



**PENGARUH KOMPETENSI DAN KOMITMEN ORGANISASI TERHADAP
KINERJA PEGAWAI MELALUI *ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR***

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Abstract

The purpose of this study is to: (1) Analyze the effect of competence on employee performance; (2) Examine the influence of organizational commitment on employee performance; (3) Investigate how competence affects organizational citizenship behavior (OCB); (4) Assess the effect of organizational commitment on OCB; (5) Evaluate the impact of OCB on employee performance; (6) Investigate the effect of competence on employee performance with OCB as a mediating variable; (7) Analyze the effect of organizational commitment on employee performance through OCB as an intervening variable. The study focuses on the population of 43 permanent employees at the Electricity Company in Kendari City. Since the population is fewer than 100, all permanent employees were selected as respondents. Data analysis was conducted using the Partial Least Square (PLS) methodology. Based on the findings, the researcher recommends using OCB as a mediator between competence and employee performance at the Electricity Company in Kendari City and encourages the continued use of OCB as a mediator in the relationship between competence and employee performance.

Keywords: Competence,, Organizational Commitment,, OCB, Employee Performance

A. INTRODUCTION

Various business approaches can be taken to develop a company's human resources, one of which is improving employee performance through job competence. Competence is defined as the ability to perform a job efficiently, involving skills, knowledge, and a work attitude necessary for the role (Wibowo, 2007). Furthermore, organizational commitment is crucial for improving employee performance. It serves to address and prevent repeated errors within the organization. According to Luthans (2006), organizational commitment reflects an employee's loyalty and represents an ongoing process where members show their dedication to the organization's success and continuous improvement.

In a company setting, individual contributions often go beyond the core job requirements and are acknowledged based on performance results. Organizational Citizenship Behavior (OCB) encompasses actions such as assisting others, taking on extra tasks, and following workplace rules and guidelines (Suhardi, 2019). Mathis and Jackson (2011) describe performance as what an employee does or does not do, while employee performance includes factors that affect the extent of their contribution to the organization, such as the quantity and quality of output, timeliness, attendance, and teamwork capability. Numerous studies have investigated the relationships among competence, organizational commitment, and employee performance. For example, Suhardi's (2016) research on the effect of competence on performance, with OCB as an intermediary, found that competence significantly enhances performance when mediated by OCB. Similarly, a study by Bodroastuti et al. (2016) looked at the impact of organizational commitment on OCB and its effect on employee performance, revealing a significant influence.

At the Electricity Company in Kendari City, a positive trend is noticeable as employees actively participate, underscoring the significance of competence and organizational commitment in enhancing employee performance, with an OCB acting as a mediator.

B. LITERATURE REVIEW

1. Competence

Rabaayah Daud et al. (2010) identify six criteria for evaluating service quality: (1) Skills and professionalism, (2) conduct and demeanor, (3) availability and adaptability, (4) reliability and credibility, (5) restoration, and (6) reputation.. Armstrong (2013, p. 64) describes competency standards as encompassing knowledge, skills, and abilities (KSA), those are:

- 1) Knowledge: facts and figures behind the technical aspect;
- 2) Skills: the ability to consistently perform tasks to an acceptable standard;
- 3) Attitude: demonstrated to customers and others, showing that the individual can work effectively within a team.

Based on the explanation above, Sedarmayanti (2016, p. 126) explains that competence is a core attribute that an individual possesses, which directly impacts or can predict their performance. Essentially, competence involves actions that top performers consistently execute across various situations with superior outcomes compared to policy assessors. Additionally, behavior is another crucial factor to take into account.

2. Organizational Commitment

Stephen P. Robbins and Judge describe organizational commitment as a condition where an individual identifies with the organization, supports its goals, and wishes to remain a member. Mowday, Porter, and Steers, as referenced by Schultz (1998), outline three elements of organizational commitment: firstly, accepting the organization's values and goals. Robbins and Timothy (2017) categorize organizational commitment into three types.:

- 1) Affective Commitment : Emotional connection, a sense of identification, and engagement with the organization. Individuals with strong affective commitment choose to stay with the organization out of personal motivation..

- 2) Continuance Commitment: An individual's commitment is influenced by the potential losses they would face if they left the organization. In this case, individuals choose to remain with the organization because it fulfills their needs.
 - 3) Normative Commitment: Normative commitment refers to an individual's sense of obligation toward the organization. People stay with the organization because they feel a responsibility to be loyal.
3. Organizational Citizenship Behaviour
- Organizational Citizenship Behavior (OCB) describes the actions of employees that go beyond their job requirements, contributing indirectly to the organization by improving its overall performance (Priansa, 2018). According to Naway (2018), the dimensions of OCB include Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue, and these are assessed using the Morrison scale. (Priansa, 2018) as follows:
- 1) Altruism is a behaviour that is shown by replacing colleagues who are absent or resting, helping other employees whose work is overloaded, helping new employee orientation without being asked, helping to do the work of other employees who are absent, taking the time to help others with work problems, volunteering to do something without being asked.
 - 2) Conscientiousness is a behaviour that is shown by arriving early so that it is ready to work when the work schedule starts, talking as needed in telephone conversations, not spending time on conversations outside of work, not taking excess time even though it has an extra six days.
 - 3) Sportsmanship is the behaviour of employees who have a willingness to tolerate without complaining, not looking for mistakes in the organisation, not exaggerating problems out of proportion.
 - 4) Courtesy is a behaviour shown by giving attention to functions that help the organisation's image, giving attention to meetings that are considered important, and arranging departmental togetherness.
 - 5) Civic Virtue is a behaviour shown by keeping information about events and changes in the organisation, following changes and developments in the organisation, reading and following organisational announcements, making considerations in assessing what is best for the organisation.
4. Employee Performance
- The indicators used to measure employee performance include (Robbins, 2016):
- 1) Quality: Quality is assessed based on employees' perceptions of their work's quality and the excellence of tasks linked to their skills and abilities.
 - 2) Quantity: Quantity refers to the amount of work produced, often measured in terms of cycles completed or on-time delivery.
 - 3) Time Utilization: This reflects the rate at which activities are completed on time, based on Coordination with the outcomes and optimizing the use of available time for other tasks.
 - 4) Teamwork: Teamwork involves collaborative efforts between Individuals or teams working together to accomplish shared objectives.

C. METHODS

This research adopts a quantitative approach, utilizing questionnaires and a saturated sampling technique, with 43 respondents, all of whom are employees from a unit of the electricity company. The data analysis is conducted using Partial Least Squares (PLS), with the WARP PLS 7.0 tool.

D. ANALYSIS AND DISCUSSION

The analysis conducted includes both descriptive and inferential techniques. The operational definitions for the variables in this study are as follows: competence refers to knowledge, skills, and attitudes (Armstrong, 2013). The organizational commitment variable is composed of affective commitment, continuance commitment, and normative commitment (Allen and Meyer, 1990). The employee performance variable is measured using indicators such as quality, quantity, time management, and teamwork (Robbins, 2016). The OCB (Organizational Citizenship Behavior) variable uses indicators from Andriani et al. (2012), namely altruism, sportsmanship, courtesy, and conscientiousness.

Table 1: The Output of Latent Construct Loading Values

Indicator	Loading	Other Latent Construct Loading Values				Description
		X1	X2	Z	Y	
X1.1	0.868		-0.022	0.054	0.047	Valid
X1.2	0.895		0.096	-0.014	-0.014	Valid
X1.3	0.896		-0.077	0.049	-0.030	Valid
X2.1	0.827	0.320		-0.117	-0.149	Valid
X2.2	0.587	-0.188		-0.368	0.178	Valid
X2.3	0.872	-0.175		0.527	-0.011	Valid
Z.1	0.783	0.148	0.072		-0.209	Valid
Z.2	0.746	0.345	-0.108		-0.130	Valid
Z.3	0.579	-0.405	-0.157		0.182	Valid
Z.4	0.749	-0.197	-0.128		-0.030	Valid
Z.5	0.731	0.131	0.358		0.230	Valid
Y.1	0.861	-0.272	0.052	-0.058		Valid
Y.2	0.648	0.043	0.377	0.101		Valid
Y.3	0.804	-0.086	-0.292	0.120		Valid
Y.4	0.535	Valid	-0.110	-0.190		Valid

Source: Primary data, 2020

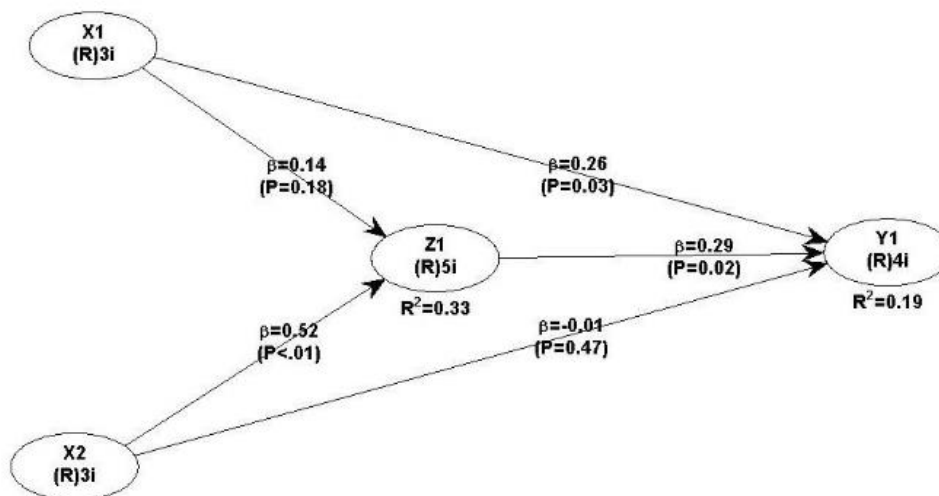
Tabel 2. First Step of Model Fit and Quality Indices

<i>Model fit and quality indices</i>	<i>Index</i>	<i>P-value</i>	<i>Criteria</i>	<i>Description</i>
APC	0.244	P<0.001	P<0.05	Accepted

ARS	0.262	P<0.001	P<0.05	Accepted
Average Adjusted R-squared	0.214	P<0.001	P<0.05	Accepted
AVIF	1.213	≤ 5 and ideally ≤ 3.3		Accepted
AFIF	1.289	≤ 5 and ideally ≤ 3.3		Accepted
GoF	0.404	Small ≥ 0.1, medium ≥ 0.25, large ≥ 0.36		Accepted
SPR	0.800	≥0.7 and ideally = 1		Accepted
RSCR	0.996	≥0.9 and ideally = 1		Accepted
SSR	1.000	≥0.9		Accepted
Nonlinear Causality Direction	0.600	≥0.7		Accepted

Source: primary data 2020

Picture 1. Model indirect effect phase II



From Figure 1 above, The testing of this structural model is carried out by analyzing the R-square, which assesses the model's goodness-of-fit. The results indicate an R-square value of 0.29 for the employee performance variable, which is influenced by OCB (Organizational Citizenship Behavior). This suggests that the latent exogenous variables in this study account for 29% of employee performance, implying that the research model is considered weak. This evaluation is based on the R-square coefficient values of 0.14, 0.52, and 0.29 for each endogenous latent variable in the structural model, it can be interpreted respectively as substantial, moderate, and weak.

Hypotheses

1. Competence has a meaningful positive impact on Employee Performance at PT PLN UPDK Kendari.
2. Competence positively influences Employee Performance significantly.
3. Organizational Commitment positively impacts Employee Performance significantly.
4. Competence has a significant positive influence on Organizational Citizenship Behavior (OCB).
5. Organizational Commitment significantly and positively affects OCB.
6. OCB positively impacts Employee Performance in a significant way.
7. Competence has a significant positive effect on Employee Performance through OCB.

E. CONCLUSION

- 1) Competence has a significant effect on employee performance, meaning that by improving competence, employee performance will increase.
- 2) Organizational commitment significantly influences employee performance, implying that enhancing organizational commitment, especially in terms of employee loyalty, will lead to improved employee performance..
- 3) Competence has a significant effect on OCB (Organizational Citizenship Behavior), meaning that with an increase in competence, OCB will also improve, especially among employees willing to make sacrifices for their colleagues.
- 4) Organizational commitment has a meaningful effect on OCB, indicating that by enhancing organizational commitment, employees' OCB will also improve.
- 5) OCB has a significant effect on employee performance, meaning that an increase in OCB will contribute to improved employee performance.
- 6) Competence has an important impact on employee performance through OCB as a mediating variable, showing that using OCB as a link between competence and employee performance can enhance company performance.
- 7) Organizational commitment does not have an important effect on employee performance through OCB as a mediating variable, meaning that without OCB as an intermediary, organizational commitment will directly influence employee performance, highlighting the importance of increasing organizational commitment..

In this study, the hypothesis with the most significant result is the effect of organizational commitment on OCB, which accounts for 31.36%, while the weakest is the effect of organizational commitment on employee performance at 2.26%. These findings highlight that organizational commitment plays a vital role in improving employee OCB. As employees' emotional connection, identification with, and engagement in the organization grow, their OCB is likely to improve as well.

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