

## Peran Organizational Citizenship Behavior (OCB) Sebagai Mediasi Dalam Pengaruh Kompetensi Dan Budaya Organisasi Terhadap Kinerja Karyawan

### *The Role Of Organizational Citizenship Behavior (OCB) As A Mediation In The Influence Of Organizational Competence And Culture On Employee Performance*

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#### Abstrak

Pengelolaan daya manusia yang tangguh dan kompeten dapat menjamin kualitas produk dan tingkat kelayakan juga dalam meningkatkan kinerja dan kemajuan usaha, ditunjukkan bahwa penelitian ini dilakukan untuk mengukur kompetensi dan budaya sebuah organisasi dalam meningkatkan kinerja karyawan dilihat melalui organizational citizenship behavior atau OCB sebagai mediasi, dan didapatkan sejumlah 76 responden yang merupakan karyawan PT. San Makmur Garment menggunakan Smart PLS sebagai pengujian olah data dengan memanfaatkan analisa partial least square sehingga didapatkan temuan bahwa kompetensi tidak memiliki pengaruh yang signifikan terhadap kinerja karyawan namun dapat menilai signifikan bila dimediasi oleh OCB. Sebaliknya, budaya organisasi dapat memberikan pengaruh yang signifikan terhadap kinerja karyawan, namun ketika dimediasi oleh OCB temuannya bernilai negatif atau tidak signifikan.

**Kata Kunci:** Kompetensi, Budaya Organisasi, OCB, dan Kinerja karyawan

#### Abstract

*Strong and knowledgeable human resources may ensure product quality and service levels while also boosting corporate performance and progress. The goal of this research was to quantify the influence of an organization's competency and culture in increasing employee performance, as seen through organizational citizenship behavior or OCB as mediation, and a total of 76 respondents from PT. San Makmur Garment used Smart PLS as using partial least square. As a result, it concludes that competency has no major impact on employee performance but can be impact as such when mediated by OCB. On the other hand, organizational culture can have a major impact on employee performance, but when mediated by OCB, the results are negative or insignificant.*

*Keywords: Competence, Organizational Culture, OCB, and Employee Performance*

#### INTRODUCTION

In today's highly advanced times, where technology and information are readily available, human resources continue to play a crucial role in a company's progress and success. With these technological advances, existing human resources are forced to be able to handle these conditions. Human resources are an important aspect that is included in the priority of production because in achieving a productive business several internal factors are needed that are able to provide support in the work (Jumady & Lilla,

2021). Strong and competent human resources can guarantee product quality and service levels as well as improve business performance and progress. So it is said that superior human resources are the primary need of a company (Saparso et al., 2019)..

There are various opinions expressed by several experts regarding performance. In terms of epistemology, performance is a word that means business achievement (Sodik et al., 2019). Accomplishment performance, also known as work performance, according to Iskandar (2020),

performance is a form of work results carried out by individuals based on the use of their resources and the responsibilities given, assessed on the quantity and quality of employees in carrying out the tasks given within a certain time. Work performance is also defined as a person's capacity to carry out their work by assessing the advantages they have (Sutedjo & Mangkunegara, 2013).

Based on the opinion above, it can be concluded that performance is a level of achievement that a person obtains in carrying out a job with the best quality and quantity results in accordance with that person's abilities. If a company is successful in improving employee performance, it will create employees who experience good development and also have better work performance.

The first factor that influences performance is competence. Competency, according to Sutrisno (2014: 203), refers to the ability that a person has in carrying out their work, equipped with abilities, knowledge, and skills or work attitudes that align with the company's needs. Sutedjo & Mangkunegara (2013) also mentioned that HR career requirements include skills in HR management, employee information management, and encouragement of intentions to improve achievement, be innovative and creative, as well as behavioral development. Research by Supriadi et al. (2018) and Wijayanto & Riani (2021) shows that competence can greatly influence employee performance. However, the performance results in Marnisah et al.'s (2022) study show the opposite, demonstrating a negative influence of competence on performance for employees, mainly due to the majority of employees being relatively young (under 34 years old) with no experience, education, or training.

Apart from the factors mentioned above, organizational culture also influences performance. According to Robbins & Judge (2017), organizational culture consists of a system of shared meanings held by members of the organization and differentiates the organization from others. Belias & Koustelios (2014) define culture as a collection of beliefs that form standards of

behavior regulating operations within an organization.

Basically, the beginning of the organizational culture itself is due to the habits of the central leadership which are carried out every day, whereas if the leadership only sets examples of bad habits such as lack of discipline, indifference to employee needs, not controlling employees, the result is that employees will tend to imitate this habit. And it's true that not all of them will be like that, but that's what reflects what employees can imitate and their attitude in carrying out their duties and responsibilities as well as the way they interact with their co-workers or superiors. Employee awareness in carrying out work is more due to the interaction and control carried out by the company (Siokalang, 2023). Supported by findings (Saragi et al., 2021; Supriadi et al., 2018), that competence has an influence that can improve organizational culture

At an invisible and deeper level, culture is values that are always closely adhered to by a person and group, which will persist even though time passes until the group members have changed. And if we look at it from a more visible perspective, culture is a pattern or also called a style of organizational behavior which encourages new members to follow the behavior of their existing friends.

*Organizational Citizenship Behavior (OCB) is a voluntary action that occurs in the workplace. It is not something that can be forced or rewarded, but it plays a crucial role in increasing organizational efficiency and productivity. According to Smith et. al., in Foote and Tang, OCB refers to actions that support the development of organizational social behavior, provide the necessary understanding to navigate various situations, and help employees deal with interdependence. OCB is initiated by individuals to carry out appropriate work. Research indicates that OCB mediates the impact of competence on employee performance (Wahyoedi et al., 2022).*

OCB behavior includes taking on more responsibility, doing work voluntarily including responsibilities given by others, obeying organizational regulations even if no one sees it, advancing and protecting the

organization, and maintaining a positive attitude and tolerance for discomfort in the workplace (Armin Naway, 2017). The encouragement for this behavior can be described through the form of culture that is created. A study has been conducted by (Siokalang, 2023) which shows that the culture that arises in an organization can be an encouragement for improving employee performance which is assisted by the role of OCB as a mediation. This is different from the findings of (Saragi et al., 2021), that OCB cannot properly mediate the influence of culture on employee performance. The research was carried out by putting forward a number of 4 hypotheses including:

- H1: Competency has a positive influence on improving performance.
- H2: Organizational culture has a positive influence on improving performance.
- H3: Competence will have a positive influence on improving employee performance through Organizational Citizenship Behavior (OCB).
- H4: Organizational culture will have a positive influence on improving employee performance through Organizational Citizenship Behavior (OCB)..

**METHOD**

The research was carried out using quantitative research methods using probability sampling as a sample test with each element or member being an object selected and designated as a sample member. Distribution was carried out using a questionnaire on a Likert scale or a value of 1 to 5, distribution was carried out at PT. San Makmur Garment, this company is a garment factory that produces clothes in Mojosongo Regency, Surakarta. With a total of 74 respondents as subjects, all of them were employees of the garment factory.

**RESULT**

**A. Testing the Validity of an Indicator**

**Convergent Validity**

Indicators are assessed by factor loading in measuring the construct (Abdillah and Hartono, 2015). Convergent validity is seen from standard, namely outer loading. A

value can be declared significant if the statistical value for outer loading is  $> 0.07$

Tabel 1. Measurement of Outer Loading Values

Variable	Indicators	Outer Loading
Competence (X1)	1	0.944
	2	0.928
	3	0.934
	4	0.935
	5	0.945
	6	0.941
	7	0.946
Organization Culture (X2)	1	0.908
	2	0.913
	3	0.905
	4	0.909
	5	0.912
	6	0.914
	7	0.926
OCB (Y)	1	0.948
	2	0.933
	3	0.939
	4	0.915
	5	0.908
	6	0.902
	7	0.913
Employee Performance (Z)	1	0.934
	2	0.937
	3	0.957
	4	0.946
	5	0.970
	6	0.919
	7	0.909

Source: Processed data, 2024

This data indicates that all variable indicators have an outer loading value above 0.7. Consequently, all variable indicators in

this study are considered valid with convergent validity.

### Discriminant Validity

Comparative measurement of the extent to which correctly stated construct values differ (unique construct value). A value can be considered significant if the AVE value exceeds 0.05.

Table 2. Measurement of AVE Values

Variable	AVE
Competence	0.882
Organization Culture	0.833
OCB	0.852
Performance	0.882

Source: Processed data, 2024

From the table, it was found that all the tested variables have valid variable forms, as indicated by the Average Variance Extracted (AVE) values.

### Reliability Value Testing

To ensure reliable internal consistency measurements, it is important to use multiple-item scales with a minimum Cronbach's value of more than 0.6. internal consistency reliability measurement using multiple item scales, as a reliable construct with a minimum Cronbach's value of more than 0.6.

Table 3. Measurement of Reliability Values

Variable	Cronbach's Alpha
Competence	0.978
Organization Culture	0.967
OCB	0.971
Performance	0.978

Source: Processed data, 2024

The Cronbach's alpha value found in each variable tested produces reliable data.

### Multicollinearity Value Testing

A condition is indicated by a strong relationship between two or more independent variables in a multiple regression model. The value in the VIF (Variance Inflation Factor) can indicate whether there are signs of multicollinearity.

Table 4. Measurement of Multicollinierity

Variable	OCB	Performance
Competence	1.295	1.489
Organization Culture	1.295	1.426
OCB		1.476

Source: Processed data, 2024

From the multicollinearity value obtained, the VIF value was more than <10, this value indicates that no value was found for each variable that contained symptoms or indications of multicollinearity.

### R-Square Value

The R2 value demonstrates the degree of influence that exogenous variables have on endogenous variables. According to Chin in Ghozali (2015), values ranging from 0.19 to 0.33 indicate low influence, values from 0.33 to 0.67 indicate moderate influence, and values above 0.67 indicate strong influence.

Table 5. Measurement of R-Square Values

Variabel	R Square	R-square Adjusted
OCB	0.323	0.304
Performance	0.528	0.509

Source: Processed data, 2024

The results of the analysis carried out in this research show that the R2 value obtained by the OCB variable is 0.323 (32.3%) explaining that the factors caused by competence and organizational culture are 32.3%, so the remaining value or 67.7% is the variable not tested. Furthermore, the R2 value obtained for Performance was 0.528 (52.8%) explaining that the factors caused by competence, organizational culture and OCB were 52.8%, so that the remaining value or 47.2% of the variables were variables that were not tested. So this model concludes that the OCB variable has a weak contribution, while performance has a moderate contribution.

### Q-Square Value Testing

Table 6. Measurement of Q-Square Value

Variable	Model	Value
OCB	(=1- SSE/SSO)	0,271
Performance	(=1- SSE/SSO)	0,471

Source: Processed data, 2024

Based on the results of the analysis carried out in this research, the Q2 value obtained from the OCB variable is 0.271 ( $Q2 > 0$ ). Meanwhile, the Q2 value obtained from the Performance variable is 0.461 ( $Q2 > 0$ ). Therefore, the results of the model feasibility test or goodness of fit in this research are good..

### F-Square Value Testing

Table 7 Measurement of F-Square Value

Variable	OCB	Performance
Competence	0.150	0.016
Organization Culture	0.101	0.308
OCB		0.140

Source: Processed data, 2024

The table above displays the results of the F-Square analysis as follows:

- The competency variable on performance produces an F2 value of 0.016, which means less than 0.02, indicating that there is a weak influence.
- The competency variable in OCB produces an F2 value of 0.150, which means that more than 0.15 indicates that there is a moderate influence.

- The organizational culture variable on performance produces an F2 value of 0.308, which means more than 0.15, indicating that there is a moderate influence.
- The organizational culture variable in OCB produces an F2 value of 0.101, which means more than 0.35, indicating that there is a strong influence.
- The OCB variable on performance produces an F2 value of 0.140, which means more than 0.35, indicating that there is a moderate influence

### DISCUSSION

This testing is conducted using bootstrapping. A p-value less than 0.05 indicates a direct or indirect influence, while a p-value greater than 0.05 suggests no influence.

Table 8. Direct Hypothesis Value Measurement

Variabel	Original Sample (o)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (ΔO/STDEV)	P Values
Competence -> Performance	0.106	0.104	0.126	0.843	0.200
Organization Culture -> Performance	0.455	0.458	0.121	3.765	0.000

Source: Processed data, 2024

#### Competence on Performance

The t-statistics value of the influence of Competency on Performance is  $> 1.96$ , namely 0.843 and the p-value  $< 0.05$ , namely 0.200. So the first hypothesis H1 is rejected and H0 is rejected. This means that the Competency variable has no positive and insignificant effect on performance. This is because the p-value is  $> 0.05$ , so it has no direct effect and the t-statistics is less than  $< 1.96$ , so there is no significant influence between Competency and Performance. Similar findings in (Marnisah et al., 2022) show that there is no positive influence on the role of competence on performance, this is due to the lack of value of an individual's ability to take initiative in order to obtain efficient work results, so further supervision is needed so that they can by daring to take action so that it can encourage the desired

quantity, apart from that employees can collaborate which will optimize decision making.

#### Organization Culture on Performance

The t-statistics value of the influence of Organizational Culture on Performance is  $> 1.96$ , which is 3.765 and the p-value  $< 0.05$ , which is 0.000. So H2 is accepted and H0 is rejected. This means that the Organizational Culture variable has a positive and significant effect on performance. This is because the p-value is  $< 0.05$ , so it has a direct effect and the t-statistics is less than  $> 1.96$ , so there is a significant influence between Organizational Culture and Performance, in line with the findings (Saragi et al., 2021; Supriadi et al., 2018) that it is true that there is a significant influence on organizational culture and employee performance. (Febriani & Ramli,

2023) assess that employees who carry out work in accordance with the company's orientation values will be able to easily

complete their work because they will form attitudes and behavior that can achieve company goals.

Table 9. Indirect Measurement of Hypothesis Values

Variabel	Original Sample (o)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (AO/STDEV)	P Values
Organization's Culture -> OCB -> Performance	0.093	0.095	0.058	1.597	0.055
Competence -> OCB -> Performance	0.113	0.112	0.056	2.013	0.022

Source: Processed data, 2024

### Competence on Performance Through OCB

The t-statistic value for the influence of Competency on Performance through OCB is greater than 1.96, specifically 2.013, and the p-value is less than 0.05, specifically 0.022. Therefore, we accept the first hypothesis H1 and reject H0. This indicates that OCB has a positive and significant mediating effect between Competency and Performance. The p-value being less than 0.05 confirms a direct effect, and the t-statistic being greater than 1.96 confirms a significant influence of Competency on Performance through OCB. This is supported by (Wahyoedi et al., 2022), suggesting that OCB can be a strong mediator in the influence of competence on employee performance.

### Organization Culture on Performance Through OCB

The t-statistics value for the influence of Organizational Culture on Performance through OCB is 1.597, which is less than the critical value of 1.96, and the p-value is 0.055, which is greater than 0.05. As a result, the second hypothesis (H2) is rejected. This indicates that OCB does not have a direct and significant mediating effect between Organizational Culture and Performance. The findings suggest that OCB is not a significant mediator in the relationship

between Organizational Culture and Performance, consistent with the research by Saragi et al. (2021) which also concluded that OCB cannot effectively mediate the influence of organizational culture on employee performance.

### CONCLUSION

Competency does not have a direct and significant influence on employee performance. However, organizational culture significantly and positively impacts employee performance. Organizational Citizenship Behavior (OCB) plays a significant mediating role in the influence of competency on employee performance. On the other hand, OCB does not directly and significantly mediate the influence of organizational culture on employee performance.

### SUGGESTION

The company can improve social interactions in the work environment by providing support and guidance from management, which can lead to improved employee performance in the future. Additionally, by closely monitoring and controlling all aspects of the business environment, the company can focus on developing employee competencies for better overall contribution.

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