

# The Impact Of Organizational Citizenship Behavior On Employee Performance: The Mediating Role Of Knowledge Sharing

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## Abstract

**Background and Purpose:** In today's competitive industrial environment, human behavioral factors play a decisive role in the efficiency and quality of manufacturing organizations. This research aimed to investigate the mediating role of knowledge sharing in the relationship between organizational citizenship behavior and employee performance in Saudi manufacturing companies.

**Methods:** This applied study utilized a descriptive-survey approach and was conducted using structural equation modeling in LISREL software. The statistical population consisted of employees of manufacturing companies in Riyadh City, Kingdom of Saudi Arabia. Using Cochran's formula, 278 participants were selected as the sample, and ultimately 265 questionnaires were analyzed. Research instruments included standardized questionnaires: Podsakoff et al.'s (2009) Organizational Citizenship Behavior questionnaire, Wu and Lee's (2017) Knowledge Sharing questionnaire, and Van Dyk et al.'s (2013) Employee Performance questionnaire.

**Findings:** The results revealed that organizational citizenship behavior has a significant positive direct effect on knowledge sharing ( $\beta=0.69$ ) and employee performance. Knowledge sharing also showed a significant positive direct effect on employee performance ( $\beta=0.37$ ). Furthermore, organizational citizenship behavior had a significant positive indirect effect on employee performance through knowledge sharing ( $\beta=0.26$ ).

**Conclusion:** The findings indicate that knowledge sharing serves as an important mechanism that explains the relationship between organizational citizenship behavior and employee performance in Saudi manufacturing companies. These results emphasize the importance of simultaneously considering behavioral factors and knowledge-based processes in improving organizational performance and can provide a suitable basis for manufacturing industry managers in designing performance improvement strategies.

**Keywords:** Organizational Citizenship Behavior, Knowledge Sharing, Employee Performance, Manufacturing Industries, Saudi Arabi

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## INTRODUCTION

In today's competitive industrial environment, the superiority of manufacturing organizations does not solely depend on advanced technologies; rather, human actions and behavioral factors remain the ultimate determinants of efficiency and quality. This is particularly significant in a country like Saudi Arabia, where the manufacturing sector represents a key pillar of the national economy and a central component of the Vision 2030 strategy for economic diversification. Saudi Arabia's manufacturing industries – including petrochemicals, electronics, machinery, and food production – play a vital role in supporting industrial growth, reducing reliance on oil revenues, and creating employment opportunities, despite challenges related to workforce skills, technology adoption, and global competition.

In this economic-industrial context, Organizational Citizenship Behavior (OCB) is regarded as a key factor for overcoming organizational challenges and achieving operational excellence (Podsakoff et al., 2009; Chang et al., 2021). In Saudi's manufacturing environments, which face operational complexities and a need for flexibility, OCB can lay the groundwork for effective collaboration and improved organizational

communication (Chahal and Mehta, 2010; Organ, 2018). On the other hand, knowledge sharing is considered a fundamental strategy for enhancing productivity and innovation in these companies (Teh & Sun, 2012; Wu & Lee, 2017). Given that Saudi manufacturing industries must adapt to new technologies and global standards, knowledge sharing can strengthen the organization's collective ability to solve problems and adapt to changes (Kim & Park, 2017; Abdullah et al., 2022).

However, despite investments made in Saudi's manufacturing sector, many of the country's manufacturing companies continue to face persistent challenges in productivity and product quality (Vu, 2020; Bhatti et al., 2020). Although previous studies have indicated a positive relationship between Organizational Citizenship Behavior and organizational performance (Podsakoff et al., 2009; Meher and Mishra, 2022), as well as the impact of knowledge sharing on innovation and efficiency (Teh and Sun, 2012; Nwankpa and Roumani, 2016), empirical evidence on the mediating role of knowledge sharing in the relationship between OCB and employee performance in the specific context of Saudi's manufacturing industries remains very limited (Chang et al., 2021; Vu, 2020).

This research focuses on employees of selected manufacturing companies in Saudi's industrial zones, including petrochemicals, electronics, and metals industries, to investigate this triple relationship. These industries were selected due to their significant contribution to Saudi's economy and their representation of various manufacturing sectors. The findings of this study can contribute to the development of appropriate management strategies for strengthening organizational culture, improving knowledge-sharing processes, and ultimately enhancing employee performance in Saudi's manufacturing industries, thereby playing a valuable role in the country's sustainable economic development.

## LITERATURE REVIEW

### **Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior (OCB) is defined as voluntary, discretionary actions taken by employees that are not formally rewarded by the reward system, but are in exchange with organizational effectiveness (Organ, 2018; Podsakoff et al., 2009). OCB includes many constructs: altruism (assisting others in getting things done), conscientiousness (conforming to the norms and going over and above role expectations), sportsmanship (keeping a positive orientation in the face of challenges), courtesy (avoiding conflict by respecting and communicating), and civic virtue (responsible in the governance of organizations).

In manufacturing industries, these behaviors promote collaboration, coordination and operational efficiency (Chahal & Mehta, 2010; Chang et al., 2021). Individuals who will help out their co-workers voluntarily or keep discipline beyond the essential minimum reduce the production delays and increase the stability of flows (Turnipseed & Rassuli, 2005). Empirical findings confirmed that OCB improves the organisational effectiveness in terms of enhanced cooperation, communication, and morale (Podsakoff et al., 2009; Vu, 2020). Therefore, OCB is a pivotal behavioral process and connects the individual attitude to manufacturing performance.

### **Knowledge Sharing**

Definition of Knowledge Sharing: Knowledge sharing is the process in which individuals share their explicit knowledge (codified, documented knowledge) and their tacit knowledge (personal knowledge, experience and skills) to generate shared knowledge and performance (Teh & Sun, 2012 and Kim & Park, 2017). Explicit knowledge is usually passed on in the form of manuals, databases, reports etc. while tacit knowledge depends on personal communication and trust-based relationships (Wu & Lee, 2017).

In manufacturing settings, knowledge-shared enables continuous learning, problem-solving, and innovation by allowing employees to make experience valuable for production processes (Abdullah et al., 2022). It reinforces teamwork among the production teams that enables firms to quickly adapt to any changes in design or challenges during their operations (Han et al., 2019). In addition, it has been shown that when employees participate in knowledge exchange, it creates mutual respect, creativity, and commitment among employees, thereby enhancing productivity and quality results (Bhatti et al., 2020; Nwankpa and Roumani, 2016).

### **Employee Performance**

Employee performance is the extent to which an employee performs his or her duties and makes a contribution to the organizational goals (Van Dyk et al., 2013). In manufacturing organizations performance is usually measured in terms of such indicators as productivity, product quality, team work and task time (Turnipseed & Rassuli, 2005; Meher & Mishra, 2022).

There are many factors that affect the performance of employees such as motivation, job satisfaction, leadership pattern, and organizational culture (Vu, 2020). In industrial organizations where job performance has direct impact on efficiency of production and quality of products, behavioral variables such as OCB and knowledge sharing have been found to be of crucial importance (Teh & Sun, 2012). Involuntary cooperation, discipline enforcement and the provision of technical information to peers by employees has a positive effect on the functioning of operations, which minimizes production mistakes and allows for greater firm competition.

### **Empirical Review**

This study is based mainly on two theories that are complementary to each other: Social Exchange Theory (SET) and the Knowledge-Based View (KBV) of the firm.

According to Social Exchange Theory, relationships in the workplace are characterized by reciprocal interactions in which employees respond to organizational support and fairness with good behaviors (OCB and knowledge sharing) (Blau, 1964; Organ, 2018). Employees who feel they are treated equitably and that they work in supportive environments are more likely to show discretionary behaviors that drive better performance at the organization (Vu, 2020).

The Knowledge Based View assumes knowledge is an important resource for organizations and the competitive advantage comes from the effective creation, sharing and use of knowledge (Grant, 1996; Teh & Sun, 2012). Within this framework, knowledge sharing serves as a bridge between the benefits of OCB (a behavioral resource) and enhanced employee and organization outcomes. Integrating SET and KBV thus, offers a logical basis for exploring knowledge sharing as a mediating mechanism in the OCB - performance relationship.

A growing body of literature has discussed the relationships between OCB, knowledge sharing and performance in different organizational contexts. For example, Teh and Sun (2012) in a study of service industries, they found that knowledge sharing mediates the relationship between OCB and innovation performance. Similarly, Wu and Lee (2017) showed that employees who have strong OCB tendencies are more willing to share tacit knowledge that will improve team performance. Vu (2020), in a study of manufacturing firms in Vietnam, confirmed that OCB has a significant impact on employee's performance, although the mediating effect of knowledge sharing has not been extensively explored.

More recent studies (Haass et al., 2023; de Geus et al., 2020; Amin et al., 2025) highlight that though the effects of OCB and knowledge sharing are independent on performance, there is a dearth of empirical studies that have examined this mediation model in manufacturing environments, which is a focus of this study. Furthermore, most of the research in the past has focused on the service sectors and limited evidence is available concerning the ways in which employees in production lines whose work depends strongly on coordination translate citizenship behaviors into measurable performance results.

### **METHODOLOGY**

The current study employed an applied research design with a descriptive-survey approach, falling under correlational studies, utilizing LISREL software and Structural Equation Modeling (SEM). The statistical population consisted of employees of manufacturing companies in Riyadh, Saudi Arabia. Using Cochran's formula, the sample size was determined to be 278 participants, with 265 questionnaires (equivalent to 95.3%) ultimately being returned and analyzed. Data collection instruments included four standardized questionnaires: a demographic section, Podsakoff et al.'s (2009) 16-item Organizational Citizenship Behavior questionnaire assesses five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Wu and Lee's (2017) 24-item Knowledge Sharing questionnaire measuring six components (explicit knowledge sharing, tacit knowledge sharing, knowledge sharing intention, quality of shared knowledge, knowledge sharing culture, and knowledge sharing infrastructure), and Van Dyk et al.'s (2013) 20-item

Employee Performance questionnaire measuring five components (task performance, contextual performance, innovative performance, quality performance, and learning performance).

The validity of the instruments was confirmed through content validity (by 10 management professors) and construct validity (confirmatory factor analysis), while reliability was verified by calculating Cronbach's alpha and composite reliability. Data were analyzed using descriptive and inferential statistics, including confirmatory factor analysis and structural equation modeling in LISREL software.

### Findings

The demographic data characterise the population of the study including age, gender, position in the job, experience and educational qualifications of the participants. Knowledge of these demographics enables places the findings in the context of the actual workforce of manufacturing in Saudi Arabia. Of the 300 questionnaires distributed, 265 valid respondents completed their questionnaires, which was an effective response rate of 88.3%. Based on the results presented in Table 1, male respondents were the majority (62.6%) as compared with females (37.4%) similar to the gender balance found for industrial works. In terms of age, the majority of participants (46.8%) was of middle age (31-40 years), followed by people of young age (21-30 years, 28.3%) and those of older age (older than 50 years, 8.7%). In terms of work position, the management personnel represented 18.9% of respondents, supervisors' position represented 33.6% and for the operational employees 47.5%. A majority (41.5%) had 6-10 years of work experience, showing familiarity with workings of the organization whereas 34.0% had 1-5 years of experience. In terms of the education levels, 53.6% had a bachelor's degree, 27.5% had a diploma or equivalent, and 18.9% had a postgraduate qualification, indicating a fairly well-educated workforce.

**Table 1:** Demographic Profile of Respondents

Demographic Variable	Category	Frequency (n=265)	Percentage (%)
Gender	Male	166	62.6
	Female	99	37.4
Age (Years)	21-30	75	28.3
	31-40	124	46.8
	41-50	43	16.2
	Above 50	23	8.7
Job Position	Management	50	18.9
	Supervisor	89	33.6
	Operational Staff	126	47.5
Work Experience (Years)	1-5	90	34.0
	6-10	110	41.5
	Above 10	65	24.5
Education Level	Diploma/OND	73	27.5
	Bachelor's Degree	142	53.6
	Postgraduate	50	18.9

Descriptive statistics indicators of mean, standard deviation, skewness, and kurtosis to describe each of the variables present in the structural and conceptual model of the research, as well as the Kolmogorov-Smirnov test to measure the normality of the statistical distribution of the research variables, are listed in Table (2).

**Table (2):** Descriptive statistics indicators of research variables and Kolmogorov-Smirnov test

Variable	M	SD	skewness	kurtosis	Z-T	p
Organizational citizenship behavior	3.82	0.71	1.995	-1.744	0.979	0.168
Knowledge sharing	4.01	0.65	-0.884	-1.089	0.753	0.194
Employee performance	3.75	5.69	0.994	1.765	1.045	0.097

As can be seen, the values of the skewness and kurtosis indices for the research variables are between 2 and -2, meaning that the statistical distribution of the variables is almost normal and symmetrical in terms of skewness and kurtosis. Also, the significance level of the Kolmogorov-Smirnov test is greater than the error level of 0.05 ( $P > 0.05$ ). This means that the distribution of research variables is normal with a 95% confidence level, so the prerequisite for normal data distribution is met for using structural equation modeling (SEM). In this study, the statistical method of structural equation modeling (SEM) was used to evaluate and analyze the structural relationships between the latent and measured variables present in the structural model of the research. The presented structural and theoretical model of the research is fitted using LISREL statistical software based on the observed data among the statistical sample under study. Since the statistical distribution of observations in the variables present in the structural model of the research follows a normal statistical distribution, the estimation of parameters in the presented structural model of the research is carried out using the maximum likelihood (ML) method.

In a structural model, the analysis of structural relationships between the constructs present in the model is based on the covariance matrix. Therefore, in the first step, the covariance matrix is calculated, the results of which are given in Table (3). As can be seen, the correlation between the structures present in the structural model of the research is significant, with the highest level of significant correlation between the two structures of organizational citizenship behavior and knowledge sharing.

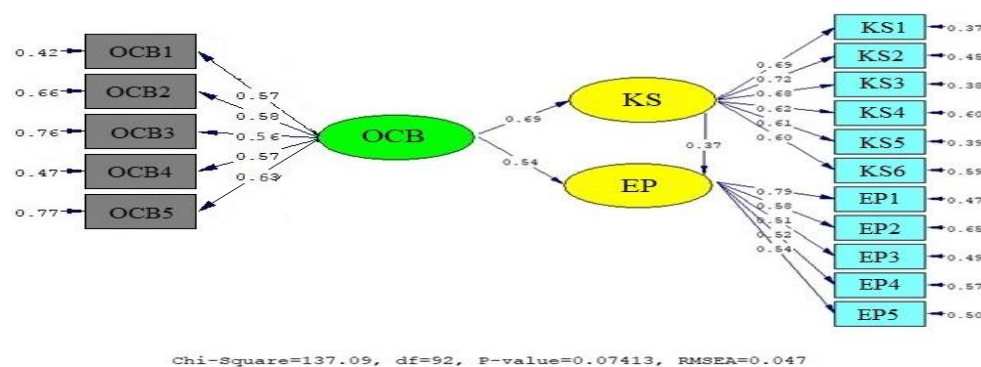
**Table (3):** Covariance matrix of the constructs present in the structural model of the research

Variables	Organizational citizenship behavior	Knowledge Sharing	Employee performance
Organizational citizenship behavior	1		
Knowledge Sharing	**0.70	1	
Employee performance	**0.57	*0.49	1

\*\* Significant at the 1 percent error level,

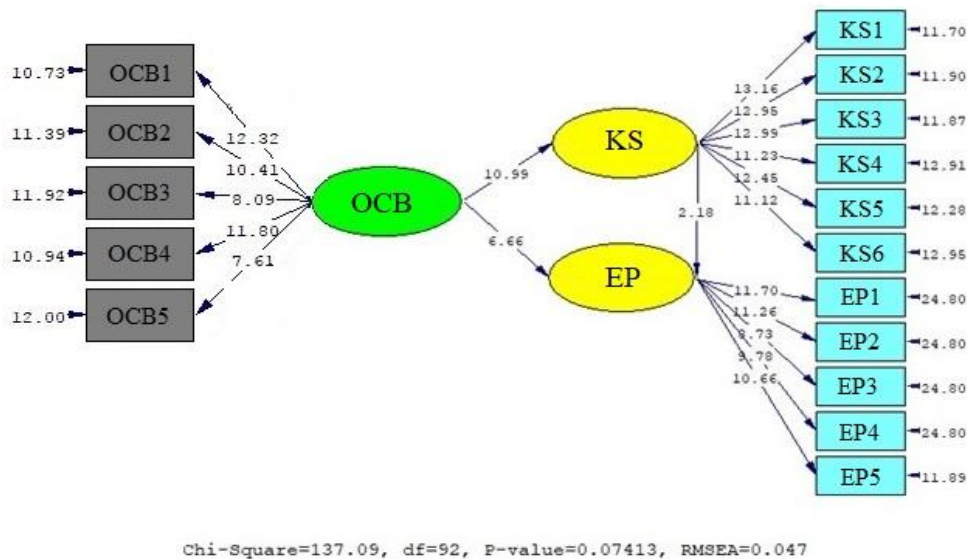
\*Significant at the 5 percent error level

The structural and conceptual model fit of the research in the LISREL software environment in the standard estimation mode (factor loading and standard path coefficient) and the test of significance of the paths (T-test) are shown in Figures (1) and (2), respectively.



**Figure (1):** Fitting the research structural model in standard estimation mode

In Figure (1), it can be seen that the factor loading of all observed variables (items or indicators) in each construct is greater than 0.5. In addition, the standard path effect coefficients show that the direct effect of the organizational citizenship behavior variable on knowledge sharing and employee performance is 0.69 and 0.54, respectively, and the direct effect of the knowledge-sharing variable on employee performance is 0.37.



**Figure (2):** Fitting the structural model of the research in the T-test mode

In Figure (2), it can be seen that the t-statistic values related to all factor loadings are greater than the critical value of 1.96 ( $t < 1.96$ ), meaning that in each case of the constructs, the factor loading values are significant at the 5% error level. The percentage is meaningful and none of the indicators (components) will be removed from the structural model. The estimation of the t-statistic values shows that the t-statistic values of the software are not between the two critical values of 1.96 and -1.96 ( $1.96 < t$  or  $1.96 > t$ ), which means that the expected relationships between the variables of the presented structural model are significant at the 5% error level.

The most important fit indices for measuring the suitability of the structural and conceptual model fit, as well as the approximate acceptable range of each index, are listed in Table (4). As can be seen, the goodness-of-fit indices obtained by the LISREL software for measuring the suitability of the structural model are in the approximate acceptance range. This means that the data observed in the statistical sample under study largely conforms to the structural model of the research. In other words, the values of the goodness-of-fit indices obtained indicate the appropriate fit of the structural model of the research. It can be said that overall, the presented structural model is a relatively appropriate model and has the ability to explain the structural relationships between the variables present in the presented model.

**Table (4):** Estimation of fitness indices to measure the suitability of the research structural model

Index	Approximate acceptance range	Estimated amount
Chi-squared over degrees of freedom (CMIN/DF)	Less than 3	1.49
Root Mean Square Error of Estimate (RMSEA)	Less than 0.08	0.47
Comparative Fit Index (CFI)	0.8 to 1	0.95
Incremental Fit Index (IFI)	0.8 to 1	0.94
Goodness of Fit Index (GFI)	0.8 to 1	0.91
Adjusted goodness-of-fit index (AGFI)	0.8 to 1	0.88

The results of parameter estimation in structural equation modeling to test the research hypotheses based on Figures (1) and (2) are given in Table (5).

**Table (5):** Results of parameter estimation in structural equation modeling to test research hypotheses

Path	Standard path coefficient	t
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The impact of organizational citizenship behavior on knowledge sharing	0.69	10.99
The impact of knowledge sharing on employee performance	0.37	2.18
The impact of organizational citizenship behavior on employee performance	0.54	6.66
The Effect of Organizational Citizenship Behavior on Employee Performance Through the Mediation of Knowledge Sharing	0.26	-

As can be seen, organizational citizenship behavior has a significant positive direct effect on knowledge sharing ( $t > 1.96$ ). Knowledge sharing has a direct positive impact on employee performance ( $t > 1.96$ ). Therefore, it is concluded that organizational citizenship behavior has a positive and significant indirect effect on employee performance through its positive effect on knowledge sharing. Therefore, knowledge sharing plays a mediating role in the relationship between organizational citizenship behavior and employee performance. With increasing the level of organizational citizenship behavior at one standard deviation, the level of knowledge sharing and employee performance increases by 0.69 and 0.54 standard deviations, respectively. With increasing knowledge sharing, employee performance increases significantly by 0.37 standard deviations. In addition, by increasing the level of organizational citizenship behavior by one standard deviation, the level of employee performance increases indirectly by 0.26 standard deviations through increased knowledge sharing.

## DISCUSSION AND CONCLUSION

The study's findings reveal that organizational citizenship behavior (OCB) exerts a significant positive direct effect on knowledge sharing ( $\beta = 0.69$ ) and also indirectly boosts employee performance through this pathway ( $\beta = 0.26$ ). Additionally, knowledge sharing demonstrates a pronounced direct influence on employee performance ( $\beta = 0.37$ ). These outcomes affirm the mediating role of knowledge sharing in the relationship between OCB and employee performance within Saudi manufacturing companies.

Analyzing these results, the alignment with prior studies by Teh and Sun (2012) and Wu and Lee (2017) highlights the relevance of Social Exchange Theory. This theory posits that employees are inclined to exhibit positive behaviors like knowledge sharing when they perceive fairness within their organization. In the context of Saudi manufacturing, this is particularly evident due to the interdependent nature of production line activities, where citizenship behaviors such as altruism and conscientiousness foster an environment conducive to effective knowledge exchange.

Furthermore, the consistency of findings regarding the influence of knowledge sharing on performance mirrors those of Abdullah et al. (2022) and Nwankpa and Roumani (2016). Drawing from the Knowledge-Based View, it is evident that knowledge sharing acts as a strategic asset, enhancing employees' problem-solving abilities and fostering innovation. For Saudi Arabia manufacturing industries grappling with technical challenges and striving for global competitiveness, knowledge sharing aids in refining technical skills and minimizing production errors.

By extending insights from Vu (2020) and Chang et al. (2021), this research further corroborates the mediating role of knowledge sharing within Saudi manufacturing settings. The evidence underscores that organizational citizenship behavior impacts performance both directly and indirectly via its influence on knowledge sharing. This dynamic is particularly critical for Saudi manufacturers, as citizenship behaviors contribute to building a culture of trust and collaboration, which subsequently strengthens knowledge-sharing practices.

The study acknowledges certain limitations, such as its restriction to manufacturing companies in Riyadh City, the reliance on cross-sectional data collection, potential biases from self-reporting, and the inability to account for all mediating variables comprehensively. To build on these findings, future research should replicate this study in other industrial regions across Saudi Arabia and explore the moderating effects of factors like leadership style and organizational culture. Employing longitudinal designs and mixed-method approaches could yield richer insights into the relationships among these variables.

On a practical level, several strategies are recommended to enhance OCB and knowledge sharing. These include instituting reward systems for citizenship behaviors, developing training programs to nurture a culture of knowledge sharing, creating both physical and digital spaces conducive to collaboration, fostering organizational trust, and incorporating citizenship behavior metrics into performance evaluations. Such initiatives can support managers in Saudi manufacturing industries in formulating robust strategies for performance enhancement.

The findings hold substantial implications for the sustainable development of Saudi manufacturing companies while also contributing to academic and professional discourse. This research provides theoretical insights for scholars and practical guidance for industry practitioners aiming to improve organizational effectiveness through well-targeted behavioral and knowledge management interventions.

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