

## The Influence of Organizational Citizenship Behavior and Competence on Performance Achievement

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### Abstract

Every government agency is interested in the best performance that can be produced by the series of systems that apply in the organization. Human resource management is one of the key factors to get the best performance. This study aims to determine the effect of organizational citizenship behavior (OCB) and competence on employee performance. This study is a type of comparative causal research. The data used in this study are primary data. The population in this study were employees at the Jember Regency Health Office who have the status of State Civil Apparatus (ASN and PPPK) including employees of the Health Center and UPTD as many as 1,531 people. The sample was determined by the slovin formula as many as 100 respondents. Descriptive analysis, validity test and reliability test as well as direct influence test were carried out to support the research conducted. The results of the study stated that organizational citizenship behavior (OCB) and competence have a positive and significant effect on employee performance at the Jember Regency Health Office.

organizational citizenship behavior; competence; employee performance.



### I. Introduction

The current era of globalization requires various changes both in agencies or organizations and individuals who play a role in them, where they are required to continue to be able to actively innovate and respond quickly to all needs in developing the organization. Every organization processes by using all existing potential to be able to produce goods or services that have leverage for the progress of the organization. According to Boone et al. (2019) this can be done if the organization refers to four basic inputs including natural resources, capital, human resources and entrepreneurship. For this reason, organizations with all their limitations are required to be able to empower optimally in their use for the sake of the organization's sustainability. Among the various resources owned by the organization, Human Resources (HR) occupy a strategic position among other resources (Azhad et al., 2015). Without HR, other resources owned by the organization cannot be utilized, let alone achieve an output of goods and services. A good agency or organization, in its development, must focus on human resources in order to carry out its duties and functions optimally, especially in efforts to deal with dynamic environmental changes. In order to provide good service, all employees must improve their performance. According to Wibowo (2019) performance is an activity of managing organizational resources to achieve organizational goals. Performance is the work results achieved by an employee in carrying out their duties that are of high quality and have a positive impact on achieving organizational goals (Aguinis, 2019). According to (Dessler, 2016), performance is work achievement, namely a comparison between work results and established standards. Meanwhile (A. A. A. P. Mangkunegara, 2018), states that the

definition of performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. Performance can also be interpreted as the results obtained by employees within a certain period of time (Qomariah, 2020). Employee performance is an important thing in an organization that needs attention from leaders. Employee performance will be a measure of the success of an organization in managing human resources. Therefore, efforts to improve employee performance will continue to run along with the running of an organization. Many factors are thought to be able to increase employee performance. Organizational citizenship behavior is one of the employee behaviors in an organization that exceeds the established SOP and is also expected to increase employee performance. The competence possessed by employees is also a major factor in improving employee performance. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

According to (Luthans, 2018), the definition of organizational citizenship behavior is an action or behavior that supports actions that support the social and psychological environment in which task performance is revealed. This behavior represents voluntary employee actions such as helping coworkers and attending non-mandatory events that facilitate the flow of the company/organization even though the employee is not an important component of the task at hand. Employee behavior that is willing to provide assistance without expecting anything in return and outside the regulations in an organization. This kind of behavior has been proven to make employees complete their tasks before the completion time runs out. Thus, organizational citizenship behavior has been proven to increase employee performance. This is evident in a study conducted by (Agustiningrum, 2016) on employees of PT. Angkasa Pura I, Surabaya Branch Office, the results of which were that organizational citizenship behavior had an impact on employee performance. A study conducted by (Nurnanigsih & Wahyono, 2017) on employees of PDAM Tirta Dharma Brebes, the results of which were that organizational citizenship behavior had an impact on employee performance. Research that also discusses the problem of the relationship between organizational citizenship behavior and employee performance was conducted by (Chelagat et al., 2015; Hermanto & Srimulyani, 2022; Hidayah & Harnoto, 2018; Jufrizen et al., 2020; Putri & Utami, 2017; Sari & Sus, 2015; Singh et al., 2019; Suzanna, 2017; Vipraprastha et al., 2018), (Chandra et al., 2020), (Qomariah, Wiguna, et al., 2023), (Setyowati et al., 2021), (Chandra et al., 2020), (Thamrin et al., 2024), (Qomariah et al., 2023). Meanwhile, research conducted by (Atikah & Qomariah, 2020), (Agustiningsih et al., 2016) stated that organizational citizenship behavior has no impact on employee performance.

The competencies possessed by employees can also provide improvements to performance. According to Zainal (2019) competency is the overall characteristics possessed by an individual, including knowledge, skills, attitudes, and values, which can affect employee performance and contribution to achieving organizational goals. According to (Rahim et al., 2017), competency can be interpreted as a basic characteristic of a person that allows them to produce superior performance in their work. The results of research conducted by (A. Setiawan et al., 2023), (Y. Setiawan et al., 2022), (Nursaid,

Qomariah, Sanosra, et al., 2020), (Sanjaya & Tania, 2023), (Susanto et al., 2021), (Diansyah et al., 2020), (Astarina et al., 2021), (Agus et al., 2022), (Mahmudah et al., 2021), and (Dewianawati et al., 2023), (Prahawan et al., 2017), (Zubaidah, 2016), (Supriadi et al., 2018), (Indarti, 2018), (Alhasani et al., 2021), (Marhayani et al., 2019), (Renyut et al., 2017), (Arifin, 2015), (Kotamena et al., 2020), (Abusama et al., 2017), (Hasibuan & Afrizal, 2019), (Basriani, 2016), (Adam & Kamase, 2019; Basalamah, 2017; Friolina et al., 2017; Indiyarningsih et al., 2020; Manik & Syafrina, 2018; Mukhtar, 2018; Mustikawati & Qomariah, 2020; Pinca, 2015; Rande, 2016) show that competence affects performance. However, there are also several studies that show different results. Research (Utomo et al., 2019), (Ratnasari et al., 2021) and (Hidayat, 2021) convey that competence does not affect performance.

The study attempts to raise several factors that are assumed to be important in improving employee performance. Therefore, this study aims to determine the influence of organizational citizenship behavior (OCB) and competence on employee performance.

## II. Review of Literature

### 2.1 Organizational Citizenship Behavior

According to (Luthans, 2018), the definition of organizational citizenship behavior is an action or behavior that supports actions that support the social and psychological environment in which task performance is revealed. According to (Organ, 2013), OCB is defined as a set of behaviors that are not included in the formal requirements of work in an organization, but this can help the work and effectiveness of an organization. According to (Organ et al., 2006), OCB has a very interesting impact on individuals and the success of organizations/companies, including:

1. Increase productivity  
Employees who have OCB behavior will increase productivity between employees such as helping new coworkers and helping coworkers to meet deadlines so that the company can achieve its goals.
2. Freeing up resources  
Employees who have OCB behavior will make it easier for leaders to do their jobs, independent and cooperative employees will give leaders more time to complete their work.
3. Attracting and retaining good employees  
Employees with OCB behavior have their own aura so that they can influence other employees to behave like them. This will create and maintain a friendly work environment, support each other, and a sense of belonging between employees.
4. Creating social capital  
Employees with OCB behavior will improve good communication and stronger networks so that they can facilitate the exchange or delivery of accurate information and increase efficiency in the organization/company.

### 2.2 Competence

According to (Siagian, 2015), competence is the ability possessed by an individual to execute work tasks effectively and be able to adapt to changes that occur within the organization. Meanwhile, according to (Zainal et al., 2018), competence can be interpreted as the ability, knowledge, and skills possessed by an individual in carrying out their work tasks, and being able to improve performance and achieve organizational goals.

### 2.3 Employee Performance

Performance is the ability of an employee to achieve the desired results in carrying out their duties, by paying attention to aspects of quality, productivity, innovation (Handoko, 2015). According to (L. R. Mathis & Jackson, 2011), the definition of performance is the work results achieved by an employee in carrying out their duties that are of high quality and have a positive impact on achieving organizational goals. According to (A. A. P. Mangkunegara, 2018), performance is the result of work, both in terms of quality and quantity, achieved by a person in carrying out tasks according to the responsibilities given. Meanwhile, according to (Dessler, 2016), performance is work achievement, namely the comparison between work results and established standards.

## III. Research Method

This research is a type of comparative causal research. The data used in this study are primary data. The population in this study were employees at the Jember Regency Health Office who have the status of State Civil Apparatus (ASN and PPPK) including employees of the Health Center and UPTD as many as 1,531 people. The sample was determined using the Slovin formula as many as 100 respondents. Descriptive analysis was carried out to determine the description of the respondents. Validity and reliability tests were also carried out to test the measuring instruments used in the study. Direct hypothesis testing was also carried out to determine the impact of independent variables on dependent variables.

## IV. Result and Discussion

### 4.1 Results of Descriptive Analysis of Demographics of Research Respondents

The respondents in this study were employees of the Jember District Health Office. The description of the demographic statistics of the respondents is that most of the respondents in this study were employees at the Jember District Health Office with female type (59.0%), aged between 30-50 years (68.0%), have a bachelor's degree (46.0%), non ASN (58.0%), and have a work period of less than 10 years (45.0%).

### 4.2 Data Validity Test Results

Data validity test is seen from the loading factor value in discriminant validity. Discriminant validity is interpreted as a reflective construct having the strongest relationship with its own indicators (for example, compared to other constructs). The results of discriminant validity are presented in Table 1 below.

**Table 1.** Data Validity Test Results

<b>Variable</b>	<b>Indicator</b>	<b>Loading Value</b>
OCB (X1)	X1.1	0,921
	X1.2	0,892
	X1.3	0,908
	X1.4	0,899
	X1.5	0,889
	X1.6	0,898
	X1.7	0,903

	X1.8	0,929
	X1.9	0,892
Competence (X2)	X2.1	0,859
	X2.2	0,881
	X2.3	0,896
	X2.4	0,901
	X2.5	0,882
	X2.6	0,878
	X2.7	0,858
	X2.8	0,882
	X2.9	0,891
	X2.10	0,871
Employee Performance (Y)	Y1	0,897
	Y2	0,878
	Y3	0,865
	Y4	0,900
	Y5	0,874
	Y6	0,832

#### 4.3 Data Reliability Test Results

The reliability test of a construct can be done by looking at the value of the composite reliability in the output of the data analysis results. The indicator used is if  $CR > 0.70$  then it can be concluded that the reliability is high. The following are the results of the instrument reliability test presented in Table 2 below.

**Table 2.** Composite Reliability Value Results

Variable	Composite Reliability Value
OCB(X1)	0,976
Competence (X2)	0,972
Employee Performance (Y)	0,951

Based on the data presented in Table 1, it can be concluded that all indicators in this study have high validity values. Meanwhile, based on the data presented in Table 2, it can be concluded that all variables in this study have high composite reliability values.

#### 4.4 Direct Influence Test Results

Based on path analysis, each path coefficient can be interpreted. Detailed path coefficient testing is presented in Table 3, below.

**Table 3.** Results of Direct Influence Test

Relationship Between Variables	Regression Coefficient	Results
OCB(X1) → Employee Performance (Y)	0,318	H1 Accepted
Competence (X2) → Employee Performance (Y)	0,314	H2 Accepted



Based on Table 3, organizational citizenship behavior and competence have a significant influence on employee performance.

#### **4.4 Discussion**

##### **a. The Influence of Organizational Citizenship Behavior on Employee Performance**

The results of the analysis show that the organizational citizenship behavior variable has a positive and significant effect on employee performance. This can be explained that the better the organizational citizenship behavior, the better the employee performance. Referring to these results, it can be stated that aspects related to organizational citizenship behavior include employees who are happy to provide orientation to new employees; employees will help coworkers if they need it at any time in their work; employees will help coworkers, even during break time; employees will help coworkers to do their jobs if there is work that has not been completed will complete the task based on office procedures; employees will try to explain information to coworkers, if they need information; employees always make a work plan list in advance so that they can complete the work properly; employees will come to the office before work hours; and employees will complete it seriously, if there is additional work given by superiors is a factor that determines the creation of employee commitment is a factor that determines the achievement of optimal employee performance.

Organizational Citizenship Behavior (OCB) is prosocial behavior or extra actions that exceed the role description set by an organization (Luthans et al., 2021). Meanwhile, according to Yaakobi & Weisberg (2020) Organizational Citizenship Behavior (OCB) is a voluntary behavior that is visible and observable that is based on a dominant motive/value. OCB is a voluntary behavior that is visible and observable, which is based on a dominant motive or value and can also be based on external rewards and punishments given by the company. Successful organizations need employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations. Organizations want employees who are willing to do tasks that are not listed in their job descriptions. Furthermore, Yaakobi & Weisberg (2020) put forward facts that show that organizations that have employees who have good OCB (Organizational Citizenship Behavior) will have better performance than other organizations. Positive employee behavior will be able to support individual performance and organizational performance for better organizational development (Luthans et al., 2021). Research that is in line with the results of this study was conducted by (Chelagat et al., 2015; Hermanto & Srimulyani, 2022; Hidayah & Harnoto, 2018; Jufrizen et al., 2020; R. A. Kurniawan et al., 2019; Luthfi et al., 2021; Novelia et al., 2016; Putri & Utami, 2017; Sari & Sus, 2015; Singh et al., 2019; Suzanna, 2017; Vipraprastha et al., 2018), (Chandra et al., 2020), (Agustiningsih et al., 2016), (Qomariah, , et al., 2023), (Thamrin et al., 2024), (Setyowati et al., 2021), (Kurniawan et al., 2024), (Tantra et al., 2024), (Setyowati et al., 2021), which states that OCB has an impact on employee performance.

##### **b. The Influence of Competence on Employee Performance**

The results of the analysis show that the competency variable has a positive and significant effect on employee performance. This can be explained that the better the competency, the better the employee performance. Referring to these results, it can be stated that aspects related to competency include employees having a high level of

competency and trying to keep up with existing developments; employees have extensive knowledge that can help others in decision making; employees have high self-confidence and ability to make good decisions; employees are able to choose and see problems from a different perspective than others; employees are able to recognize and overcome problems that arise in carrying out a job; employees use working hours in accordance with applicable provisions; employees have the ability to coordinate in accordance with established procedures; employees have the ability to communicate with coworkers; and employees are able to work together with a team and are able to respond quickly and appropriately to requests and questions from parties in need are factors that determine the achievement of optimal employee performance.

According to (Spencer & Spencer, 1993), competency can be said to be characteristics related to superior and/or effective performance in work. Meanwhile, according to (Dessler, 2017), the definition of competence is what people bring to a job in the form of different types and levels of behavior. Competence determines aspects of the job performance process. Competence is an individual characteristic that underlies performance or behavior in the workplace. According to (R. L. Mathis et al., 2019), competence is a basic characteristic possessed by an individual that is causally related to meeting the criteria required to occupy a position. Job competence is a tool that can be used to recognize abilities, skills, knowledge, motivation, and other very important personal characteristics needed to achieve superior performance. This is in accordance with the opinion of (Spencer & Spencer, 1993), that competence and performance have a very close causal relationship. Therefore, if employees want to improve their performance, they should have work competence that is in accordance with their job duties. The existence of competence in employees will result in good performance. In this regard, there is a positive relationship between employee competence and performance in carrying out a job. Research that is in line with this research is conducted by (Askany et al., 2024), (Prajudy et al., 2024), (Mustikasari et al., 2024), (Nursaid, et al., 2020), (Nursaid et al., 2023), (Irawan et al., 2024), (Askany et al., 2024), (Prajudy et al., 2024), whose results state that competence has an impact on employee performance. Meanwhile, research from (Mujiraharjo et al., 2024) states that competence does not affect employee performance.

## V. Conclusion

The conclusion of this study refers to the test results that found that Organizational citizenship behavior (OCB) and competence have a positive and significant effect on employee commitment and employee performance.

This study is limited to testing a model involving Organizational citizenship behavior (OCB) and competence in explaining employee performance. The next limitation is related to the need for a questionnaire involving qualitative aspects to explain how Organizational citizenship behavior (OCB) and competence affect employee performance. The findings of this study provide practical implications, namely that institutions are required to be able to manage aspects of Organizational citizenship behavior (OCB) and competence. These two aspects will be important capital for institutions to encourage the achievement of optimal employee performance. While the theoretical implications, this study opens up opportunities for future research agendas to develop existing concepts related to organizational behavior, especially employee performance.

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