

EMPLOYEE PERFORMANCE OPTIMIZATION REVIEWED FROM COMPETENCY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

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Abstract

Every organization is required to be able to optimize human resources and how these human resources are managed. Therefore, an organization must be able to organize all existing human resources so that organizational activities can run smoothly and be able to compete with its competitors. One of them is to consider based on the competencies and organizational citizenship behavior (OCB) owned by employees. The purpose to be achieved in this study is to prove that the performance of PT Biantara Jaya Service employees can be optimized through competency variables and Organizational Citizenship Behavior (OCB). The type of research used in this research is quantitative research. The type and source of data used in this study are primary data. The data collection method in this study uses a population questionnaire and the sample in this study is 40 respondents of PT Biantara Jaya Services employees and all of them are used as saturated samples. The data analysis in this study used multiple linear regression using validity test, reliability test, multiple linear regression analysis test and t hypothesis test and determination coefficient test with the SPSS 26 For Windows statistical application program. The results of the research that have been conducted show that employee competence measured through knowledge, expertise/skills, and attitudes has a positive and significant effect on performance. Likewise, the organizational citizenship behavior (OCB) variable which is measured through the accuracy of task completion, attendance level, cooperation, and job satisfaction has a positive and significant effect on performance.

Keywords: Competence, Organizational Citizenship Behavior, Work Performance, Optimization

1. Introduction

The era of globalization has affected various aspects of human life. The world is increasingly united, domestic events are no longer covered by the outside world, information and communication technology encourages changes in relations between nations and there are no longer barriers. The known Industrial Revolution 4.0 brings together the digital and physical worlds, offering new ways to collect, distribute and use information. With the emergence of the industrial revolution 4.0, many work technologies will help to increase productivity, speed up work processes, and maximize employee working time. In this case, it can be interpreted that the industrial revolution 4.0 is a technology-based revolution that can directly help employees in the workplace, and the emergence of new technology will have an impact on the business industry and the world.

However, with the progress of the industrial revolution 4.0, various challenges have emerged that must be faced by human resources (HR). The biggest challenge faced by HR is the loss of jobs that are replaced by technology. Along with the development of the industrial revolution 4.0, the skills that HR should have will change. Universities need to have graduates who have competencies to face the industrial revolution 4.0 such as, the ability to think critically and make decisions, the ability to solve problems, the ability to think innovatively, the ability to communicate and cooperate, the ability to communicate and cooperate, the ability to hold responsibility in the field of science and hold responsibility, the ability or emotional intelligence, the ability to adapt socially, the ability to lead, creativity, the ability in the field of technology. By having one of these competencies, it will support the ability of human resources to face the era of the industrial revolution 4.0.

Every organization is required to be able to optimize human resources and how these human resources are managed. MSDM is a recognition of the importance of an organization's workforce as a human resource that is very important in contributing to the organization's goals and using several functions and activities to ensure that the human resources are used effectively and fairly for the benefit of individuals, organizations and society. Therefore, an organization must be able to organize all existing human resources so that organizational activities can run smoothly and be able to compete with its competitors. An organization must consider what kind of qualities are really needed to develop the organization. One of them is to consider based on the competencies possessed by employees.

Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and supported by the work attitude demanded by the job. Employee competence is to do work based on skills and knowledge and is supported by the attitude required by the job in order to provide an adequate level of performance in the job. The competency factor can affect performance because with high competence, employee performance will also be achieved. On the other hand, if the employee's competence is low or not in accordance with his or her expertise, then performance will not be achieved.

Successful organizations need employees who will do the work they can do beyond what an organization expects. Organizations need employees who will perform organizational citizenship behavior (OCB) in this dynamic work environment, as more and more tasks are done in teams and flexibility becomes critical. Organizational citizenship behavior (OCB) is an individual behavior that contributes to the creation of organizational effectiveness and is not directly related to the organization's reward system.

Employee performance problems are problems faced by management in every organization, so management needs to understand various factors that affect the performance of these employees. Performance is the result of work that can be achieved by a person or a group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not violating the law and not contrary to morals and ethics. To increase the productivity of human resources, this can be done in several ways, including through employee performance. Because basically, every organization certainly needs employees as a workforce to continue to improve quality products and services. So that employees are considered an important part that must be owned by an organization. PT Biantara Jaya Services, as a leader in formalities services, has evolved into a brand synonymous with reliability. Since 2010, PT Biantara Jaya Service had played a crucial role in providing

services for the processing and creation of essential documents such as passports, visas, work permits for Foreign Workers (TKA), and other document legalities. Efforts to create effective and good performance in this company have not been optimal due to several problems faced. Competency indicators are knowledge, abilities/skills, and attitudes. However, from the results of observations at the company, it turns out that there are several indicators that are not met, including; lack of special knowledge and expertise that employees have in completing their tasks, there are delays in reporting caused by employees because they often make mistakes in entering data, and it can be seen in the fact that there are still many employees who are not able to provide services that are in accordance with the fulfillment of satisfactory service needs as employee performance demands. Furthermore, organizational citizenship behavior (OCB) has not appeared in employees, such as; coming to work early, some employees are only willing to help with the work of colleagues who feel close and familiar, there are some employees who often complain about their work even though it is indeed the employee's duty, employees often do not attend meetings and lack of response in every organizational activity.

The purpose to be achieved in this study is to prove that the performance of PT Biantara Jaya Service employees can be optimized through competency variables and organizational citizenship behavior.

2. Theoretical Background

2.1 Employee Performance

Performance is a description of the level of achievement in the implementation of a program of activities or policies in realizing the goals, goals, visions and missions of the organization as outlined through the strategic planning of an organization (Aziz dan Fauzan, 2018) . According to Farisi, dkk (2020), and Santoso, dkk (2019), states that performance is the result achieved by a person according to the measure applicable to the work in question or a group to carry out activities and improve them according to their responsibilities with the expected results. Performance is the level of achievement of results for the implementation of certain tasks. Company performance is the level of achievement of results in order to realize the company's goals. Meanwhile, according to Putri (2020) and Lilyana (2021), Stating that performance is the result of the functional work of a person or group in an organization over a certain period of time that reflects how well the person or group meets the requirements of a job in an effort to achieve organizational goals or performance is the result of work that has been achieved by completing the tasks and responsibilities that have been given within a certain period of time.

Based on the explanations of some of the experts above, it can be concluded that performance is the ability of employees to achieve job requirements, where a job target can be completed at the right time or not exceed the predetermined waktu limit so that the goal will be in accordance with the company's morals and ethics.

Employee Performance Indicators by Arifin, dkk (2019), states that indicators that can measure employee performance are as follows:

- 1) Accuracy of task completion. The accuracy of task completion can be said to be the level of accuracy in completing an activity or task within a certain period of time and optimizing every available time to complete other activities.
- 2) Attendance rate. The percentage of worker attendance greatly affects the percentage of company success. If an employee is often absent from workdays, then it is said that the employee is less disciplined at work.

- 3) Cooperation between employees. Willingness to cooperate and help each other between employees who are concerned about work relationships or unable to boost the work ethic of workers.
- 4) Job satisfaction. Job satisfaction is a condition created because of the achievement of an individual level of pleasure from the results of assessing a person, high job satisfaction will improve employee performance towards the company where they work. The suitability between the delegation of roles and functions with the capacity of the workforce can affect job satisfaction in the company.

2.2 Competence

Competence is an ability to carry out or perform a job or task that is based on clear skills and knowledge and supported by the work attitude demanded by the job (Agustian, 2018). According to Emeron, dkk (2017), Defining competence is the ability of an individual to carry out a job correctly and have advantages based on things related to knowledge, expertise, and attitude. Meanwhile, according to Marwansyah (2016) It is stated that competence is a combination of knowledge, skills, attitudes and other personal characteristics necessary to achieve success in a job that can be measured using agreed standards, and can be improved through training and development. Competence is the underlying characteristic of a person related to the performance of an individual in his or her job or the basic characteristics of an individual who has a causal relationship or as a cause and effect with the criteria that are used as a reference. Competence lies in the inner part of every human being and forever exists in a person's personality that can predict behavior and performance broadly in all job situations and tasks (Triastuti, 2019).

Based on the above understanding, it can be concluded that competence is basically knowledge, skills, and attitudes that are inherent in a person in various circumstances and work tasks.

Competency indicators according to Idris, dkk (2019) states that the competency indicators are as follows:

- 1) Knowledge. Have knowledge that supports work, have the will to improve knowledge.
- 2) Skill. Have technical expertise in accordance with the field of work handled, have the ability to identify problems, have the ability to find solutions to the problems faced.
- 3) Attitude. Have initiative in helping colleagues, have friendliness and courtesy in carrying out work and seriously enjoy any patient complaints.

2.3 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is an individual behavior that contributes to the creation of organizational effectiveness and is not directly related to the organization's reward system (Adam, Suryani, dkk, 2021). Meanwhile, according to Napitupulu (2018) defines organizational citizenship behavior (OCB) as free individual behavior that is not directly or explicitly recognized by the reward system and in promoting the effective functioning of the organization. In other words, Organizational citizenship behavior (OCB) is employee behavior that exceeds the required role that is not directly or explicitly recognized by the formal reward system.

The behavior or role performed by employees is very important for a company. Various opinions that put forward the importance of employee behavior that is willing to work beyond the description of the existing position, including those stated by Robbin & Judge (2015) which states that successful organizations need employees who will perform

more than just their formal duties and are willing to deliver performance that exceeds expectations. In today's dynamic world of work, where tasks are increasingly done in teams, flexibility is essential. Organizations want employees who are willing to perform tasks that are not listed in the job description. Facts show that organizations that have employees who have good organizational citizenship behavior (OCB) will have better performance than other organizations (Robbin & Judge (2015).

From some of the above definitions, it can be concluded that organizational citizenship behavior (OCB) is voluntary behavior, not forced action against things that prioritize the interests of the organization and are not directly related to the reward system.

Organizational citizenship behavior (OCB) indicators according to Napitupulu (2018) there are five indicators of organizational citizenship behavior (OCB), namely:

- 1) Altruism. Altruism is the behavior of taking the initiative to help or help colleagues in an organization voluntarily.
- 2) Courtesy. Courtesy is the behavior of an individual who maintains a good relationship with his colleagues to avoid disputes between members of the organization.
- 3) Sportmanship. Sportmanship is the willingness of individuals to accept whatever is set by the organization even under unnatural circumstances.
- 4) Conscientiousness. Conscientiousness is a high level of devotion or dedication to work and a desire to exceed the standard of achievement in every aspect.
- 5) Civic Virtue. Civic Virtue is an individual's behavior that shows that the individual has a responsibility to be involved, participate, participate, and care in various activities organized by the organization.

Based on the introduction and literature review, the research model can be drawn as follows:

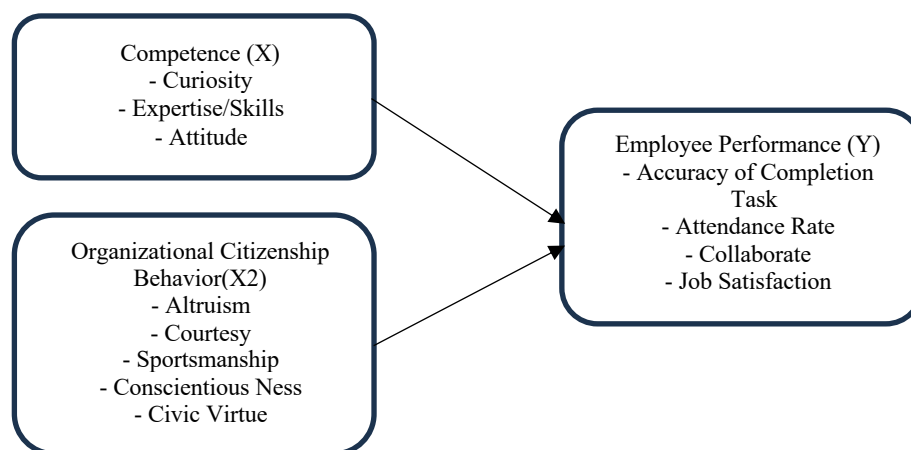


Figure 1. Framework

3. Methods

The type of research used in this research is quantitative research. Quantitative research is statistical research that functions to describe or give an overview of the object being studied through sample data or population through existing data without conducting analysis and making conclusions that apply in general (Sugiyono, 2017). The type and source of data used in this study is primary data. In this study, the method used is a survey approach and distributing questionnaires to PT Biantara Jaya Service graduates. The study used questionnaires as a data collection tool that aimed to find out the opinions of respondents regarding the influence of competence and organizational citizenship

behavior (OCB) on Employee Performance. This research uses a type of research with data in the form of numbers or data that can be processed by statistical methods. The population and sample in this study are employees of PT Biantara Jaya Services as many as 40 respondents and all of them will be used as saturated samples. The data analysis in this study used multiple linear regression using validity test, reliability test, multiple linear regression analysis test and t hypothesis test and determination coefficient test with the SPSS 26 For Windows statistical application program.

4. Results and Discussion

4.1 Description of Competency Variable Data Results

Based on the results of the study, it is known that the description of the distribution of competency variable data is presented in the following statistical table.

Table 1. Description of Competency Variable Data

Statistics				
		TotalX1	TotalX2	TotalY
N	Valid	40	40	40
	Missing	0	0	0
Mean		61.43	89.90	32.73
Median		60.00	90.00	32.50
Mode		60	87	34
Skewness		-0.073	-0.039	0.056
Std. Error of Skewness		0.374	0.374	0.374
Kurtosis		0.085	-0.518	-0.234
Std. Error of Kurtosis		0.733	0.733	0.733
Sum		2457	3596	1309

Based on table above, it can be seen that the mean value for the competency variable is 61.48. The median value obtained based on the table above is 60.00. While the mode value obtained was 60, this means that many respondents answered in agreement with the statement submitted to research the Competency variable. The skewness value obtained also has a value of -0.073, which means that the skewness value is still between -3 and +3, which means that the data distribution is even. Not all respondents answered yes and there were respondents who answered disagree and disagree. Likewise, with the kurtosis value, the kurtosis value based on the table above is 0.085, this number shows that the kurtosis value is still between -3 and +3 which means that the platycurtic curve is the possibility of more concentrated values around the average value.

4.2 Description of Organizational Citizenship Behavior (OCB) Variables

Table 2. Description of Organization Citizenship Behavior (OCB) Variable Data

Statistics				
		TotalX1	TotalX2	TotalY
N	Valid	40	40	40
	Missing	0	0	0
Mean		61.43	89.90	32.73
Median		60.00	90.00	32.50
Mode		60	87	34
Skewness		-0.073	-0.039	0.056
Std. Error of Skewness		0.374	0.374	0.374
Kurtosis		0.085	-0.518	-0.234

Std. Error of Kurtosis	0.733	0.733	0.733
Sum	2457	3596	1309

Based on the table above, it can be seen that the mean value for the organizational citizenship behavior (OCB) variable is 89.90. The median value obtained based on the table above is 90.00. While the mode value obtained was 87, this means that many respondents answered in agreement with the statement submitted to research the Competency variable. The skewness value obtained has a value of -0.039, which means that the skewness value is still between -3 and +3 which means that the data distribution is even. Not all respondents answered yes and there were respondents who answered disagree and disagree. Likewise, with the curtosis value, the curtosis value based on the table above is - 0.518, this number shows that the kurtosis value is still between -3 and +3 which means a platycurtic curve. There is a possibility of more concentrated values around the average value.

4.3 Description of Employee Performance Variable Data

Table 3. Description of Employee Performance Variable Data

Statistics				
		TotalX1	TotalX2	TotalY
N	Valid	40	40	40
	Missing	0	0	0
Mean		61.43	89.90	32.73
Median		60.00	90.00	32.50
Mode		60	87	34
Skewness		-0.073	-0.039	0.056
Std. Error of Skewness		0.374	0.374	0.374
Kurtosis		0.085	-0.518	-0.234
Std. Error of Kurtosis		0.733	0.733	0.733
Sum		2457	3596	1309

Based on the table above, it can be seen that the mean value for the employee performance variable is 32.73. The median value obtained based on the table above is 32.50. While the mode value obtained was 34 things, this means that many respondents answered in agreement with the statement submitted to examine the Competency variable. The skewness value obtained also has a value of 0.056, which means that the skewness value is still between - and +, which means that the data is evenly distributed. Not all respondents answered yes and there were respondents who answered disagree and disagree. Likewise with the kurtosis value, the kurtosis value based on the table above is -0.234, this number shows that the kurtosis value is still between -3 and +3 which means a platycurtic curve. the possibility of more concentrated values around the average value.

4.4 Validity and Reliability Test Results

4.4.1 Results of Validity and Reliability Test of Competency Variable

The results of the Validity Test of competency can be seen in the table below:

Table 4. Results of Validity Test of Competency Variable

Item	r- Count	r- Table	Information
X1q1	.658**	0,3120	Valid
X1q2	.754**	0,3120	Valid
X1q3	.753**	0,3120	Valid

X1q4	.805**	0,3120	Valid
X1q5	.824**	0,3120	Valid
X1q6	.565**	0,3120	Valid
X1q7	.652**	0,3120	Valid
X1q8	.658**	0,3120	Valid
X1q9	.694**	0,3120	Valid
X1q10	.753**	0,3120	Valid
X1q11	.805**	0,3120	Valid
X1q12	.824**	0,3120	Valid
X1q13	.565**	0,3120	Valid
X1q14	.652**	0,3120	Valid
X1q15	.711**	0,3120	Valid

Based on the results of the validity test in the table above for the competency variables, it is known that all statements have an r-count value > r-table, which is 0.3120. Thus, it can be concluded that all the results of the statement for Competency are valid. After conducting a validity test, then continued with a reliability test for competency variables.

The results of the Reliability Test of Competency variables can be seen in the table below.

Table 5. Results of Reliability Test of Competency Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
0.764	16

Based on the results of the reliability test in the table above for the competency variables, it is known that the Cronbach's Alpha value obtained is 0.764 > 0.60. Thus, it can be concluded that all the results of the statement for Competency are reliable.

4.4.2 Results of the Validity and Reliability Test of Organizational Citizenship Behavior (OCB) Variables

The results of the validity test of the organizational citizenship behavior (OCB) variable can be seen in the table below:

Table 6. Results of the Validity Test of Organizational Citizenship Behavior (OCB) Variables

Item	r-Count	r-Table	Information
X2q1	.380*	0,3120	Valid
X2q2	.465**	0,3120	Valid
X2q3	.447**	0,3120	Valid
X2q4	.500**	0,3120	Valid
X2q5	.337*	0,3120	Valid
X2q6	.726**	0,3120	Valid
X2q7	.342*	0,3120	Valid
X2q8	.474**	0,3120	Valid
X2q9	.568**	0,3120	Valid
X2q10	.581**	0,3120	Valid
X2q11	.405**	0,3120	Valid
X2q12	.573**	0,3120	Valid
X2q13	.581**	0,3120	Valid
X2q14	.726**	0,3120	Valid

X2q15	.466**	0,3120	Valid
X2q16	.726**	0,3120	Valid
X2q17	.447**	0,3120	Valid
X2q18	.358*	0,3120	Valid
X2q19	.581**	0,3120	Valid
X2q20	.466**	0,3120	Valid
X2q21	.568**	0,3120	Valid
X2q22	.568**	0,3120	Valid

Based on the results of the validity test in the table above for the organizational citizenship behavior (OCB) variable, it is known that all statements have an r-count value > r-table, which is 0.3120. Thus, it can be concluded that all the results of the statement for organizational citizenship behavior (OCB) are valid. After conducting a validity test, then continued with a reliability test for the organizational citizenship behavior (OCB) variable. The results of the reliability test of the organizational citizenship behavior (OCB) variable can be seen in the table below:

Table 7. Results of the Reliability Test of Organizational Citizenship Behavior (OCB) Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
0.739	23

Based on the results of the reliability test in the table above for the organizational citizenship behavior (OCB) variable, it is known that the Cronbach's Alpha value obtained is 0.739 > 0.60. Thus, it can be concluded that all the results of the statement for organizational citizenship behavior (OCB) are reliable.

4.4.3 Results of the Validity and Reliability Test of Employee Performance Variables

The results of the Employee Performance Variable Validity Test can be seen in the table below:

Table 8. Results of Employee Performance Validity Test

Item	r-Count	r-Table	Information
Yq1	.638**	0,3120	Valid
Yq2	.741**	0,3120	Valid
Yq3	.753**	0,3120	Valid
Yq4	.678**	0,3120	Valid
Yq5	.795**	0,3120	Valid
Yq6	.614**	0,3120	Valid
Yq7	.665**	0,3120	Valid
Yq8	.768**	0,3120	Valid

Based on the results of the validity test in the table above for the employee performance variables, it is known that all statements have an r-calculated value above the r-table, which is 0.2638. Thus, it can be concluded that all the results of the statement for employee performance are valid. After conducting a validity test, then proceed with a reliability test for employee performance variables. The results of the cometry variable reliability test can be seen in the table below.

Table 9. Results of the Reliability Test of Employee Performance Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
0.773	9

Based on the results of the reliability test in the table above for employee performance variables, it is known that the Cronbach's Alpha value obtained is $0.773 > 0.60$. Thus, it can be concluded that all the results of the statement for employee performance are reliable.

4.5 Classical Assumption Test

The classical assumption test used in this study consists of a normality test, a multicollinearity test and a heteroscedasticity test in the table below:

4.5.1 Normality Test Results

Table 10. Normality Test Results

One-Sample Kolmogorov-Smirnov Test				
		Competence	OCB	Employee Performance
N		40	40	40
Normal Parameters ^{a,b}	Mean	61.43	89.90	32.73
	Std. Deviation	7.666	8.521	4.082
Most Extreme Differences	Absolute	0.107	0.075	0.127
	Positive	0.100	0.058	0.127
	Negative	-0.107	-0.075	-0.102
Test Statistic		0.107	0.075	0.127
Asymp. Sig. (2-tailed)		.200 ^{c,d}	.200 ^{c,d}	.100 ^c

Based on the table above, it is known that the value of Asym. Sig. (2-tailed) for the competency variable has a value of 0.200. Values from Asym. Sig. (2-tailed) for the organizational citizenship behavior (OCB) variable has a value of 0.200, and the value of Asym. (2-tailed) for the employee performance variable has a value of 0.100. From the overall value of Asym. Sig. (2-tailed) for the competency variable, the organizational citizenship behavior (OCB) variable and the employee performance variable had a value of >0.05 . Therefore, based on this data, it can be concluded that the data used to research the influence of competence, organizational citizenship behavior (OCB) on employee performance is normally distributed and can be continued to the next stage.

4.5.2 Multicollinearity Test Results

Table 11. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.566	1.088		-1.439	0.159		
	Competence	0.506	0.015	0.949	34.052	0.000	0.748	1.336
	OCB	0.036	0.013	0.075	2.694	0.011	0.748	1.336

Based on the table above, it is known that the value of tolerance for the competency variable and organizational citizenship behavior (OCB) is 0.748, which means that this number > 0.10 . The VIF value for the Competency and organizational citizenship

behavior (OCB) variables has a value of 1.336 which means this number is <10.00. Therefore, based on these data, it can be concluded that the proposed regression model does not have multicollinearity symptoms.

4.5.3 Heteroscedasticity Test Results

The results of the heteroscedasticity test can be seen in graph 1 below:

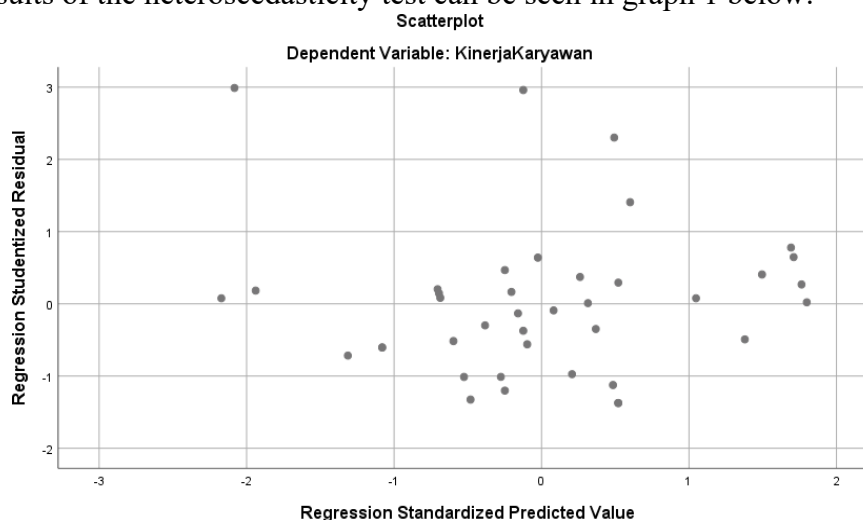


Figure 1. Heteroscedasticity Test Results

Based on the graph above, it can be explained that there are no certain patterns and the spread of dots above and below the number 0, so it can be concluded that there is no heteroscedasticity problem.

4.6 Hypothesis Test Results

4.6.1 Simple Linear Regression Test

Table 12. Results of Simple Linear Regression Test of Competence on Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.437	0.858		0.509	0.614
	Competence	0.526	0.014	0.987	37.919	0.000

Based on the table above, it is known that the value of B for the positive sign constant is 0.437 and the value of B for the competency variable is 0.526. These two values can be presented in the following equation: $Y = 0.437 + 0.526 X_1 + e$

The regression equation above has the following meanings: (1) Constant = 0.437 means that if the competency is equal to 0, then the performance variable of PT Biatara Jaya Service employees has increased by 0.437; (2) Coefficient X1 (Competence) 0.526 means that if other independent variables remain and competency variables increase by 1%, then the performance of PT Biantara Jaya Service employees will increase by 0.526.

Based on the table above, it is known that the sig value in the competency variable is $0.000 < 0.05$. So based on this data, it can be stated that Competence is proven to have a significant effect on employee performance. The competency has a t- calculation value of 37.919. This value when compared to the t-table df value of 0.05 is 2.0210. So it is obtained if the t-count > t-table, thus it can be stated that the competence has an effect on the performance of the employee.

4.6.2 Determination Coefficient Test (R2)

Table 13. Results of the Determination Test on the Influence of Competency on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.987a	0.974	0.974	0.664

Based on the table above, it is known that the determination coefficient is 0.974. The number of the determination coefficient is multiplied by 100%, so that it becomes 97.40% which can mean that 97.40% of employee performance variables are influenced by competency variables. While the rest are influenced by other variables outside the variables studied.

4.6.3 Correlation Test of the Influence of Competency on Employee Performance

Table 14. Results of the Correlation Test of Competency Variables on Employee Performance

Correlations			
		Competence	Employee Performance
Competence	Pearson Correlation	1	.987**
	Sig. (2-tailed)		0.000
	N	40	40
Employee Performance	Pearson Correlation	.987**	1
	Sig. (2-tailed)	0.000	
	N	40	40

Based on the table above, it is known that the correlation value obtained between competence and employee performance is 0.987, with the r-table value being 0.3120 where the r-calculation value > r-table. The correlation value is marked positively which indicates that the relationship that occurs between the two is unidirectional. Where the better the competence, the better the employee's performance. Based on the interpretation of the correlation coefficient, a value of 0.987 is included in the category of very strong correlation, in the interval class of 0.80 – 1,000. So it can be concluded that there is a very strong correlation between the Competency variable and employee performance.

4.6.4 Simple Linear Regression Test: The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance

Table 15. Results of Simple Linear Regression Test of Organizational Citizenship Behavior (OCB) on Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.980	5.855		1.534	0.133
	OCB	0.264	0.065	0.551	4.073	0.000

Based on the table above, it is known that the value of B for the positive sign constant is 8.980 and the value of B for the variable organizational citizenship behavior (OCB) is 0.264. These two values can be presented in the following equation: $Y = 8.980 + 0.264 X_2 + e$.

The regression equation above has the following meanings: (1) Constant = 8.980 means that if the organizational citizenship behavior (OCB) is equal to 0, then the employee performance variable of PT Biantara Jaya Servise has increased by 8.980; (2) Coefficient X2 (OCB) = 0.264 means that if other independent variables remain and the organizational citizenship behavior (OCB) variable increases by 1%, then the performance of PT Biantara Jaya Servise employees will increase by 0.264.

Based on the table above, it is known that the value of the sig in the organizational citizenship behavior (OCB) variable is $0.000 < 0.05$. Therefore, based on this data, it can be stated that organizational citizenship behavior (OCB) is proven to have a significant effect on Employee Performance. Organizational citizenship behavior (OCB) has a t-count value of 4.073. This value when compared to the t-table df value of 0.05 is 2.0210. Therefore, if the t-count > t-table, it can be stated that organizational citizenship behavior (OCB) has a partial effect on Employee Performance

4.6.5 Determination Coefficient Test (R²) Influence of Organizational Citizenship Behavior (OCB) on Employee Performance

Table 16. Results of the Organizational Citizenship Behavior (OCB) Determination Test on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551a	0.304	0.286	3.451

Based on the table above, it is known that the determination coefficient is 0.304. The number of the determination coefficient is multiplied by 100%, so that it becomes 30.40% which can mean that 30.40% of employee performance variables are influenced by the organizational citizenship behavior (OCB) variable. While the rest are influenced by other variables outside the variables studied.

4.6.6 Correlation Test of the Influence of Organizational Citizenship Behavior (OCB) on Employee Performance

Table 17. Results of the Correlation Test of Organizational Citizenship Behavior (OCB) Variables on Employee Performance

Correlations			
		OCB	Employee Performance
OCB	Pearson Correlation	1	.551**
	Sig. (2-tailed)		0.000
	N	40	40
Employee Performance	Pearson Correlation	.551**	1
	Sig. (2-tailed)	0.000	
	N	40	40

Based on the table above, it is known that the correlation value obtained between organizational citizenship behavior (OCB) and Employee Performance is 0.551, with the r-table value being 0.3120 where the r-calculation value > r-table. The correlation value is marked positively which indicates that the relationship that occurs between the two is unidirectional. Where the better the OCB, the better the performance of employees. Based on the interpretation of the correlation coefficient, the value of 0.551 is included in the category of strong correlation, in the interval class of 0.40 – 0.599. So it can be concluded

that there is a strong correlation between the Organizational Citizenship Behavior (OCB) variable and Employee Performance.

4.6.7 Multiple Competency and Organizational Citizenship Behavior (OCB) Linear Regression Test on Employee Motivation

Table 18. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.566	1.088		-1.439	0.159
	Competence	0.506	0.015	0.949	34.052	0.000
	OCB	0.036	0.013	0.075	2.694	0.011

Based on the table above, it is known that the B value for the negative sign constant is -1.566, the B value for the Competency variable is 0.506, and the B value for the organizational citizenship behavior (OCB) variable is 0.036. These three values can be presented in the following equation:

$$Y = -1.566 + 0.506 X1 + 0.036 X2 + e$$

The regression equation above has the following meanings: (1) Constant = -1.566 means that if the Competency and Organizational Citizenship Behavior (OCB) is equal to 0, then the performance variable of PT Bhinneka Cipta Lestari employees decreases by 1.566; (2) Coefficient X1 (Competence) = 0.506 means that if other independent variables remain and the Competency variable increases by 1%, then the performance of PT Biantara Jaya Service employees will increase by 0.506; (3) Coefficient X2 (OCB) = 0.036 means that if the other independent variables are correct and the Organizational Citizenship Behavior (OCB) variable increases by 1%, then the performance of PT Bhinneka Cipta Lestari employees will increase by 0.036.

Based on the table above, it is known that the sig value for the Competency variable is 0.000 < 0.05 and the sig value for the Organizational Citizenship Behavior (OCB) variable is 0.011 < 0.05. Therefore, based on these data, it can be stated that the Competency and Organizational Citizenship Behavior (OCB) variables are proven to have a significant effect on Employee Performance.

4.6.8 Determination Coefficient (R2) Test on the Influence of Competence and Organizational Citizenship Behavior (OCB) on Employee Performance

Table 19. Results of the Competency Determination and Organizational Citizenship Behavior (OCB) Test on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.989a	0.978	0.977	0.615

Based on the table above, it is known that the Adjusted R Square figure is 0.977. The number of the determination coefficient is multiplied by 100%, so that it becomes 97.70%, which can mean that 97.70% of employee performance variables are influenced by the Competency variable and organizational citizenship behavior (OCB). While the rest are influenced by other variables outside the variables studied

4.7 Discussion

1) The Effect of Competency on Employee Performance

Based on the results of the research that has been conducted, it shows that employee competencies which include knowledge, expertise/skills, and attitudes have a positive and significant effect on performance. This means that improvements in these aspects of competence can have a direct impact on improving employee performance at PT Biantara Jaya Service.

To optimize performance, companies can focus on developing competencies through appropriate training and education, so that employees have the necessary knowledge and skills, as well as a supportive attitude. Thus, investing in employee competency development will provide results that are beneficial to the company's overall performance.

Knowledge that includes information and understanding that employees have related to the work being carried out. The higher the employee's knowledge of the duties and responsibilities carried, the better the employee can carry out the job effectively. Strong knowledge allows employees to make informed decisions and resolve issues that arise faster, thereby improving their performance.

Expertise and skills refer to the practical and technical abilities required to perform a particular job. Employees who have good skills will be better able to carry out tasks efficiently and produce high-quality outputs. Constantly updated and improved skills also help employees to adapt to changes and innovations in the work environment, which contributes to better performance.

Attitudes include the mental and emotional disposition of employees towards work and co-workers. Positive attitudes, such as motivation, commitment, and cooperation, can create a productive and harmonious work environment. Employees with a good attitude tend to be more proactive, ready to take on challenges, and able to collaborate well, all of which have a direct impact on improving individual and team performance.

Overall, the positive influence of these three competency elements shows that companies should focus on developing each of these aspects to improve overall employee performance.

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

Based on the results of the research that has been conducted, it has been shown that organizational citizenship behavior (OCB) which is measured through the accuracy of task completion, level of attendance, cooperation, and job satisfaction has a positive and significant effect on employee performance. This positive influence indicates that the better the organizational citizenship behavior (OCB), the more it improves the performance of PT Biantara Jaya Service employees. A strong OCB supports the creation of a productive and positive work environment, which in turn improves employee performance.

Employee altruism shows behavior that tends to help each other and support colleagues. This creates better collaboration and speeds up task completion, which contributes to improved team performance. Courtesy shows courtesy and respects colleagues helps create positive communication and reduce conflict. This harmonious work environment has the potential to increase employee productivity and efficiency. Sportsmanship that has is able to accept situations that are not ideal and stay focused on work goals. This attitude helps maintain the team's morale and morale, which has an impact on better performance. Conscientiousness is the nature of discipline and responsibility in completing tasks is the key for conscientious employees. Employees

with this attitude are more organized and can get the job done well, which instantly improves individual performance. Civic Virtue owned by employees who show that employees actively participate in organizational activities and show concern for the company's goals. This engagement builds loyalty and enhances work culture, which contributes positively to performance.

3) The Influence of Competence and Organizational Citizenship Behavior (OCB) on Employee Performance

Based on the results of the research that has been conducted, it shows that there is a significant influence between Competence and Organizational Citizenship Behavior (OCB) on Employee Performance. OCB competency development and promotion in the organization is an important strategy to improve employee performance. By improving these two aspects, companies can create a more productive and efficient work environment. Competency development and OCB in the organization is an important strategy to improve employee performance. By improving these two aspects, companies can create a more productive and efficient work environment.

Competence includes the knowledge, skills, and attitudes that employees have in carrying out their duties and responsibilities. Employees who have high competence can complete tasks better and more efficiently. They are able to make the right decisions and overcome problems that arise. Adaptability: Competencies also affect employees' ability to adapt to changes and challenges in the work environment, which supports productivity and performance.

Organizational citizenship behavior (OCB) includes voluntary behavior that is not directly recognized in the reward system, but contributes to the success of the organization. These include altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Organizational citizenship behavior (OCB) creates a collaborative and supportive work atmosphere, which increases employee morale. Teamwork shows that organizational citizenship behavior (OCB) tends to be more proactive in helping colleagues, which strengthens cooperation and improves team results. Employees who have high competencies are often more motivated to exhibit OCB behavior, because they feel confident and have the capacity to contribute more within the team.

The combination of good competence and positive OCB behavior creates synergies that improve individual and team performance as a whole. Employees who have high competence can complete tasks better and more efficiently. They are able to make the right decisions and overcome problems that arise. Competencies also affect employees' ability to adapt to changes and challenges in the work environment, which supports productivity and performance. OCB competency development and promotion in the organization is an important strategy to improve employee performance. By improving these two aspects, companies can create a more productive and efficient work environment

5. Conclusion

Based on the results of research and discussions that have been carried out by researchers regarding the influence of Competence and Organizational Citizenship Behavior (OCB) on the performance of employees of PT. Biantara Jaya Service in South Jakarta, there are several conclusions that can be drawn from this study, including the following: Based on the results of the research that has been conducted, it shows that employee competencies—which include knowledge, expertise/skills, and attitudes have

a positive and significant effect on performance. This means that improvements in these aspects of competence can have a direct impact on improving employee performance at PT Biantara Jaya Service. Based on the results of the research that has been conducted, it has been shown that organizational citizenship behavior (OCB) which is measured through the accuracy of task completion, level of attendance, cooperation, and job satisfaction has a positive and significant effect on employee performance. This positive influence indicates that the better the organizational citizenship behavior (OCB), the more it improves the performance of PT Biantara Jaya Service employees. Strong organizational citizenship behavior (OCB) supports the creation of a productive and positive work environment, which in turn improves employee performance. Based on the results of the research that has been conducted, it has been shown that there is a significant influence between competence and organizational citizenship behavior (OCB) on employee performance. Competency development and promotion of organizational citizenship behavior (OCB) in organizations is an important strategy to improve employee performance. By improving these two aspects, companies can create a more productive and efficient work environment. Competency development and organizational citizenship behavior (OCB) in organizations is an important strategy to improve employee performance. By improving these two aspects, companies can create a more productive and efficient work environment.

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