

# The Effect of Organizational Citizenship Behavior, Individual Competence and Individual Characteristics on Employee Performance

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**Keywords** : Organizational Citizen Behavior, Individual Competence, Individual Characteristics, Employee Performance.

**Abstract** : *This study aims to analyze the effect of Organizational Citizen Behavior, individual competence, and individual characteristics on the performance of employees of PT. Orizon Global Partner. The population in this study was 52 employees of PT. Orizon Global Partner. The sample used is as many as 52 employees, calculated based on the saturated sample. The sampling method used was convenience sampling. Methods of data collection using survey methods, with the research instrument is a questionnaire. Data analysis method using Partial Least Square. This study proves that Organizational Citizen Behavior has a positive and significant effect on employee performance, individual competence has a positive and significant effect on employee performance.*

## 1 INTRODUCTION

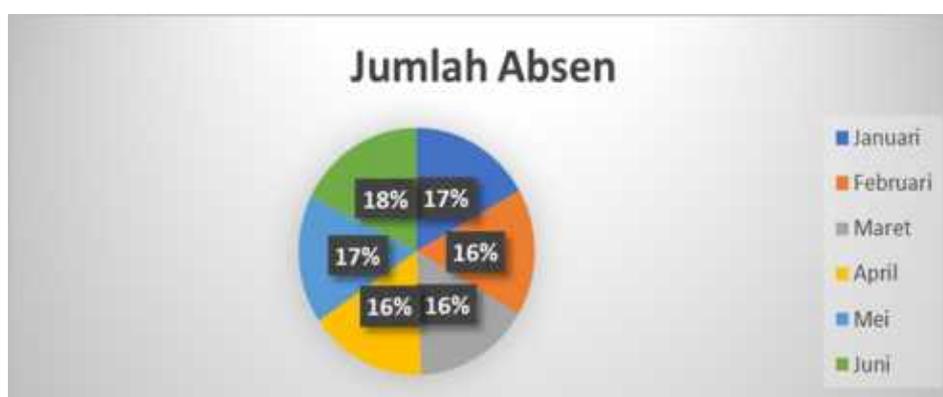
Human resources are an important factor in an organization or company. for management activities to run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases. Sutrisno (2016), states that human resource management is an acknowledgment of the importance of the organization's workforce as a very important human resource in contributing to organizational goals, and uses several functions and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals, organizations, and society. The success of the company is running its business cannot be separated from the human resource factor. If the human resource factor does not have high capabilities, the company will certainly experience a decline in company performance. Every, every company that is founded has the hope that in the future it will experience rapid development in the scope of business of the company and wants to create high performance in the field of work. Therefore, the existence of a company in any form, both on a large and small scale, cannot be separated from the element of human resources.

Mulyadi (2015) defines performance as the work achieved by workers or employees in quality and quantity by following per under their duties and responsibilities. Good performance is optimal performance, namely performance that is by following per under company standards and supports the achievement of company goals. A good company is a company that seeks to improve the competence of its human resources because this is the main supporting factor to improve employee performance. Improving employee performance will have a tremendous impact on the company to be able to survive in a climate full of challenges and global competition. Therefore, efforts are needed to improve employee performance to be the most serious management challenge and must be implemented. Currently, more and more foreign and local tourists are traveling in Indonesia and the number of corporate/companies making official trips has triggered the growth of travel service providers/travel agents. Based on information from the Ministry of Tourism, the current development of the travel agent business in Indonesia from 2012 to 2017 continues to increase to 0.59% from 1814 to 3038 business units. As time goes

by, the number of travel service companies in Indonesia and the development of digital-based travel service companies Online Travel Agent (OTA), makes the level of competition in the travel service company sector higher. If the company does not improve employee performance, the company in the travel agent field cannot develop and last long.

PT. Orizon Mitra Global is a company located in Central Jakarta engaged in travel services. PT. Orizon Mitra Global was established in 2008, which is located at Jalan Purification 2 No. 10 Downstream Dam, Central Jakarta. The number of employees at PT. Orizon Global Partners numbered 52 people. This research focuses on operational employees at PT. Orizon Global Partner. High employee performance is expected by the company, the more employees who have high performance, the overall company productivity will increase so that the company will be able to survive in global competition.

Based on observations and interviews conducted that the performance of employees of PT. Orizon Global Partners is currently low. Some of the possibilities are caused by many and often employees who are not present at the office and lack of effectiveness in carrying out their work. This is supported by the results of the employee attendance list at PT. Orizon Global Partners from January to June 2019 which can be seen in Figure 1. below this:



**Figure 1. Employee Attendance Data for January - June 2019**

*Source: HRD Management PT Orizon Mitra Global, processed in 2019*

Figure 1. shows that the level of attendance of employees of PT. Orizon Global Partners has increased in the last three months. From April the number of absent employees showed a percentage of 16%, then in May showed an increase in the percentage to 17%, Then in June showed an increase in the percentage to 18% with a total of 52 employees, thus showing a fluctuating increase in the average level of absenteeism that occurred from January to June 2019 which is an average of 9 people a day. This absentee level exceeds the company's tolerance level of 10%. This can have a negative effect on employee performance, meaning that the higher the level of absenteeism will affect the low performance of employees (Hasley, 2012). So the possibility of an influence on the performance of employees of PT. Orizon Global Partners, so I chose to research this phenomenon as my research material.

Several previous studies that examined the factors that affect employee performance include Istiani (2017) states that compensation has a significant positive effect on employee performance, then Makawi (2015) states that competence influences employee performance, while the results of research from Mindarti (2015) stated that the characteristics affect employee performance, in addition, according to Putri (2017) states that organizational citizen behavior affects employee performance and according to research goddess (2014) states that organizational culture has a significant effect on employee performance. Moeheriono (2013) explained that competence is the action dimension of the task, where the action is used by employees to complete their work tasks satisfactorily and what employees provide in different forms and levels of performance. According to Thoha (2012) states that individual characteristics include abilities, needs, beliefs, experiences, expectations. Organizational Citizen Behavior contributes directly to organizational performance, namely by making the organization an attractive place to work with colleagues (Abiante, 2018), Organizational Citizen Behavior is a term for employees who give more value to the work that is their duty as well as an added value to the company.

## 2 LITERATURE REVIEW

### Performance

Performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. Performance can be known and measured if an individual or group of employees has met the criteria or benchmark success standards set by the organization. Therefore, without the goals and targets set in the measurement, then the performance of a person or organizational performance may not be known if there is no benchmark for success (Moheriono, 2013). So what is meant by performance is the work that can be achieved by a person or group of people in an organization, by following per under their respective authorities and responsibilities to achieve organizational goals. (Sutrisno, 2013)

### Organizational Citizenship Behavior

Organizational citizenship behavior is considered as a behavior in the workplace that is by following per under personal judgment that exceeds one's basic job requirements. OCB can also be explained as behavior that exceeds task demands. Gibson, et al (2011) argues that organizational citizenship behavior is very important in the survival of the organization. Organizational behavior can maximize the efficiency and productivity of employees and organizations which in turn contribute to the effective functioning of an organization

### Individual Competence

Companies that experience a decrease in performance can occur because of differences in individual competencies between one employee and another, the decline in performance will affect the quality of service provided by the company to customers. The following is the understanding of Individual Competence according to several experts, including according to the Indonesian National Individual Competency Standards (SKKNI) in Mulyadi (2015), Individual Competence is a statement about how a person can demonstrate skills, attitudes, and knowledge in the workplace by following per under standards or by following per under the requirements set by the company. According to Dharma(2011) defines that individual competencies are different types and levels of behavior and are brought by a person into his work. Behavior is distinguished from knowledge about the job, the skills, and expertise needed to carry out various work-related tasks.

### Hypothesis Development

#### The Influence of Organizational Citizen Behavior on Employee Performance

Organizational Citizen Behavior is individual behavior that is free and voluntary or in other words employee behavior that exceeds the required role so that it has a good impact because it supports organizational effectiveness such as Altruism, Conscientiousness, Sportsmanship, Civic Virtue, Courtesy. According to Princess(2017) show results from Organizational Citizen Behavior has a positive and significant effect on employee performance,

H1: Organizational Citizen Behavior has a positive and significant effect on Employee Performance

#### The Influence of Individual Competence on Employee Performance

In the current era of competition, companies have realized that only by developing human resources, companies can continue to grow so that competent employees are needed. Individual Competencies the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Thus, Individual Competence shows skills or knowledge characterized by professionalism in a particular field as the most important thing in this research. Based on Ratnasari's research(2016) shows the results of individual competence have a positive and significant impact on employee performance, this is also in line with Makawi's previous research (2015) which shows the results of individual competence have a positive and significant effect on employee performance.

H2: Individual Competence has a positive and significant effect on Employee Performance

## The Influence of Individual Characteristics on Employee Performance

Human resources are the biggest asset for the company's business continuity today and in the future, human resources are the main driver for every company to carry out all company activities. Individual characteristics within the company are a real thing because each employee has different characteristics. So in a company that wants employees to have the characteristics of optimism including individual characteristics, if employees have positive individual characteristics it is very important into individual characteristics for company strategic management because it can bring the business to grow and develop, provide good performance and optimum profits. According to research conducted by Hidayat (2017), The results show that individual characteristics have a positive and significant effect on employee performance and research conducted by Saborofek(2018) shows results of individual characteristics have a positive and significant effect on employee performance.

H3: Individual Characteristics have a positive and significant effect on Employee performance

## Research Design

The conceptual framework in this study aims to obtain research directions that show that there is a relationship between Organizational Citizen Behavior, Individual Competence, and Individual Characteristics that affect Employee Performance (Y), then the conceptual framework can be taken with the conceptual path depicted in the structure diagram as shown in the figure:

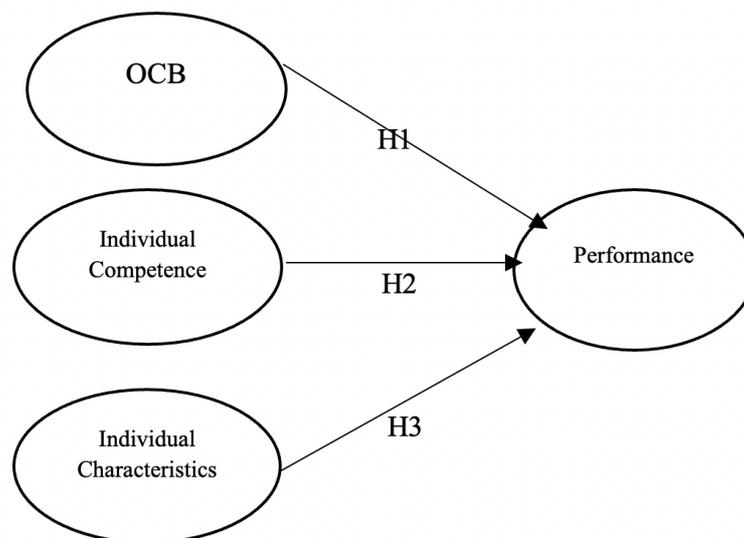


Figure 2. Research Design

## 3 METHODOLOGY

The research process begins with identifying problems, formulating identified problems, collecting theoretical bases, compiling data collection methods, compiling instruments, to determining the statistical testing techniques used. In this process, research time is needed starting from December 2018 to June 2019. To obtain the information and data needed in this study, this research was conducted at PT. Orizon Global Partner located at Le Green Office. The research method used in this research is causal research with a quantitative approach. The measurement scale used in this study is the Likert scale. The population in this study were employees at PT. Orizon Global Partners totaling 52 employees. The sampling technique used is a saturated sample. The data collection method used in this study was a questionnaire data collection method. In collecting data using original data by distributing questionnaires and primary data based on theories quoted from books and journals. The data

analysis method in this study is Variance Basic Structural Equation Modeling where in data processing using the PLS (Partial Least Square) Version 3.0 program.

## 4 FINDINGS AND DISCUSSION

### Value of R-Square (R2)

Look at the value of R-Square (R2) which is the Goodness of Fit (GoF) model test. Assessing the model with PLS, begins by looking at the R-Square (R2) for each dependent latent variable. The coefficient of determination R-Square (R2) shows how much the independent variable explains the dependent variable. The value of R-Square (R2) is zero to one. If the value of R-Square (R2) is getting closer to one, then the independent variables provide all the information needed to predict the variation of the dependent variable. On the other hand, the smaller the value of R-Square (R2), the more limited the ability of the independent variables in explaining the variation of the dependent variable.

**Table 1. Test Results Value of R Square (R2)**

	<b>R Square</b>
<b>Employee Performance</b>	0.907

*Source: PLS Output*

Based on table 1. on the results of testing the value of R Square above, it can be seen that the R Square of the dependent latent variable is 0.907. It can be interpreted that the variability of the Employee Performance construct is influenced by the variability of Organizational Citizen Behavior, Individual Competence, and Individual Characteristics of 90.7%. While 9.3% is explained by other variables outside the research.

### Estimate for Path Coefficients.

Estimate for Path Coefficients is done by Bootstrapping procedure. The structural model (inner model) was evaluated by looking at the percentage of variance explained by the value for the dependent variable using the Stone-Geisser Q-square test Geisser measure and also looking at the magnitude of the structural path coefficient. The significance of the influence of each variable such as Organizational Citizen Behavior, Individual Competence, and Individual Characteristics can be seen in the output path coefficient by looking at the parameter coefficient values (original sample). The following is a table that shows the results of the path coefficient test in this study:

**Table 2. Path Coefficient Test Results**

	<b>Employee performance</b>
<b>OCB</b>	0.343
<b>Individual Competence</b>	0.388
<b>Individual Characteristics</b>	0.298
<b>Employee performance</b>	

*Source: PLS Output*

Based on table 2. above, it can be seen that:

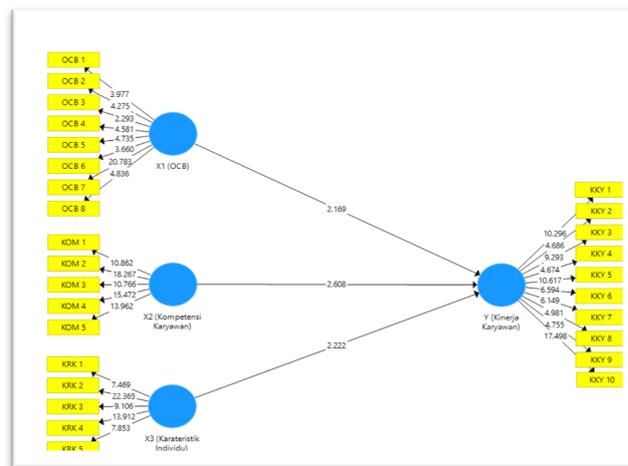
The magnitude of the parameter coefficient of the Organizational Citizen Behavior variable is 0.343, which means that there is a positive influence between Organizational Citizen Behavior on Employee Performance. The magnitude of the parameter coefficient of the Individual Competence variable is 0.388, which

means that there is a positive influence between Individual Competence on Employee Performance. The magnitude of the parameter coefficient of the Individual Characteristics variable is 0.298, which means that there is a positive influence between Individual Characteristics on Employee Performance.

**Hypothesis Testing Evaluation**

For hypothesis testing using statistical values, for the T-table at 5% alpha (0.05), the T-statistic value used is 1.96. So the criteria for acceptance/rejection of the hypothesis are that Ha is accepted and H0 is rejected when the T-statistic > 1.96. To reject/accept the hypothesis using probability, you can compare the P-value with an alpha of 0.05, if the P-value is less than alpha 0.05 then the hypothesis is accepted.

Here are the bootstrapping results obtained from data processing using SmartPLS Version 3.2.7



**Figure 3. Bootstrapping Structural Model**

The following is a path coefficient table to find out the estimation results of T Statistics which can be seen in the bootstrapping report.

**Table 3. Results of Bootstrapping Hypothesis Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>OCB -&gt; Employee Performance</b>	0.343	0.327	0.156	2,199	<b>0.028</b>
<b>Employee Competence-&gt; Employee Performance</b>	0.388	0.400	0.156	2,495	<b>0.013</b>
<b>Individual Characteristics -&gt; Employee Performance</b>	0.298	0.293	0.134	2,220	<b>0.027</b>

Source: PLS Output

Based on table 3. several things can be explained as follows:

The relationship between Organizational Citizen Behavior and Employee Performance is significant with a t-statistic value of 2.199 (>1.96) and a p-value of 0.028 (should be <0.05). The value of the Original Sample

estimate is positive, namely 0.343 which indicates that the direction of the relationship between Organizational Citizen Behavior and Employee Performance is positive. So on hypothesis H1 in this study, it can be concluded that Organizational Citizen Behavior has a significant effect on Employee Performance. The results of this study indicate that the indicators following changes and company developments (Civic Virtue) in the Organizational Citizen Behavior variable are the most influential things in improving employee performance.

The relationship between Individual Competence and Employee Performance is significant with a t-statistic value of 2.495 ( $>1.96$ ) and a p-value of 0.013 ( $<0.05$ ). The value of the Original Sample estimate is positive, namely 0.388 which indicates that the direction of the relationship between Individual Competence and Employee Performance is positive. So on the H2 hypothesis in this study, it can be concluded that individual competence has a significant and positive effect on employee performance. The results of this study indicate that the indicator of having the will to increase knowledge in the Individual Competence variable is the most influential thing in improving employee performance. Someone who has knowledge that supports the duties and responsibilities of the work carried out will certainly have the potential to increase the effectiveness and efficiency of the company. So the higher the knowledge possessed by a person, the better the employee's performance as well as the value of the employee in the eyes of the company.

The relationship between individual characteristics and employee performance (Y1) is not significant with a t-statistic value of 2.220 (should be  $> 1.96$ ) and p values of 0.027 ( $<0.05$ ). The Original Sample estimate value is positive, namely 0.298 which indicates that the direction of the relationship between Individual Characteristics and Employee Performance is positive. So on hypothesis H3 in this study, it can be concluded that individual characteristics have a significant and positive effect on employee performance. The results of this study indicate that the indicator of need that refers to compensation can increase work motivation in the Individual Characteristics variable is the most influential thing in improving employee performance. Every job must have certain motives, one of which is the fulfillment of individual needs. If the needs are met, the person will show good performance as a manifestation of his satisfaction and vice versa. That is, the higher the compensation provided by the company, the higher a person's performance will be because of the inner motivation to work even better.

## **Discussion of Research Results**

### **Effect of Organizational Citizen Behavior on Employee Performance**

Based on the test results, in this study, it can be concluded that the H1 hypothesis in this study can be concluded that Organizational Citizen Behavior has a significant and positive effect on employee performance at PT. Orizon True Partner. These results explain that Organizational Citizen Behavior is the most needed thing for employees of PT. Orizon True Partner to support the performance of its employees. The results of this study are in line with previous research from Putri(2017) who found that Organizational Citizen Behavior had a positive and significant effect on employee performance.

### **The Influence of Individual Competence on Employee Performance**

Based on the test results, it can be concluded that individual competence has a significant and positive effect on employee performance at PT. Orizon True Partner. This study shows that the second hypothesis is proven. These results explain that Individual Competence is fundamental to the performance of every employee at PT. Orizon True Partner. The results of this study are in line with previous research from Ratnasari(2016) and found that the competence of an employee gives positive and significant results on employee performance

### **The Influence of Individual Characteristics on Employee Performance**

Based on the test results, in this study, it can be concluded that individual characteristics have a significant and positive effect on employee performance at PT. Orizon True Partner. This study shows that the third hypothesis is proven. These results explain that individual characteristics are things that an employee needs to have to improve employee performance. The results of this study are in line with previous research from Hidayat(2017) found that individual characteristics have a positive and significant effect on the level of employee performance.

## 5 CONCLUSION

This study tries to analyze the variables related to Organizational Citizen Behavior, Individual Competence, and Individual Characteristics on Employee Performance. The results of this study were obtained from employees of PT. Orizon Global Partner. From the results of research that has been obtained from the calculation of Partial Least Square (PLS), it can be concluded that Organizational Citizen Behavior has a positive and significant effect on the performance of employees of PT. Orizon Global Partner. This shows that the higher the OCB level an employee has, the better the employee's performance will be. Individual Competence has a positive and significant effect on Employee Performance of PT. Orizon Global Partner. This shows that the higher the level of competence possessed by an employee, the better the employee's performance. Individual Characteristics have a positive and significant effect on Employee Performance of PT. Orizon Global Partner. This shows that the better the characteristics possessed by an employee, the better the employee's performance.

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