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## The Influence of Inclusive Leadership and Knowledge-Sharing Behavior on Organizational Citizenship Behavior Which Is Mediated by Job Satisfaction and Work Engagement in The Pidie District Financial Management Agency

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### Abstract

This study aims to investigate the influence of inclusive leadership and knowledge-sharing behavior on organizational citizenship behavior (OCB), mediated by job satisfaction and job involvement at the Financial Management Agency of Pidie District. The data were collected through questionnaires distributed to employees, and confirmatory factor analysis was conducted to test the indicators of the variables. The results reveal that Inclusive leadership and Knowledge sharing behavior affected Job Satisfaction, Work Engagement, and OCB; Job Satisfaction and Work Engagement affected OCB; and Inclusive leadership and Knowledge sharing behavior affected OCB through Job Satisfaction and Work Engagement. These findings prove that Job Satisfaction and Work Engagement are 2 variables that function as partial mediators in the model. So, these things explain that the model for increasing OCB at the Pidie District Financial Management Agency is a function of strengthening inclusive leadership, strengthening knowledge-sharing behavior, increasing job satisfaction, and increasing employee work engagement. This conclusion can be stated as a premise that is the basis for developing theory through further research.

**Keywords:** Inclusive leadership, Knowledge sharing behavior, Organizational citizenship behavior, Job satisfaction, Job involvement.

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### 1. Introduction

In an era of increasingly stringent globalization, the role of human resources is the main key to achieving a competitive advantage for an organization. Employees who have high knowledge, skills, attitudes, and motivation are expected to be able to make a positive contribution to the company's performance and success. Therefore, organizations need to pay attention to factors that can influence work quality and employee satisfaction. One relevant theory is the inclusive leadership theory put forward by (Hollander, 2009). This theory emphasizes the importance of leaders in creating a work environment that supports, motivates, and empowers employees. Inclusive leaders tend to provide support, appreciation, and participation opportunities to their team members, thereby creating a positive and collaborative work climate.

One factor that has been widely researched concerning employee job satisfaction is leadership. Effective leadership can create a conducive work environment, motivate employees, and improve individual and team performance. Previous research, such as that conducted by

(Pratama, Ismiasih, Suswatiningsih, & Dinarti, 2022), shows that the implementation of good leadership has a positive impact on employee job satisfaction.

Apart from that, the knowledge-sharing factor also has an important role in increasing employee job satisfaction. According to Simanjuntak and (Simanjuntak & Sitio, 2021), good knowledge-sharing practices can increase collaboration, innovation, and individual performance in organizations. By sharing knowledge, employees can learn from each other, develop, and feel appreciated, which ultimately can increase their job satisfaction. The theory of knowledge-sharing behavior also has an important role in the organizational context. According to (Nonaka & Takeuchi, 1995), knowledge-sharing behavior is a process in which individuals or groups share information, ideas, and experiences to increase mutual understanding and create added value for the organization. Knowledge-sharing behavior is considered key to enhancing innovation, organizational learning, and overall performance.

However, although these theories provide a strong basis for understanding the importance of inclusive leadership and knowledge-sharing behavior in organizational contexts, there is still a lack of research that integrates these two variables in one comprehensive conceptual framework. Therefore, this study aims to fill this gap in the literature by investigating the relationship between inclusive leadership, knowledge-sharing behavior, job satisfaction, work involvement, and organizational citizenship behavior (OCB) in the Pidie District Financial Management Agency.

Thus, it is hoped that this research can provide a deeper understanding of the factors that influence OCB in specific work environments, as well as provide valuable insights for organizational leaders in developing effective human resource management strategies based on background theories that already exist.

## **2. Literature**

### **Organizational Citizenship Behavior**

The term Organizational Citizenship Behavior (OCB) was introduced in the early 1980s, although a similar concept had been used by (Barnard, 2018) before that year, who referred to “willingness to cooperate” as a similar concept. OCB includes a variety of behaviors, such as helping others, volunteering for extra tasks, and complying with workplace rules and procedures. This behavior shows added value from employees as a form of prosocial behavior, which is helpful, positive, and socially constructive.

### **Job satisfaction**

A person who feels satisfaction at work will of course make every effort to complete the work tasks given to him with all the abilities he has so that his performance will increase. Organizations need employees who can work better, faster, and more thoroughly. To achieve this, satisfaction must be maintained and maintained and always paid attention to (Robbins & Judge, 2017).

### **Work Engagement**

Job involvement or work involvement is a bond between employees in an organization (Scott, Bishop, & Chen, 2003) in (Widyacahya & Wulandari, 2018). It refers to the degree to which an employee is psychologically connected to his or her work, is actively involved in his or her

tasks, and considers that performance on the job is important to his or her success (Robbins, Coulter, & Cenzo, 2019).

### **Inclusive Leadership**

According to (Wahyuniardi & Nababan, 2018) leadership is the ability to direct individual or group behavior in achieving certain goals in certain situations. It is also a social phenomenon in which interactions occur between leaders and those led to achieve common goals, which can involve influence, persuasion, motivation, and coordination.

### **Knowledge Sharing Behavior**

Knowledge sharing is the process by which individuals or organizations transfer information through various types of media. Everyone has the freedom to choose the media they deem suitable for sharing knowledge, as long as the message conveyed can be understood by the recipient (Lumbantobing, 2011). Additionally, knowledge sharing allows communities to recognize, promote, and disseminate best practices.

### **Hypothesis**

Based on the literature, the authors formulated the hypothesis as follows.

- H1: Inclusive Leadership affected Job Satisfaction
- H2: Knowledge Sharing Behavior affected Job Satisfaction
- H3: Inclusive Leadership affected Work Engagement
- H4: Knowledge Sharing Behavior affected Work Engagement
- H5: Inclusive Leadership Affected OCB
- H6: Sharing Behavior affected OCB
- H7: Job Satisfaction affected OCB
- H8: Work Engagement affected OCB
- H9: Inclusive Leadership affected OCB through Job Satisfaction
- H10: Knowledge Sharing Behavior affected OCB through Job Satisfaction
- H11: Inclusive Leadership affected OCB through Work Engagement
- H12: Knowledge Sharing Behavior affected OCB through Work Engagement

## **3. Method**

### **Respondent**

(Ghozali, 2017) defines population as the totality of subjects who are the focus of research. If research is intended to investigate all elements within the research area, then it is called population research. The population in this study is the entire staff working at the Pidie District Financial Management Agency, totaling 108 people. The sampling technique used is a census where the entire population will be used as a sample. Thus, the sample in this study was 108 people.

### **Data collection**

For analysis purposes, research requires primary and secondary data. Therefore, in this study, the data collected for analysis is primary data. Primary data was collected directly through the use of a questionnaire containing a number of questions, which was distributed to employees of the Pidie District Financial Management Agency.

## Data Analysis Techniques

The data analysis technique used is SEM (Structural Equation Modeling), which is an effective multivariate data analysis technique that combine factor analysis with structural analysis (Hair, Hult, Ringle, & Sarstedt, 2016). As for data processing, we used the AMOS software.

## 4. Result

### Instrument Testing

Evaluation of the quality of data can be done through validity and reliability testing using the correlation coefficient from Cronbach Alpha. Cronbach Alpha is a method commonly used in social science research to measure the level of reliability and validity of research instruments

**Table 1. Validity Testing**

No. Statement		Variable	Correlation coefficient	Critical Value5% (N=108)	Note
1	A1	Inclusive Leadership	0.893	0.189	Valid
2	A2		0.875		
3	A3		0.852		
4	A4		0.475		
5	A5		0.863		
6	B1	Knowledge Sharing Behavior	0.904	0.189	Valid
7	B2		0.879		
8	B3		0.895		
9	B4		0.816		
10	C1	Job satisfaction	0.938	0.189	Valid
11	C2		0.957		
12	C3		0.908		
13	C4		0.942		
14	D1	Work Engagement	0.871	0.189	Valid
15	D2		0.858		
16	D3		0.845		
17	D4		0.511		
18	E1	OCB	0.941	0.189	Valid
19	E2		0.900		
20	E3		0.880		
21	E4		0.901		
22	E5		0.923		
23	E6		0.889		
24	E7		0.856		
25	E8		0.864		
26	E9		0.721		
27	E10		0.906		

**Source:** Primary Data, 2023 (Processed)

Table 1 concludes that all variables used in this research have been proven valid. This can be seen from the correlation coefficient which exceeds the critical value of product-moment correlation, which is 0.189. Therefore, all questions in this research questionnaire are

considered valid and worthy of continuing to a more in-depth research stage. Thus, all indicators for each variable have met the requirements to proceed to the next testing stage.

**Table 2. Reliability Testing**

No.	Variable	Items Variable	Alpha Value	Note
1.	Inclusive Leadership (X1)	5	0.930	Reliable
2.	Knowledge Sharing Behavior (X2)	4	0.894	Reliable
3.	Job satisfaction (Y1)	4	0.951	Reliable
4.	Work Engagement (Y2)	4	0.731	Reliable
5.	OCB (Z)	10	0.966	Reliable

**Source:** Primary Data, 2023 (Processed)

Based on reliability analysis, the alpha value obtained for each respondent's perception variable is as follows: the Inclusive Leadership variable has an alpha of 0.930, the Knowledge Sharing Behavior variable has an alpha of 0.894, the Job Satisfaction variable has an alpha of 0.951, the Work Engagement variable has an alpha of 0.731, and the OCB variable has an alpha of 0.966. This shows that the reliability measurement of the research variables meets the Cronbach Alpha reliability standard, where the alpha value is greater than 0.60. In the relationship between variables, there are main differences between measurement models and structural models. In the measurement model, all constructs are treated as independent variables, whereas the structural model, explains the causal relationship between constructs. The relationship between each indicator forming the construct is explained in a more detailed table. After fulfilling all assumptions, hypothesis testing is carried out based on the Critical Ratio (CR) value of the causal relationship resulting from SEM processing, as listed in Table 3.

**Table 3. Regression**

		Estimate	S.E	CR	P
Job satisfaction	<-- Inclusive_Leadership	,341	.105	3,158	***
Work_Involvement	<-- Knowledge_Sharing Behavior	,243	.106	2,642	.021
Work_Involvement	<-- Inclusive_Leadership	,264	.101	2,858	,009
Job satisfaction	<-- Knowledge_Sharing Behavior	,221	.106	2,325	.033
OCB	<-- Knowledge_Sharing Behavior	,350	,139	4,340	***
OCB	<-- Inclusive_Leadership	,231	,189	2,453	,027
OCB	<-- Job satisfaction	,315	,060	4,325	***
OCB	<-- Work_Involvement	.401	,069	4,659	***

**Source:** Processed Primary Data, (2024)

### Conclusion of Structural Model Test

Furthermore, the test results of each hypothesis above will be presented briefly in Table 4 regarding the hypothesis conclusions below.

**Table 4. Hypothetical Conclusion**

No	Hypothesis	CRCut off >1.96	P Value Cut off < 0.05	Information
1	Testing the Inclusive Leadership on Job Satisfaction	3,158	0,000 (Sig, < 5%)	H1 Accepted
2	Testing the Knowledge-Sharing Behavior on Job Satisfaction	2,325	0.033 (Sig, < 5%)	H2 Accepted
3	Examining the Inclusive Leadership on Work Engagement	2,858	0.009 (Sig, < 5%)	H3 Accepted
4	Testing the Knowledge-Sharing Behavior on Work Engagement	2,642	0.021 (Sig, < 5%)	H4 Accepted
5	Testing the Inclusive Leadership on OCB	2,457	0.027 (Sig, < 5%)	H5 Accepted
6	Testing the knowledge Sharing Behavior on OCB	4,340	0,000 (Sig, < 5%)	H6 Accepted
7	Testing the Job Satisfaction on OCB	4,325	0,000 (Sig, < 5%)	H7 Accepted
8	Testing the Work Engagement on OCB	4,659	0,000 (Sig, < 5%)	H8 Accepted
9.	Testing the Inclusive Leadership on OCB through Job Satisfaction	2,761	0.005 (Sig, < 5%)	H9 Accepted (Partial Mediation)
10.	Testing the knowledge Sharing Behavior on OCB through Job Satisfaction	2,308	0.020 (Sig, < 5%)	H10 Accepted (Partial Mediation)
11	Testing Inclusive Leadership on OCB through Work Engagement	2,383	0.017 (Sig, < 5%)	H11 Accepted (Partial Mediation)
12	Testing the Knowledge-Sharing Behavior on OCB through Work Engagement	2,132	0.032 (Sig, < 5%)	H12 Accepted (Partial Mediation)

\*\*\*, Significant at 5% Level

## 5. Conclusion

The test results show that the model proposed is valid and reliable, and passes the fit test. So the model is suitable to be continued in testing the significant impact between variables. Furthermore, in testing the direct influence model, it produces: Inclusive Leadership affected Job Satisfaction, Knowledge Sharing Behavior affected Job Satisfaction, Inclusive Leadership affected Work Engagement, Knowledge Sharing Behavior affected Work Engagement, Inclusive Leadership affected OCB, Sharing Behavior affected OCB, Job Satisfaction affected OCB, and Work Engagement affected OCB. These findings explain that the direct tests all showed a significant impact, by the proposed hypothesis.

Furthermore, the results of the indirect influence test show that Inclusive Leadership affected OCB through Job Satisfaction, Knowledge Sharing Behavior affected OCB through Job Satisfaction, Inclusive Leadership affected OCB through Work Engagement, and Knowledge Sharing Behavior affected OCB through Work Engagement. All test results also show that they are following the proposed hypothesis, that Job Satisfaction and Work Engagement have a significant mediating impact. These results also reveal that Job Satisfaction and Work Engagement are 2 variables that function as partial mediators in the model. These findings also explain that it is proven that the model for increasing OCB at the Pidie District Financial Management Agency is a function of strengthening inclusive leadership, strengthening knowledge-sharing behavior, increasing job satisfaction, and increasing employee work engagement. This conclusion can be stated as a premise that is the basis for developing theory through further research in the future.

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