

THE EFFECT OF KNOWLEDGE SHARING AND LEADER-MEMBER EXCHANGE ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS A MEDIATION VARIABLE (STUDY ON GUDEG YU DJUM PUSAT YOGYAKARTA)

Ragil Listyowati¹, Syamsul Hadi², Epsilandri Septyarini³

Univeritas Sarjanawiyata Tamansiswa Yogyakarta

E-mail: ragillistyowati@gmail.com , syamsul.hadi@ustjogja.ac.id , epsilandriseptyarini@ustjogja.ac.id

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Abstract

This study aims to analyze the effect of Knowledge Sharing and Leader Member Exchange on employee performance with Organizational Citizenship Behavior (OCB) as a mediating variable at Gudeg Yu Djum Pusat. This research employs a quantitative approach with a descriptive method. Data was collected through questionnaires distributed to 80 employees selected using purposive sampling. The results indicate that Knowledge Sharing has a positive effect on OCB, Leader Member Exchange also positively influences OCB, and OCB positively affects employee performance. Additionally, OCB acts as a mediating variable in the relationship between Knowledge Sharing and performance, as well as between Leader Member Exchange and performance. This study contributes both theoretically and practically to the human resource management of Gudeg Yu Djum Pusat by enhancing performance through improved Knowledge Sharing, quality relationships between leaders and employees, and behaviors that support operational efficiency.

Keywords: *Knowledge sharing, Leader member exchange, Organizational citizenship behavior, performamnce*

INTRODUCTION

In an era of increasingly fierce business competition, every organization, including small and medium enterprises (SMEs), is required to continue to improve the performance of its employees to remain competitive. This challenge is even greater amid the need to maintain loyalty, productivity, and efficiency in a dynamic business environment. In the context of SMEs, human resource management (HR) faces various obstacles such as limited resources, the need for high efficiency, and the demands of adaptation to rapid changes in the work environment. Effectively managed human resources can increase organizational competitiveness through increased productivity and employee loyalty (Agus Triansyah et al., 2023).

Employee performance is one of the main factors that determine the success of an organization. This performance includes work quality, productivity, job satisfaction, and adaptability to changes in the work environment. To achieve optimal performance, synergy between employees is needed through good collaboration, which can be realized through knowledge sharing and harmonious relationships between superiors and subordinates (LMX). Knowledge sharing provides opportunities for employees to share information, skills, and experiences, which in turn increases work efficiency and organizational innovation (Laksono, 2023). In addition, the quality of interpersonal relationships between leaders and employees, known as Leader Member Exchange (LMX), also has a significant effect on performance. Harmonious working relationships increase employees' motivation, loyalty, and inclination to contribute more to the organization (Mumtaz & Rowley, 2020).

Both factors contribute to the increase in extra-role behavior or Organizational Citizenship Behavior (OCB), which is the voluntary behavior of employees that is not included in the formal job description but supports the smooth running of the organization (Cugueró-Escofet et al., 2019). Gudeg Yu Djum Central,

as one of the one. Yogyakarta's culinary icon, has around 100 employees spread across several branches. A strong work culture, especially in the form of close family relationships between superiors and subordinates, is one of the strengths of this company. However, based on the results of interviews and the distribution of questionnaires in this study, several problems were found related to the decline in performance, such as low work efficiency, lack of initiative, and policy uncertainty due to management changes from outside the company. This condition shows the importance of understanding the factors that affect employee performance, especially knowledge sharing, LMX, and OCB. This study aims to analyze the influence of knowledge sharing and leader-member exchange on employee performance with organizational citizenship behavior as a mediating variable in the efforts of Gudeg Yu Djum Central.

FORMULATION OF THE PROBLEM

In this problem formulation, the research questions are as follows:

1. Does Knowledge Sharing have an effect on Organizational Citizenship Behavior (OCB) in Gudeg Yu Djum Central?
2. Does the Leader-Member Exchange (LMX) affect the Organizational Citizenship Behavior (OCB) in Gudeg Yu Djum Central?
3. Does Organizational Citizenship Behavior (OCB) affect employee performance at Gudeg Yu Djum Central?
4. Does Leader-Member Exchange (LMX) affect performance through Organizational Citizenship Behavior (OCB)?
5. Does Knowledge Sharing affect performance through Organizational Citizenship Behavior (OCB) at Gudeg Yu Djum Central?
6. Does the Leader-Member Exchange (LMX) have a direct effect on the performance at Gudeg Yu Djum Central?

LITERATURE REVIEW AND MODEL DEVELOPMENT

Influence Between Research Variables

The Effect of Knowledge Sharing on Organizational Citizenship Behavior

Knowledge Sharing influences Organizational Citizenship Behavior through increased mutual trust and cooperation between employees. This knowledge sharing process encourages employees to behave more altruistically, help colleagues, and comply with organizational rules without strict supervision. According to (Afshar Jalili & Salempour, 2020), knowledge sharing encourages extra behaviors like OCB because it reinforces collective engagement and a sense of responsibility. According to (Nguyen et al., 2021), it shows that trust between employees and support from leaders play an important role in creating high OCB through knowledge sharing. (Mutahar et al., 2022) also highlighted the importance of the information sharing process to improve teamwork. Support from technology in knowledge sharing is also considered effective in improving employee proactive behavior (Swart et al., 2022).

H1: Knowledge Sharing has a positive effect on Behavior's Organizational Citizenship

The Influence of Member Exchange Leaders on Organizational Citizenship Behavior

A qualified Member Exchange leader can increase trust and mutual respect between leaders and employees, which encourages employees to perform additional tasks outside of their formal responsibilities. According to (Tano et al., 2023), a positive member exchange leader is able to increase engagement with employees in voluntary tasks which reflects OCB. Harmonious relationships can create intrinsic motivation for employees to support success in a team (Heriyadi et al., 2020). In addition, according to (Terpstra-Tong et al., 2020), it is stated that good communication between leaders and employees in LMX itself is able to encourage employee initiative behavior. Meanwhile, according to (Santoso et al., 2022), it was found that high LMX can significantly increase employee contributions in the organization through closer collaborative behavior.

H2: Leader Member Exchange has a positive effect on Organizational Citizenship Behavior (OCB).

The influence of Organizational Citizenship Behavior (OCB) on Performance

Organizational Citizenship Behavior (OCB) contributes to improving employee performance through proactive behaviors, such as helping coworkers, completing additional tasks, and maintaining harmony in the team. According to (Ayu Putu Widani Sugianingrat et al., 2019), OCB significantly improves operational efficiency and work quality. In addition, (Rembet et al., 2020) show that OCB creates a cooperative work environment, thereby supporting employee productivity and adaptability. (Suhardi et al., 2022) also mentioned that the voluntary contribution of employees through OCB is able to reduce conflicts and increase team effectiveness.

H3: Organizational Citizenship Behavior has a Positive Effect on Performance

The Influence of Leader-Member Exchange on Performance through Organizational

Citizenship Behavior Leader-Member Exchange (LMX) is a theory that emphasizes the quality of the relationship between leaders and subordinates in the organization. A strong relationship between leaders and employees can increase trust, loyalty and support that encourages doing extra behaviors or OCB (Elshifa, 2020). (Gunawan et al., 2023b) said that a high Leader Member Exchange can improve employee performance. When leaders pay more attention to employees, their employees tend to show higher engagement in work and help colleagues without expecting anything in return (Sholikha & Eko Pujianto, 2023).

H4: Leader-Member Exchange has a positive effect on Performance through Organizational Citizenship Behavior at Gudeg Yu Djum central

The Effect of Knowledge Sharing on Performance through Organization Citizenship Behavior

Knowledge Sharing plays an important role in improving Organizational Citizenship Behavior (OCB), which ultimately has an impact on improving employee performance. Knowledge Sharing allows employees to share relevant experiences, skills and information in the work environment, thereby strengthening mutual trust and collaboration between individuals (Adil et al., 2023). (Rohayati & Indriyaningrum, 2023) if employees are actively involved in sharing knowledge, they tend to show extra behavior or help colleagues and show loyalty at work.

H5: Knowledge Sharing has a Positive Effect on Performance through Organizational Citizenship Behavior

Direct influence of leader member exchange on performance

Leader member exchange (LMX) is a mutual relationship between leaders and members that can directly affect employee performance. High-quality LMX is characterized by trust, open communication and support provided by leaders to their members so as to increase individual motivation and performance (Zulfa, 2021). (Maasy et al., 2022) mentioned that employees who have a good relationship with leaders tend to be more motivated and feel appreciated because they are given the opportunity to grow. (Anam et al., 2023) said that in addition to a strong relationship between leaders and members, it also allows for better coordination, so that tasks can be completed better and faster.

H6: Leader-Member Exchange has a direct effect on performance at Gudeg Yu Djum Pusat

Theoretical Framework

Based on several references from the literature review, the following is the research framework below.

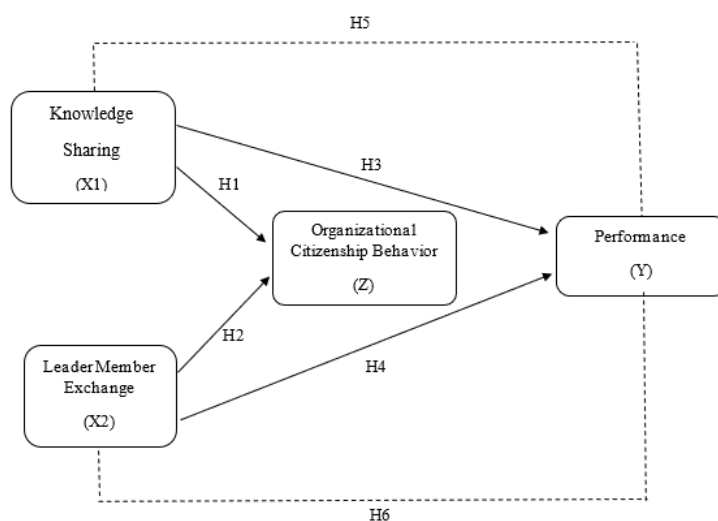


Figure 1. Framework of Thought

RESEARCH METHODOLOGY

Types and Sources of Research Data

This study applies a quantitative descriptive method. The descriptive approach aims to provide an overview of the social reality that occurs in society. Meanwhile, the quantitative method is an approach based on a systematic and structured understanding, by developing and using mathematical and structured models (Nur Fitria & Emy Prastiwi, 2022). In this regard, the researcher seeks to analyze the extent of the significant influence between independent variables, which include knowledge sharing and leader-member exchange, mediated by organizational citizenship behavior, on the dependent variable, namely performance.

Data source

Primary Data

Primary data is information collected directly from the source, one of which is through questionnaires. Questionnaires are used to collect data in a systematic and structured manner, allowing respondents to provide relevant and accurate answers.

Sampling techniques

Non-probability sampling with purposive sampling approach

Purposive sampling is a sampling method that is carried out based on certain criteria that are relevant to the research objective. This technique was chosen because it allows researchers to obtain representative data.

Population and Sample

Population

The population used in this study is all employees of the Gudeg Yu Djum center, which currently has a total of around 100 employees. This population includes sharing job roles such as cashiers, waiters, cooks, and delivery people.

Sample

Sampling is done because the participation of the entire population is often not possible, so smaller groups are chosen to facilitate data collection with more efficient time and cost.

Data Analysis Techniques

This study aims to determine the influence of knowledge sharing, leader-member exchange and organizational citizenship behavior on the performance of the Central Gudeg Yu Djum business by analyzing using IBM SPSS Statistic 25

DATA ANALYSIS RESULTS AND DISCUSSION

Data Analysis Results

Instrument Validity Test

The results of the validity test of knowledge sharing, leader-member exchange, organizational citizenship behavior and performance showed that all indicators in the four variables had a value of r calculated $> r$ table (0.220) and a significance of < 0.05 strengthened that the instrument used had good content validity. This means that the statements in the questionnaire are theoretically in accordance with the concept of each variable and are able to reflect the dimensions to be measured. This validity is an important basis in ensuring the reliability and objectivity of the data obtained, as well as increasing the inferential power of statistical analysis results, as valid data allows for more accurate conclusions to be drawn on the relationships between variables in the research.

Reliability Test

In this test, reliability is measured using Cronbach's Alpha. If the Cronbach's Alpha value > 0.6 , then the instrument is considered reliable and can be used in research.

Variables	Cronbach's Alpha	Descriptions
Knowledge Sharing (KS)	0,779	Reliabel
Leader-Member Exchange (LMX)	0,820	Reliabel
Organizational Citizenship Behavior (OCB)	0,783	Reliabel
performance(KIN)	0,859	Reliabel

Source: Primary data processed 2025

The results show that Cronbach's Alpha value for each variable is above at least 0.6. This suggests that all research instruments used have met the reliability requirements. Thus, the variables of knowledge sharing, leader-member exchange, organizational citizenship behavior, and performance can be said to have good internal consistency and are suitable for measuring data in research.

Descriptive Statistics

Descriptive statistical analysis provides an overview of the research variables based on respondents' answers. According to the measurement of the Likert scale, the highest rating is a score of 5 and the lowest rating is a score of 1. By specifying intervals.

The results of the descriptive analysis showed that all variables were in the good category. Knowledge Sharing averaged 3.37–3.62, reflecting a positive trend towards knowledge sharing practices. The Leader-

Member Exchange is in the range of 3.45–3.73, indicating a fairly harmonious boss-employee relationship. OCB shows high commitment with an average of up to 4.10, and Performance is at 3.51–3.78, indicating satisfaction and the achievement of good work targets.

Classic Assumptions

Normality Test

To test whether the observations are normally distributed or not, this test uses Smirnov colmogrov.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.15961648
Most Extreme Differences	Absolute	.089
	Positive	.065
	Negative	-.089
Test Statistic		.089
Asymp. Sig. (2-tailed)		.176 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Primary data, processed 2025

It can be seen that the normality test in Knowledge Sharing, Leader-Member Exchange, and Organizational Citizenship Behavior and Performance obtained an asymp.sig value of 0.176 > 0.05 so that it can be concluded that the data is distributed normally.

Heteroskedastista Test

The following table and significant results of the heteroscedasticity test in the research model.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,480	,617		,778	,439
	Knowledge Sharing	-,154	,130	-,778	-1,183	,240
	Lmx	,221	,148	1,288	1,498	,138
	Ocb	-,073	,067	-,396	-1,078	,284

a. Dependent Variable: ABS RES

Source: Primary data, processed 2025

The glycer heteroscedasticity test was stated to have a significant value of independent variables and the above mediation was greater than 0.05. Therefore, it can be concluded that there is no heteroscedasticity in this model.

Multicollinearity Test

Multicollinearity test by looking at tolerance and its opponent variance inflation factor (VIF). If the tolerance value is above 0.1 and the VIF value is below 10, multicollinearity does not occur.

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Knowledge Sharing	,029	34,422
	Lmx	,017	58,929
	OCB	,093	10,722
a. Dependent Variable: Kinerja			

Source: Primary data, processed 2025

The tolerance value > 0.10 or the VIF value < 10 will not occur.

Linear Regression Test

Linear regression tests were used to determine the influence of knowledge sharing, leader-member exchange on performance, either directly or through the mediating role of organizational citizenship behavior. The regression results revealed that Leader-Member Exchange (LMX) consistently had a significant positive influence on Employee Performance and Organizational Citizenship Behavior (OCB). Meanwhile, Knowledge Sharing (KS) actually showed a significant negative influence on these two variables. When OCB was included as a mediating variable, all three variables still showed a significant influence on performance, suggesting that OCB partially mediated the relationship between KS and LMX on employee performance.

Hypothesis Test

T Test

What is meant by statistical tests (t-test) is to show how far the influence of one independent variable is, mediation individually explains the variation of the dependent variable.

1. The results of the t-test showed that the Knowledge Sharing variable had a regression coefficient of -1,651 with a t-value of -8,396 and a significance of 0.000. Because the significance value is less than 0.05, it can be concluded that Knowledge Sharing has a significant effect on Employee Performance. Accepted
2. The results of the t-test showed that the Leader-Member Exchange variable had a regression coefficient of 2,119, with a t-value of 12,420 and a significance of 0.000. Since the significance value is less than 0.05, it can be concluded that the Leader-Member Exchange has a significant effect on Employee Performance. Accepted

3. The results of the t-test showed that the Knowledge Sharing variable had a regression coefficient of -0.830, with a t-value of -4.168 and a significance of 0.000. Because the significance value is less than 0.05, it can be concluded that Knowledge Sharing has a significant effect on Organizational Citizenship Behavior (OCB). Accepted

4. The results of the t-test show that the Lead variable The Leader-Member Exchange has a regression coefficient of 1.590, with a t-value of 9.196 and a significance of 0.000. Because the significance value < 0.05, it can be concluded that Leader-Member Exchange has a significant effect on Organizational Citizenship Behavior (OCB). Accepted.

5. The results of the t-test showed that the Organizational Citizenship Behavior variable had a regression coefficient of 0.794, with a t-value of 20.151 and a significance of 0.000. Because the significance value is less than 0.05, it can be concluded that Organizational Citizenship Behavior has a significant effect on Employee Performance. Thus, the hypothesis that states that Organizational Citizenship Behavior has an effect on Employee Performance. Accepted

Test F

The statistical test F is used to determine whether all the independent variables included in the regression model have a simultaneous effect on the dependent variables. If the significance probability value is < 0.05, then this research model is a feasible or appropriate model to use.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	941,568	3	313,856	224,537	.000 ^b
	Residual	106,232	76	1,398		
	Total	1047,800	79			
a. Dependent Variable: Kinerja						
b. Predictors: (Constant), Knowledge sharing, LMX, OCB						

Source: Primary data, processed 2025

From the data above, it can be seen that the F value is calculated as 224,537 with a significance value (Sig.) of 0.000. Because the significance value < 0.05, it can be concluded that simultaneously the variables of knowledge sharing, leade-member exchange and organizational citizenship behavior have a significant effect on performance.

Mediation Test

In this mediation test, a sobel test was carried out to determine whether organizational citizenship behavior plays a role as a mediating variable in the relationship between independent and dependent variables.

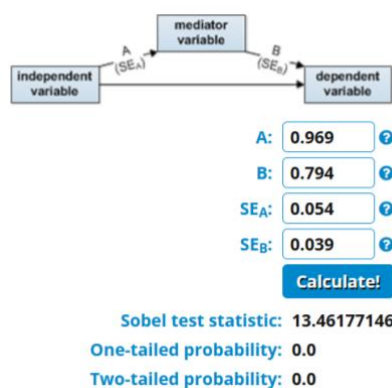


Figure 2. Mediation

Knowledge Sharing → Organizational Citizenship Behavior → Performance. It shows that the z-value is 13.461 with a p-value of 0.000 which means a z-value of >1.96 and $p < 0.05$. Thus, it can be concluded that Organizational Citizenship Behavior (OCB) significantly mediates the influence of Knowledge Sharing on performance. This means that the higher the knowledge sharing that occurs in the organization, it will increase the OCB of employees which in the end has a positive impact on improving their performance.

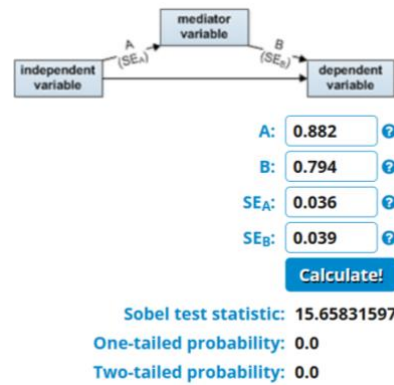


Figure 3. Mediation

Leader-member exchange → Organizational citizenship behavior → performance. It shows that the z value is 15.658 with a p-value of 0.000 which also shows that the z value is > 1.96 and $p < 0.05$. It can therefore be concluded that OCB significantly mediates the influence of leader-member exchange on performance. This means that the quality of a good relationship between superiors and employees will encourage the emergence of OCB behavior, which will further contribute to improving employee performance.

Coefficient of Determination (Adjusted R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948 ^a	.899	.895	1.18228
a. Predictors: (Constant), KS, LMX, OCB				

The coefficient of determination (Adjusted R²) = 0.895 of which the independent variable simultaneously affected the related variable by 89.5%, the remaining 10.1% was influenced by other variables that were not included or outside of this study.

RESEARCH RESULTS

The results of the study show that Leader-Member Exchange (LMX) has a positive and significant influence on Organizational Citizenship Behavior (OCB) and Employee Performance. This indicates that a harmonious relationship between superiors and subordinates can increase loyalty, trust, and work performance. On the other hand, Knowledge Sharing (KS) actually shows a significant negative influence on OCB and performance, although in theory knowledge sharing practices should support both aspects. These findings are corroborated by descriptive data showing that the majority of employees are already active in sharing information, but there is still room for improvement. Furthermore, the results of the mediation test with the Sobel test showed that OCB significantly mediated the relationship between KS and LMX on performance. This means that when employees exhibit extra-role behaviors, such as helping coworkers voluntarily, the positive impact of LMX will be stronger, while the negative impact of KS on performance can be minimized. Overall, these findings affirm the importance of building good working

relationships and encouraging a culture of voluntary work (OCB) to improve overall organizational performance.

Suggestion

Some of the things that are inputs according to this study are based on

The results and discussions that have been presented are as follows:

a) Time Management Optimization

In the context of a culinary company like Gudeg Yu Djum, time management that needs to be implemented includes structured work scheduling for each division, division of tasks according to employees' abilities, and the use of daily checklists to ensure that each process runs efficiently and according to standards. In addition, companies also need to provide practical work efficiency training, such as techniques for serving food quickly during peak hours or setting the order of work in the kitchen so that there is no accumulation of tasks. These measures aim to ensure that employees are able to complete work faster, remain qualified, and in accordance with company standards.

b) Building a Culture of Mutual Trust and Collaboration

Gudeg Yu Djum needs to create a work environment that encourages mutual understanding trust between employees so that they feel safe in sharing information and experiences. This can be done through regular team building activities, open communication training, and giving appreciation to employees who are active in sharing knowledge. A collaborative and supportive work culture not only strengthens relationships between colleagues, but also increases the effectiveness of teamwork and supports the achievement of company goals together.

c) Employee Competency Improvement The company is advised to hold regular training and work skill development to improve employee competence, both technically and non-technically. This training can include time management, excellent service techniques, and work management in the kitchen or cashier. With this increase in competencies, employees will be more confident, able to work more efficiently, and have the readiness to share ideas or experiences in completing tasks optimally.

Conclusion

Based on the results of the research that has been carried out, it can be concluded as follows:

1. Knowledge sharing has a significant positive effect on organizational citizenship behavior. This means that the higher the level of knowledge sharing within the organization, the more the organizational citizenship behavior shown by employees, such as helping colleagues and contributing more to the company.
2. Leader-member exchange also has a positive and significant effect on organizational citizenship behavior. A good relationship between leaders and employees increases employees' sense of trust, support, and loyalty, ultimately motivating them to work more than expected.
3. Organizational citizenship behavior has a positive and significant effect on performance. Employees who have a high OCB level tend to be more committed to their work, help colleagues, and support the achievement of organizational goals, which in turn finally improving their performance.
4. Knowledge sharing not only has a direct influence on employee performance, but also through organizational citizenship behavior as a mediating variable. This means that the higher the knowledge sharing in the organization, the higher the OCB, which ultimately improves performance.
5. Leader-member exchange also affects performance directly and indirectly through OCB. In other words, a good relationship between leaders and employees not only improves OCB, but also impacts improving employee performance.

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