

The Influence Of Employee Competence, Organization Commitment And Work Culture On Employee Performance Through OCB As An Intervention Variable

Nur Cahyaningrum
Dinas Koperasi, Perindustrian dan
Perdagangan Kab Bondowoso
niningwinake@gmail.com

Suwignyo Widagdo
Institute Technology and Science
Mandala
suwignyo@stie-mandala.ac.id

Muhaimin Dimiyati
Institute Technology and Science
Mandala
dimiyati@stie-mandala.ac.id

ABSTRACT

The aim of this study was to investigate and analyze the direct and indirect influence of competence, organizational commitment and work culture on the performance of Bondowoso District Cooperative, Industry and Trade Office employees through Organizational Citizenship Behavior (OCB) as an intervening variable. This research uses an explanatory research approach with a total population of 85 employees and a sample of 85 respondents with a sampling technique that is saturated sampling (census). Data processing was analyzed using descriptive statistics with path analysis techniques using SPSS 24.0. Based on the results of the study, it was concluded that (1) competence, organizational commitment and work culture have a significant influence on Organizational Citizenship Behavior (OCB) in the Bondowoso Regency regional government. (2) Competence, Organizational Commitment, Culture and Organizational Citizenship Behavior (OCB) have a significant impact on the performance of Bondowoso District Government employees. (3) Competence, organizational commitment and work culture significantly influence employee performance through Organizational Citizenship Behavior (OCB) in Bondowoso District Government.

Keywords: competence, organizational commitment, culture, OCB and performance

INTRODUCTION

Human resource management is the withdrawal, selection, development, maintenance and use of human resources to achieve both individual and organizational goals, Handoko (2011). According to Desseler (2015), human resource management is the process of recruiting, training, evaluating and rewarding employees and managing employment relationships, health and safety, and matters related to justice. According to Sutrisno (2015), human resource management is the utilization, development, assessment, reward and management of individual members of organizations or groups of employees.

Performance is real behavior exhibited by everyone as job performance produced by employees according to their role in the company. According to Kaswan (2012), performance is the result or level of success of an individual as a whole over a period of time in performing tasks compared to different capabilities, such as work standards, targets or goals, or criteria that have been pre-established and mutually have been agreed.”.

Improving the performance of employees in the performance of their duties and functions is inextricably linked to the capacities/competences these employees possess. According to Wibowo (2014), competence is the ability to perform or perform a job or task that is based on skills and knowledge and supported by the work attitude required for the job. Competence also shows the characteristics of the knowledge and skills that each individual possesses or needs to effectively perform their duties and responsibilities and raise professional quality standards in their work, which is evidenced by an attitude of commitment to the organization.

According to Sopiah (2012), organizational commitment refers to employee partiality and loyalty to the organization and organizational goals. Moreover, membership commitment can be broadly defined as the level of members' psychological commitment to particular organizations according to Sutrisno (2010). Then according to Nawawi (2013) it is a habit that is repeatedly performed by employees in an organization, violation of this habit has no strict sanctions, but moral organizational actors agree that this habit is a habit that must be followed in the context of performing tasks to achieve goals. According to Hadari Nawawi (2013: 44), work culture is a habit that is repeatedly performed by employees in an organization. There are no strict sanctions for breaking this custom, but moral organizational actors agree that this custom is one that must be obeyed in the context of performing work to achieve goals.

Umam further explains (2010) that work culture is a philosophy based on a view of life as values that become traits, habits and driving forces, embedded in the life of a community or organization and then reflected in attitudes towards behavior , beliefs , ideals, opinions and actions that manifest as "work" or "work". Organizational work culture

is management that includes the development, planning, production and service of a quality product in the sense of optimum, economic and satisfactory.

OCB behavior is a voluntary action taken by an individual, even though this action is not part of his duties as a member of the organization, but on the initiative to make the best contribution to the organization. *Organizational citizenship behavior* describes how an individual has a lot of initiative and is very sensitive to organizational circumstances. As a result, the organization really values employees who behave. *Organizational Citizenship Behavior* because *Organizational Citizenship Behavior* shows how sincerely an employee serves their organization. The key to organizational success lies in the members of the organization, how these members contribute to the planning and execution of tasks in achieving organizational goals.

In addition to theoretical studies on the factors that measure employee performance, researchers found inconsistent empirical evidence for measuring performance. As the research of Sitio (2021) shows, there is a significant influence between organizational commitment, organizational culture and *organizational citizenship behavior* on performance. In addition, Suhardi, S. (2019) argues that competence has a significant effect on *Organizational Citizenship Behavior* (OCB) and employee performance;

However, some of the following research results challenge empirical evidence that has been explained. Islamia study, AN (2021) concluded that employee competence has no significant effect on performance. *Organizational citizenship behavior* has no significant effect on employee performance. Furthermore, research by Suswati, E., Alhasani, I., & Wahyono, GB (2021) argues that organizational commitment does not affect the performance of East Java Regional DJP Office III employees. Mangindaan, B., Tewal, B., & Dotulong, L. O. (2020). Also states the same, namely competence has no significant positive effect on *organizational citizenship behavior*.

In addition, research by Purwanto, A., Asbari, M., & Santoso, PB (2019) shows that competence and motivation do not influence the performance of the integration management systems ISO 9001, ISO 14000, and ISO 45001. Herawati, A., Shihab, M., and Wardah, W. (2020). there is no significant competence in *Organizational Citizenship Behavior* (OCB);

Based on the increase in performance theory and supported by similar previous research findings, the research subject chosen by the researcher was the Bondowoso Regency Industry and Trade Cooperative Service. Its task is to assist the Regent in the conduct of government affairs in the fields of cooperatives, small and medium-sized enterprises, government affairs in the industrial sector and government affairs in the commercial sector. Based on the duties and functions of the Office of Cooperatives, Industry and Trade of Bondowoso Regency, problem identification forms the basis for formulating goals and objectives for future development. The purpose of the problem formulation is to identify various factors that have influenced the success/failure of development performance in the past, particularly those related to the ability of government management to strengthen the authority they hold. From the formulation of the problems identified based on the gap data (*gap*) between the currently achieved development performance and the planned, the formulation of the problems is mapped into the main issues, problems and root causes as shown in the following table:

Table 1. Identification of Disoperindag Problems Bondowoso Regency .

No	Performance indicator	Issues	realization (100%)
Cooperatives, small and medium-sized enterprises			
1.	Active cooperative	The health level of cooperatives is still low, cooperatives are simply managed, and the quality of cooperatives' workforce management is low	78%
	Healthy cooperative		82%
	Micro and small businesses	The existence of micro-enterprises is dominant in quantity but minimal in terms of quality, low quality of human resources for business actors .	81%
Trade			
2.	Trade contribution to GRDP	The GRDP growth rate tends to decline, people's market conditions do not meet the criteria for a healthy market, the inflation rate is still relatively high .	73%
	Net export trade	The minimum quantity and quality of export products .	62%
	Consumer protection	Weak standardization and consumer protection; there is not yet a UPTD legal metrology institution .	75%
Industry			
3.	Contribution of the industrial sector to GRDP	GRDP growth rate is usually low; low quality of industrial personnel; lack of use of technology and information; lack of creativity and innovation .	77%
	Industrial growth	Industrial institutional capacity is not yet strong .	81%

Source: Diskoperindag Kab. Bondowoso (2022).

Based on Table 1 Identification of problems in determining priority programs Bureau of Cooperatives, Industry and Commerce Bondowoso Regency above, can be seen that the field of business and performance indicators for the implementation of regional government , including in the field of cooperatives, small and medium-sized enterprises , trade and industry , in the performance of their duties and functions set the achievement goals by the agency, based on the identification of problems obtained, researchers discovered a research phenomenon related to performance, namely "The lack of effectiveness of employees' performance in performing their duties and functions: so that researchers in this study tried to find solutions by highlighting several key factors believed to be able to improve employee performance and minimize findings of problems in the objects studied, whatever intermediary *variable* .

Based on the background discussed and problem identification, there are several factors that affect employee performance. One is the facility and infrastructure factor, budget support and the human factor (HR). So that the discussion in this study is more focused on the problems and solutions given to the research object. So the limitation of the problem is measuring the performance of ASN (State Civil Apparatus) Diskoperindag Bondowoso Regency using performance measurement variables namely the competence of employees, commitment to the organization and work culture with OCB as an intermediate variable .

METHODS

The survey was conducted at the Office of Cooperatives, Industry and Trade, Bondowoso Regency. The research method used in this study is the descriptive and verification method. The descriptive method according to Sugiyama (2012) is research that attempts to collect data, critically analyze the data and draw conclusions based on the facts at the time of the research or the present. The verification method is a research method that aims to determine the relationship between two or more variables or the method used to test the truth of a hypothesis (Sugiyono, 2004).

The population in this study were employees of the Office of Cooperatives, Industry and Trade of Bondowoso Regency, totaling 85 employees. Arikunto (2010), if the subject is less than 100 people, the whole should be taken, if the subject is large or more than 100 people, 10-15% or 20-25% or more can be taken. Referring to the opinion above, the number of samples used in this study was 85 respondents. The sampling technique used in this study is Saturated *Sampling* (census), a sampling technique where all members of the population are used as samples, Sugiyono (2015). This was done because the population was relatively small, less than 100 people, so the entire population in this study was used as a sample, which was 85 people.

RESULTS

It can be seen from the test results that each indicator used has a calculated r-value greater than 0.30, this means that the indicators used in this research variable are viable or valid to be used as data collectors. The test results also show that each variable *has a Cronbach Alpha value* greater than 0.60. It can therefore be concluded that all variables used in this study are reliable.

Path analysis of direct influence coefficient calculation

This section describes each path in the model section using path analysis . Each tested path shows direct and indirect effects of employee competence (X1) and organizational commitment (X2) on *organizational citizenship behavior (OCB)* (Z) and employee performance (Y) of the Bondowoso District Cooperative, Industry and Trade Service. Knowing whether or not each path is significant will determine whether the proposed hypothesis is accepted or rejected. Each tested pathway represents the hypothesis in this study. Path coefficient values can be seen in the following table:

Table 2. Direct influence path coefficient value

No.	Variable Free	Variable Be bound to	Beta (β)	t-count	ρ values	Information
1.	competency	OCB	0.386	4,050	0,000	Significant
2.	commitment	OCB	0.307	3,068	0.003	Significant
3.	work culture	OCB	0.220	2,238	0.028	Significant
4.	competency	Performance	0.207	2.017	0.047	Significant
5.	commitment	Performance	0.288	2,849	0.040	Significant
6.	work culture	Performance	0.219	2,940	0.046	Significant
7.	OCB	Performance	0.430	3,932	0,000	Significant

Data sources processed by researchers (2023)

- a. Effect of employee competency variable (X1) on *organizational citizenship behavior (OCB)* (Z)

Based on table 2, it can be seen that for testing the variable employee competence (X1) on *Organizational Citizenship Behavior (OCB)* a beta (β) value of 0.386 is obtained with a ρ value of 0.000. Since the ρ value is less than α (0.000 < 0.05), employee competence (X1) thus has a significant influence on *Organizational Citizenship Behavior (OCB)* (Z).

- b. The Effect of Organizational Engagement Variable (X2) on *Organizational Citizenship Behavior (OCB)* (Z)

Based on Table 2, it can be seen that for testing the organizational commitment variable (X2) on *Organizational Citizenship Behavior (OCB)* (Z), a beta value (β) of 0.307 is obtained with a ρ value of 0.003.

Since the ρ value is less than α ($0.003 < 0.05$), H_0 is rejected and Organizational Involvement (X2) thus has a significant influence on *Organizational Citizenship Behavior (OCB) (Z)*.

- c. Effect of work culture variable (X3) on *organizational citizenship behavior (OCB) (Z)*

Based on Table 2, it can be seen that for testing the organizational commitment variable (X2) on *Organizational Citizenship Behavior (OCB) (Z)*, a beta value (β) of 0.220 is obtained with a ρ value of 0.028. Since the ρ value is less than α ($0.028 < 0.05$), H_0 is rejected and Organizational Involvement (X2) thus has a significant influence on *Organizational Citizenship Behavior (OCB) (Z)*.

- d. The effect of the employee competency variable (X1) on employee performance (Y)

Based on Table 2, it can be seen that testing the employee competence variable (X1) on employee performance (Y) yields a beta value (β) of 0.207 with a ρ value of 0.047. Since the ρ value is less than α ($0.047 < 0.05$), H_0 is rejected and thus the employee's competence (X1) has a significant influence on the employee's performance (Y).

- e. The effect of organizational variable involvement (X2) on employee performance (Y)

Based on Table 2, it can be seen that for testing the organizational involvement variable (X2) on employee performance (Y), a beta value (β) of 0.288 is obtained with a ρ value of 0.040. Since the ρ value is less than α ($0.040 < 0.05$), H_0 is rejected and therefore organizational commitment (X2) has a significant impact on employee performance (Y).

- f. Effect of work culture variable (X3) on employee performance (Y)

Based on table 2, it can be seen that testing the work culture variable (X3) on employee performance (Y) yields a beta value (β) of 0.219 with a ρ value of 0.046. Since the ρ value is less than α ($0.046 < 0.05$), H_0 is rejected and thus work culture (X3) has a significant impact on employee performance (Y).

- g. variables of *organizational citizenship behavior (OCB) (Z)* on employee performance (Y)

Based on Table 2, it can be seen that for testing the variable *Organizational Citizenship Behavior (OCB) (Z)* on employee performance (Y), a beta (β) value of 0.430 is obtained with a ρ value of 0.000. Since the ρ value is less than α ($0.000 < 0.05$), H_0 is rejected and *Organizational Citizenship Behavior (OCB) (Z)* thus has a significant impact on employee performance (Y).

Indirect influence path coefficient calculation

The indirect influence path coefficient is shown in Table 3

Table 3 Indirect influence path coefficient value

No.	Variable Free	Variable Be bound to	Direct (β^2)	Indirectly	Total	Information
1.	competency	OCB	0.386	-	-	Significant
2.	commitment	OCB	0.307	-	-	Significant
3.	work culture	OCB	0.220	-	-	Significant
4.	competency	Performance	0.207	0.166	0.373	Significant
5.	commitment	Performance	0.288	0.132	0.420	Significant
6.	work culture	Performance	0.219	0.094	0.313	Significant
7.	OCB	Performance	0.430	-	-	Significant

Data sources processed by researchers (2023)

Based on the calculation of the path coefficient, it turns out that:

- The total effect of the employee's competency variable (X1) on employee performance (Y) is 0.373 with details of a direct effect of 0.207 and an indirect effect of 0.166. Thus, it is known that the value of the indirect effect is smaller than the direct effect.
- The total effect of organizational variable involvement (X2) on employee performance (Y) is 0.420 with details of a direct effect of 0.288 and an indirect effect of 0.132. Thus, it is known that the value of the indirect effect is smaller than the direct effect.
- The total influence of the work culture variable (X3) on employee performance (Y) is 0.313 with details of a direct effect of 0.219 and an indirect effect of 0.094. Thus, it is known that the value of the indirect effect is smaller than the direct effect.

Thus, it can be argued that employee competence (X1) and organizational commitment (X2) work culture (X3) influence employee performance (Y) through *Organizational Citizenship Behavior (OCB) (Z)* with a smaller value than the direct influence.

The variable that has the greatest influence on *Organizational Citizenship Behavior (OCB)* (Z) is employee competence (X1), which equals 0.386. While the independent variable having the greatest impact on employee performance (Y) is *Organizational Citizenship Behavior (OCB)* (Z) which is equal to 0.430. And the variable that influences the performance of the employee (Y) through the *intervening* variable *Organizational Citizenship Behavior (OCB)* (Z) is the employee's competence (X1) which is equal to 0.166.

Coefficient of Determination

path analysis calculations show that the coefficient of determination of R^2 has a total value of 0.655. This means that 65.5% of the variation in *Organizational Citizenship Behavior (OCB)* variables can be explained by employee competence, organizational commitment and work culture variables, while the remaining 34.4% is explained by other variables and errors used in this study. not be explained. .

calculation of the path analysis shows that the coefficient of determination of R^2 is a total value of 0.682. This means that 68.2% of the variations in employee performance variables can be explained by employee competence, organizational commitment, work culture and *Organizational Citizenship Behavior (OCB)* variables, while the remaining 25.2% are explained by other variables and errors which are not explained in this study.

DISCUSSION

The effect of employee competence on organizational citizenship behavior (OCB)

Based on the first hypothesis, employee competence influences *Organizational Citizenship Behavior (OCB)*. After testing and analyzing the data, the results obtained stating that employee competency had no significant effect on *employee organizational behavior (OCB)* of employees at the Bondowoso District Cooperative, Industry and Trade Service were found to be false or was H_1 rejected. This may be due to aspects related to employee competence that influence *Organizational Citizenship Behavior (OCB)*. Aspects of employee competence include : Knowledge (knowledge), understanding (understanding), value (value), ability (skill) and attitude (attitude) .

Competency indicators dominated by male employees in the Office of Cooperatives, Industry and Trade of Bondowoso Regency are attitude, *i.e.* respondents' ability to respond to issues that arise in the field of work and ability to provide solutions to solve them, and are the facilities and infrastructure satisfactory?, dominated by disapproving responses from employees with an age range of 41 – 50 years. This shows that the more mature the age of employees, the more awareness or concern for colleagues.

As for this research, it is contrary to the results of Adhadi, R., Karnadi, K., & Pramesthi, R. A. (2022). Suswati, E., Alhasani, I., & Wahyono, G. B. (2021) Ningsih, E. K. (2020). Sumarsi, S., & Rizal, A. (2022) argues that employee competence has a significant impact on *Organizational Citizenship Behavior (OCB)* .

The effect of organizational commitment on organizational citizenship behavior (OCB)

Based on the second hypothesis, organizational commitment influences *Organizational Citizenship Behavior (OCB)*. After testing and analyzing the data, the results obtained indicated that organizational commitment had a significant effect on *Organizational Citizenship Behavior (OCB)* of employees when the Bondowoso District Cooperative, Industry and Trade Office, or H_2 was accepted. This is due to the existence of organizational commitment aspects that have positively impacted the *Organizational Citizenship Behavior (OCB)* staff of the Bondowoso District Cooperative, Industry and Trade Office. These aspects include: Personal factors, job characteristics, structural characteristics and work experience.

The indicator of organizational commitment that received the most affirmative responses from male employees in the Office of Cooperatives, Industry and Trade of Bondowoso Regency was structural features that respondents felt fit the organizational features of the Bondowoso Disoperin Day. This is also supported by employees with an age category of more than 41 years, this is also in proportion to the number of years of service of employees who certainly understand the work in the Bondowoso Disoperindag.

Regarding this study, there are significant similarities in the results with previous research conducted by Rafikaningsih, R. (2022), Sitio (2021), Ningsih, EK (2020) who state that organizational commitment has a significant impact on *Organizational Citizenship Behavior (OCB)* .) .

Effect of work culture on organizational citizenship behavior (OCB)

Based on the third hypothesis, work culture influences employees' *Organizational Citizenship Behavior (OCB)*. After testing and analyzing the data, the results obtained stated that work culture had a significant effect on *Organizational Citizenship Behavior (OCB)* for Bondowoso District Cooperative, Industry and Trade Service

employees, proved to be true whether H3 was accepted. This may be due to aspects related to work culture that have been able to create *Organizational Citizenship Behavior (OCB) employees*. These aspects of work culture are employee placement, mission statement, prioritizing the company's mission, exemplary leaders, the learning process, and motivation.

The work culture indicator received the most affirmative responses from male employees of the Bondowoso Regency Office of Cooperatives, Industry and Trade, namely the learning process where respondents felt they needed to keep learning to create an appropriate work culture. This is clarified by the employment data, most of which have a high level of education, although the age group is dominated by workers aged 41-50. This illustrates that the existing OCB behavior is of course also a work culture that exists at the Bondowoso Regency Office of Cooperatives, Industry and Trade, which is shown by most of the employees who show great concern for other employees.

In addition to the expert opinion put forward, this study is also supported by the results of previous research conducted by Pratama, IGB, & Utama, IWM (2017). Dewi, KDC and Riana, IG (2019). Suswati, E., Alhasani, I., & Wahyono, GB (2021), Sitio (2021) Ningsih, EK (2020) state that work culture has a significant influence on *Organizational Citizenship Behavior (OCB)*.

Effect of employee competence on employee performance

Based on the fourth hypothesis, employee competence influences employee performance. After testing and analyzing the data, the results were obtained stating that employee competence had a significant effect on employee performance at the Bondowoso Regency Cooperative, Industry and Trade Office, proved to be true whether H3 was accepted. This may be due to aspects related to employee competence that have been able to create employee performance. Knowledge (*knowledge*), understanding (*understanding*), value (*value*), ability (*skill*), and attitude (*attitude*).

Competence indicators dominated by male respondent type employees in the Office of Cooperatives, Industry and Trade of Bondowoso Regency are attitude, i.e. respondents can respond to problems that arise in the field of work and can propose solutions to solve them, and are the facilities and infrastructure satisfactory?, dominated by disapproving answers from employees with an intermediate vocational education level (S1). This shows that education determines the quality of competence of employees and certainly encourages their performance in the Office of Cooperatives, Industry and Trade of Bondowoso Regency.

The results of this study are in line with the view of Moehariono (2014: 5) who argues that competence as an underlying characteristic of a person is related to the effectiveness of individual performance in their work or the basic characteristics of individuals who have a causal relationship or as cause and effect with the criteria used as reference. According to Spencer, competence resides in every human being and will forever exist in a person's personality that can broadly predict behavior and performance in all situations and work tasks. Meanwhile, according to Wibowo (2014: 271), competence is the ability to perform or perform a job or task that is based on skills and knowledge and supported by the work attitude required for the job. Competence also shows the characteristics of the knowledge and skills that each individual possesses or needs to effectively perform their duties and responsibilities and raise professional quality standards in their work.

The indicator of organizational commitment that received the most affirmative responses from male employees in the Office of Cooperatives, Industry and Trade of Bondowoso Regency was structural features that respondents felt fit the organizational features of the Bondowoso Disoperin Day. This is also supported by employees with an undergraduate level of education, so it can be seen that the performance of most Bondowoso Disoperindag employees is supported by factors of employees with a high level of education and high work involvement.

Regarding this study, there are significant results consistent with previous research conducted by H4. Adhadi, R., Karnadi, K., & Pramesthi, R. A. (2022). Wati, N., and Kurniawati, E. (2020). Eid, I., Razak, M., & Alam, S. (2021). Suswati, E., Alhasani, I., & Wahyono, GB (2021) Sitio (2021) state that employee competence has a significant impact on performance.

The effect of organizational commitment on employee performance

Based on the fifth hypothesis, organizational involvement influences employee performance. After testing and analyzing the data, the results obtained stated that organizational involvement had a significant effect on employee performance at the Bondowoso District Office of Cooperatives, Industry and Trade, proved to be true whether H5 was accepted. This may be due to the existence of aspects related to organizational commitment that the performance of Bondowoso District Cooperative, Industry and Trade Office employees may have created.

The work culture indicator received the most affirmative responses from male employees of the Bondowoso Regency Office of Cooperatives, Industry and Trade, namely the learning process where respondents felt they needed to keep learning to create an appropriate work culture. This is clarified by the employment data, most of which have a high level of education, although the age group is dominated by workers aged 41-50. So that the work culture in

Bondowoso Diskoperindag supports every employee to raise the level of education of employees so that they can work and have an optimal career.

The results of this study are in line with Daft's (2003) view that organizational commitment is an important attitude that influences performance. Daft defines organizational commitment as loyalty and high commitment to the organization. Employees with a high degree of organizational commitment will be committed to the organization and work on its behalf. Meanwhile, Blau and Boal in Sopiah (2012) cite organizational commitment as alignment of employees and loyalty to the organization and organizational goals. Moreover, membership commitment can be broadly defined as the level of members' psychological commitment to particular organizations according to Sutrisno (2010).

Regarding this study, there are significant similarities in the results with previous research conducted by Rafikaningsih, R. (2022), Idul, I., Razak, M., & Alam, S. (2021). Suswati, E., Alhasani, I., & Wahyono, GB (2021) Sitio (2021) Faisal, M. (2016) argues that organizational commitment has a significant impact on performance.

The influence of work culture on employee performance

Based on the sixth hypothesis, work culture influences employee performance. After testing and analyzing the data, the results obtained indicated that work culture had a significant effect on the performance of Bondowoso District Cooperative, Industry and Trade Office employees, which proved to be true whether H_6 was accepted. This may be due to aspects related to the work culture that the performance of employees of the Bondowoso District Cooperative, Industry and Trade Office has been able to create.

The results of this study are in line with the view of Gering, Supriyadi and Triguno, (2011: 7), who suggest that work culture is a philosophy based on a view of life as values that become traits, habits and also drivers which are cultivated in a group and are reflected in attitudes in behavior, ideals, opinions, views and actions that manifest as work or work. Then according to Hadari Nawawi (2013) it is a habit that is repeatedly performed by employees in an organization, violation of this habit has no strict sanctions, but moral organizational actors agree that this habit is a habit that must be obeyed in the context of carrying out activities to achieve the goal. . Apart from the expert opinion put forward, this study is also supported by the results of previous research conducted by Idul, I., Razak, M., & Alam, S. (2021). Faisal, M. (2016). Widarko, A., & Anwarodin, MK (2022) argue that commitment has a significant effect on performance

The Effect of *Organizational Citizenship Behavior (OCB)* on Employee Performance

Based on the fifth hypothesis, *Organizational Citizenship Behavior (OCB)* influences employee performance. After testing and analyzing the data, the results obtained stated that *Organizational Citizenship Behavior (OCB)* had a significant effect on employee performance at the Bondowoso District Cooperative, Industry and Trade Office, which proved to be true whether H_5 was accepted. This may be due to *Organizational Citizenship Behavior (OCB)* aspects associated with the performance of Bondowoso District Cooperative, Industry and Trade employees.

The OCB indicator with the most responses receiving agreed responses is the first *Organizational Citizenship Behavior (OCB) indicator* at the Bondowoso District Cooperative, Industry and Trade Service, which is *altruism*, which is behavior performed by individuals voluntarily performed in their role as an employee who is more concerned with the interests of other people than self-interest. In addition, employees with an age group of 41-50 years also show this behavior on the Bondowoso Disoperin Day.

The results of this study are in line with the opinion of Kinicki and Fudgate (2012) who suggest that OCB behavior is very important for two reasons. First, when an individual behaves OCB, it is possible to create a positive impression about the employee among his colleagues. Second, the more employees behave OCB, it will have a positive effect on the organization's bottom line. OCB behavior is a voluntary action taken by an individual, even though this action is not part of his duties as a member of the organization, but on the initiative to make the best contribution to the organization. *Organizational citizenship behavior* describes how an individual has a lot of initiative and is highly sensitive to organizational circumstances. In addition to the expert opinion expressed, this study is also supported by the results of previous research conducted by Adhadi, R., Karnadi, K., & Pramesthi, RA (2022). Rafikaningsih, R. (2022) Sitio (2021) Suswati, E., Alhasani, I., & Wahyono, GB (2021) Adhadi, R., Karnadi, K., & Pramesthi, RA (2022). Widarko, A., & Anwarodin, MK (2022) argues that *Organizational Citizenship Behavior (OCB)* has a major impact on performance

The effect of employee competence on employee performance through *Organizational Citizenship Behavior (OCB)*

Based on the sixth hypothesis, employee competence influences employee performance through *Organizational Citizenship Behavior (OCB)*. After testing and analyzing the data, the results show that the indirect

effect of employee competence (X1) on employee performance variables (Y) via the *intermediate variable Organizational Citizenship Behavior (OCB) (Z)* is 0.166 , which is smaller than the direct effect of the employee competency variable (X1) to employee performance variable (Y) which is equal to 0.207. The total effect of the employee's competency variable (X1) on employee performance (Y) is 0.373 with details of a direct effect of 0.207 and an indirect effect of 0.166. It can be concluded that employee competence (X1) and organizational commitment (X2) influence employee performance (Y) via *Organizational Citizenship Behavior (OCB) (Z)* with a smaller value than the direct effect.

The effect of organizational commitment on employee performance through *Organizational Citizenship Behavior (OCB)*

Based on the seventh hypothesis, organizational commitment influences employee performance through *Organizational Citizenship Behavior (OCB)* . After testing and analyzing the data, the results show that the indirect effect of the organizational commitment variable (X2) on employee performance (Y) via the organizational citizenship behavior (OCB) intervening variable (Z) is 0.132, *which is smaller than the direct effect of the organizational commitment variable (X2) on the employee performance variable (Y) is equal to 0.288.* The total effect of organizational variable involvement (X2) on employee performance (Y) is 0.420 with details of a direct effect of 0.288 and an indirect effect of 0.132. It can be concluded that organizational commitment (X2) influences employee performance (Y) through *organizational citizenship behavior (OCB) (Z)* with a smaller value than the direct effect.

The influence of work culture on employee performance through *Organizational Citizenship Behavior (OCB)*

Based on the seventh hypothesis, work culture influences employee performance through *Organizational Citizenship Behavior (OCB)* . After testing and analyzing the data, the results show that the indirect effect of the work culture variable (X3) on employee performance (Y) via the intermediate variable *Organizational Citizenship Behavior (OCB) (Z)* is 0.094 , which is smaller than the direct effect of the work culture variable (X3) on the employee performance variable (Y) equal to 0.150. The total influence of the work culture variable (X3) on employee performance (Y) is 0.313 with details of a direct effect of 0.219 and an indirect effect of 0.094. It can be concluded that work culture (X3) influences employee performance (Y) through *Organizational Citizenship Behavior (OCB) (Z)* with a smaller value than the direct effect. This shows that Bondowoso District Cooperatives, Industry and Trade Office employees who are already competent *need* more encouragement or *Organizational Citizenship Behavior (OCB)* to significantly improve their performance.

CONCLUSION

The background to this research is that the performance of Bondowoso Regency Office of Cooperatives, Industry and Trade employees is still sub-optimal, evidenced by the realization of sub-optimal program activities . Factors influencing this performance are competence, organizational commitment and work culture which are mediated by *Organizational Citizenship Behavior (OCB)*. The respondents in this study were dominated by male employees with a bachelor's degree and an age range of 41 to 50 years. Based on the research results described in Chapter IV, the conclusions of this study are as follows:

1. The test results prove that employee competence has a significant effect on *Organizational Citizenship Behavior (OCB)* of employees at the Office of Cooperatives, Industry and Trade in Bondowoso Regency. Supports previous research suggesting that competence has a significant effect on OCB.
2. The test results prove that organizational commitment has a significant effect on *Organizational Citizenship Behavior (OCB)* of Bondowoso District Cooperative, Industry and Trade Office employees.
3. The test results prove that work culture has a significant effect on *Organizational Citizenship Behavior (OCB)* of Bondowoso District Cooperative, Industry and Trade Office employees.
4. The test results prove that employee competence has a significant effect on employee performance among the employees of the Bondowoso District Cooperative, Industry and Trade Office.
5. The test results prove the competence of employees, has a positive and significant effect on the performance of employees of the Bondowoso District Cooperative, Industry and Trade Office employees.
6. The test results prove that work culture has a significant effect on employee performance at the Office of Cooperatives, Industry and Trade in Bondowoso Regency.
7. The test results prove that *Organizational Citizenship Behavior (OCB)* has a significant effect on the performance of Bondowoso District Office of Cooperatives, Industry and Trade employees.
8. The test results prove that there is an indirect effect of employee competence on employee performance through the *intermediate variable Organizational Citizenship Behavior (OCB)* for Bondowoso District Cooperative, Industry and Trade Service employees whose value is less than the direct effect
9. The test results prove the indirect effect of organizational commitment on employee performance through the *intermediate variable Organizational Citizenship Behavior (OCB)* for employees of the Office of Cooperatives, Industry and Trade of Bondowoso Regency, whose value is less than the direct influence.

10. The test results prove the indirect effect of work culture on employee performance through the *intermediate variable Organizational Citizenship Behavior (OCB)* for Bondowoso District Cooperative, Industry and Trade Service employees whose value is less than the direct influence. :

RECOMMENDATIONS

The suggestions that can be made based on the results of the study are the following:

1. Suggestions for the Office of Cooperatives, Industry and Trade of Bondowoso Regency
 - a. Based on the results of the study, it appears that work culture has the least influence on performance and *Organizational Citizenship Behavior (OCB)*. It is recommended for the leaders of the Bondowoso Regency Disoperin Day to review the work culture that exists in the Disoperin Day. Such as the appropriateness of the placement of employees with their competencies, providing motivation or encouragement to innovate and the role of leaders as role models for their subordinates.
 - b. The variable with the greatest impact on employee performance is *Organizational Citizenship Behavior (OCB)*. It is recommended for all Bondowoso Regency Disoperin Day staff to maintain this attitude. Because this kind of caring attitude really helps other employees do their jobs. In addition, it can be replicated to other OPDs to develop this OCB behavior.
2. For further research
 - a. Future research is suggested to consider other factors that also influence *Organizational Citizenship Behavior (OCB)* and employee performance, such as training, leadership, organizational roles, and workload.
 - b. Future research may also broaden the research orientation to a wider organizational scope or larger population. Such as involving co-operative workers across Bondowoso Regency.

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