to a probability value of 0.000 (p<0.05). The increase in compensation variables can be increased from each indicator, including salary according to position, bonuses according to expectations, there are holiday allowances and there are health benefits. This is supported by previous research conducted by Riski.A. (2019) there is a partial significant effect of compensation on organizational citizenship behavior (OCB).

The Effect of Compensation on the Performance of PDAM Tirta Sembada Employees in Sleman Regency

Table 9. The parameter of the estimated value of the regression weight coefficient was obtained as 0.135 and the C.R value was 2.037, this shows that the relationship between Compensation and Employee Performance is positive, testing the relationship between the two variables shows a probability value of 0.042 (p<0.05), this shows that the relationship between compensation and employee performance is positive. This is supported by previous research conducted by Nelwan, et al. (2019) from the results of the calculation found that there is a strong relationship between compensation to the performance of each employee in the form of salary allowances, incentives, commissions or bonuses, allowances, insurance, and non-financial rewards. This positive means that the higher the compensation of an employee, the more it will affect the improvement of performance.

The effect of organizational citizenship behaviour (OCB) on employee performance

Table 9. The parameter of estimation of the value of the regression weight coefficient was obtained of 0.478 and the C.R value of 4.249, this shows that the relationship between OCB and positive employee performance is significant with a probability value of 0.000 (p<0.05). The increase in OCB variables can be improved from each indicator, including in the team helping each other in work, always being serious in working and caring for each other with fellow colleagues, society and institutions. This is supported by previous research conducted by Suzana (2017) OCB indicates that employees in general have high OCB. Likewise, the dimensions of altruism, conscientiousness, sportsmanship, civic virtue, and courtesy.

The role of OCB as an intervening variable

Table 10. and table 11. explain that OCB has an intervening element between the relationship between knowledge management, competence, and compensation positively to performance. This is shown from the results of the comparison of the indirect effect value of knowledge management, competence, and compensation on performance of 0.22, 0.180, and 0.182 respectively (in table 10) greater than the value of the direct effect of knowledge management, competence, and compensation on performance of 0.172, 0.166, and 0.159 (in table 11). Thus, OCB has a role as a positive intervener between the relationship between knowledge management,

competence, and compensation to employee performance (Wardhani, 2022). The more attention to OCB, the stronger the relationship between knowledge management, competence, and compensation.

Table 9. Relationships Between Variables

			Estimate	S.E.	C.R.	P	Results
Knowledge Management	➜	*Organizational Citizenship Behavior*	0,416	0,099	4,212	0,000	Significant Positives
Knowledge Management	➜	Employee Performance	0,179	0,087	2,066	0,039	Significant Positives
Competencies	➜	*Organizational Citizenship Behavior*	0,336	0,082	4,077	0,000	Significant Positives
Competencies	➜	Employee Performance	0,148	0,074	2,010	0,044	Significant Positives
Compensation	➜	*Organizational Citizenship Behavior*	0,300	0,073	4,084	0,000	Significant Positives
Compensation	➜	Employee Performance	0,135	0,066	2,037	0,042	Significant Positives
Organizational Citizenship Behavior	➜	Employee Performance	0,478	0,112	4,249	0,000	Significant Positives

Source: Primary Data Processed (2022)

Tabel 10. Standardized Direct Effects

	Compensation	Competencies	*Knowledge Management*	OCB	Employee Performance
OCB	0,339	0,335	0,410	0,000	0,000
Employee Performance	0,159	0,166	0,172	0,537	0,000

Tabel 11. Standardized Indirect Effects

	Compensation	Competencies	*Knowledge Management*	OCB	Employee Performance
OCB	0,000	0,000	0,000	0,000	0,000
Employee Performance	0,182	0,180	0,220	0,000	0,000

CONCLUSION

Based on the results of the analysis and discussion, it was concluded that the influence of *knowledge management, competence, and compensation* was positive and significant on *organizational citizenship behavior* (OCB) and employee performance. OCB is able to intervene positively to have an impact on *knowledge management,* competence, and compensation on employee performance. Based on the results of the research, analysis and discussion data, suggestions were obtained to provide learning opportunities or continue education independently to outstanding employees, provide training or seminars and rotate positions for employees who

have the ability to fill important positions. Looking at OCB's intervening ability to optimize OCB so that employee performance continues to improve. For the next research, it is recommended to take more samples, this aims for better data accuracy in their research. Conducting continuous research, this is in order to be able to see and assess every change in respondents' behavior from time to time and it is hoped that there will be additional variables that may also affect many things in this study.

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