

Improving Organizational Citizenship Behavior through Organizational Competence and Commitment as a Mediation Variable

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Abstract: Research on performance management-based views has been the main framework of many human resource management research, the literature shows that much of the research is conducted with a major emphasis on performance management-based views in exploring the improvement of organizational citizenship behavior through employee competence and organizational commitment as a mediating variable. This study aims to analyze the influence of employee competencies on Organizational Citizenship Behavior (OCB) behavior with organizational commitment as a mediating variable. OCB is the voluntary behavior of employees that goes beyond their formal duties and contributes to the effectiveness of the organization. Employee competencies, which include knowledge, skills, and attitudes, are considered an important factor in driving OCB behavior. However, the relationship between competence and OCB can be influenced by the level of organizational commitment that employees have. This study uses a quantitative approach with a survey method on a number of employees at the Makassar City Regional Drinking Water Company. The sample determination technique uses a simple random sampling technique, so that a sample of 86 people was obtained. The data analysis technique used multiple linear regression analysis using the help of Smart PLS 4 software. The results of the analysis show that competence has a significant effect on organizational citizenship behavior, organizational commitment has a significant effect on organizational citizenship behavior, competence has a significant effect on organizational commitment and, competence has a significant effect on organizational citizenship behavior through organizational commitment. This research provides practical implications for organizational management in designing competency development programs that are integrated with efforts to increase organizational commitment, in order to encourage Organizational Citizenship Behavior that contributes to overall organizational performance.

INTRODUCTION

In an era of increasingly competitive globalization, organizations are required to have human resources who are not only technically competent, but also demonstrate work behavior that exceeds formal expectations. One form of such behavior is Organizational Citizenship Behavior (OCB), which is voluntary behavior of employees who do not directly receive rewards but contribute positively to the effectiveness of the organization. OCB reflects employees' dedication, loyalty, and concern for the overall success of the organization.

Various studies show that the increase in OCB is not only influenced by individual factors, but also by organizational factors, such as employee competence and organizational commitment. Employee competencies, which include abilities, skills, and knowledge, are an important foundation in shaping positive work behaviors. Competent employees tend to be more confident and willing to take on additional tasks to support the success of the team and the organization.

However, competence alone is not enough. Organizational commitment that reflects the extent to which employees feel emotionally, normatively, and continuously attached to the organization also plays an important role as a mediator. A strong commitment can strengthen the

relationship between competencies and OCB by encouraging employees to be more proactive, loyal, and willing to contribute beyond their formal responsibilities.

Therefore, it is important for organizations to understand how employee competencies can improve OCB through the mediating role of organizational commitments. This study aims to examine the influence of employee competencies on OCB and the mediating role of organizational commitment in these relationships, so that it can contribute to the development of more effective HR management strategies.

Organizations in general believe that to achieve excellence, they must strive for the highest individual performance, because basically individual performance affects the performance of a team or work group and which will ultimately affect the performance of the organization as a whole (Martha., 2020). Organizations or industries will succeed in answering every challenge that comes when each employee can cooperatively carry out tasks according to their job description. Cooperative and mutually helpful behavior that is outside of formal requirements will be very important for the success of an organization (Simangunsong et al., 2022). In order for the organization to experience change and progress, the organization needs employee performance that is not only in accordance with their role (in-role) but tends to work behavior that exceeds their role (extra-role). Work behavior that is in accordance with their role is behavior that shows that employees do work only in accordance with the tasks in the job description, while work behavior that exceeds their role is employees who provide something more than formal work standards and are called Organizational Citizenship Behavior (Simarmata, 2022).

Organizational Citizenship Behavior is behavior that employees do that are not explicitly rewarded if they do and will not be punished if they do not and are not part of the employee's job description. The basis of OCB is the tendency of employees who are cooperative, helpful, attentive and serious in their work (Simarmata, 2022). This behavior arises because of the feeling of being a "member" of the organization and feeling satisfied if you can do something more for the organization. The feeling of being a member and satisfied when doing something more only happens if employees have a very positive perception of an organization (Simangunsong et al., 2022).

Organizational Citizenship Behavior is a positive behavior in an organization outside the job role description, sometimes not obvious, voluntary and does not result in formal rewards but makes a lot of contributions to the organization. This behavior does not have to be owned by every employee and there are no special sanctions for employees who do not display such behavior, but the emergence of such behavior is highly expected by every type of organization (Astuti & Suhana, 2022).

The development of Organizational Citizenship Behavior requires competence from employees (Astuti & Suhana, 2022). Competence is a skill to do or carry out a job or task based on expertise and knowledge and supported by the behavior demanded by the job (Azhari & Priyono, 2022). Competence as a motivation for the development of a person's abilities in a better direction as a driver to do something according to their talents and skills as a strength in achieving work achievements (Noor et al., 2023:175).

Competence has a very important role, because competence generally concerns a person's basic ability to do a job. Without competence, it will be difficult for a person to complete the work according to the required standards. Companies can achieve success if supported by highly competent employees, if individual competencies are in line with organizational competencies, then employee OCB will be able to increase which in the end organizational goals can be effectively achieved (Astuti & Suhana, 2022).

Previous research on the influence of competence on OCB has been conducted by several researchers, and resulted in differences in research results. As the results of the research conducted by (Azhari & Priyono., 2022) stated that competence has a positive and significant effect on OCB, while (Anugrahadi et al., 2023) states that competence does not have a significant effect on OCB. Therefore, research on the influence of competence on OCB still needs to be conducted.

RESEARCH METHODS

The type of approach used in this study is the quantitative approach, which is an approach that emphasizes testing theories or concepts through variable measurement and carrying out various data analysis procedures with statistical equipment. Quantitative research in this study is descriptive quantitative. Descriptive research is a way of describing or describing a characteristic of a population, sample or phenomenon to be studied, so as to answer the problems that occur. The data analysis technique used is multiple linear regression analysis using the help of SmartPLS 4 software.

The population in this study is all employees at the Service Office Region IV of PDAM Makassar City, which is 326 people. The sample selection technique in this study uses a simple random sampling technique, in determining the number of samples using the Yamane formula, based on the results of the calculation, the number of samples to be used in this study is as many as 86 respondents.

RESULTS AND DISCUSSION

Measurement Model Results

a) Convergent Validity and Reliability Test

The results of the convergent validity test obtained the outer loading value of each reflective construct on each variable showing all values above 0.708, so that the model meets the valid criteria. The results of the reliability convergence test obtained an Average Variance Extracted (AVE) value for each variable above 0.50 as well as Cronbach's alpha, Composite reliability (rho_a) and Composite reliability (rho_c) which were above 0.70. So it is considered consistent (reliable).

b) Discriminant Validity Test

The results of the discriminant validity test showed that the relationship between Organizational Citizenship Behavior was greater than organizational competence and commitment, the competency relationship was greater than Organizational Citizenship Behavior and organizational commitment, and organizational commitment was greater than Organizational Citizenship Behavior and competence.

Structural Model Results

a) Coefficient of Determination (R^2)

Table 1. Coefficient of determination (R^2)

	R-square	R-square adjusted
Commitment	0,067	0,057
OCB	0,454	0,441

Source: processed data, (2025).

From the results of the analysis in the table above, a value of 0.057 was obtained on the variation of organizational commitment, which means that competence can explain the change in organizational commitment by 5.7%. Meanwhile, in the variation of Organizational Citizenship Behavior, a value of 0.441 was obtained, which means that organizational competence and commitment can increase Organizational Citizenship Behavior by 44.1% and the rest is explained by other variables that are not stated in this study.

b) Effect Size (F Square)

Table 2. Effect size (F square)

	F-Square
OCB's Commitment >	0,319
Competence - > Commitment	0,072
Competencies -> OCB	0,297

Source: processed data (2025).

Based on the table above, it can be seen from the results of the analysis that there is a significant relationship between organizational commitment and Organizational Citizenship Behavior, which is 0.319 including the medium relationship category, there is a significant relationship between competence and organizational commitment which is 0.072 including the small category and likewise the competence to Organizational Citizenship Behavior there is a significant relationship of 0.297 including the category keep.

c) Results of Fit Model Evaluation

Table 3. Evaluation of the fit model

	Saturated model	Estimated model
SRMR	0,127	0,127
d_ULS	1,255	1,255
d_G	0,564	0,564
Chi-square	246,290	246,290
NFI	0,664	0,664

Source: processed data (2025).

The table above shows that the results of the SRMR value analysis are 0.127 which is greater than 0.10 and the NFI value is 0.662 which is less than 0.90. So it can be said that the research model meets the criteria.

Results of the direct and indirect relationship test

Table 4. Direct contact test results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Committed to > OCB	0,432	0,428	0,078	5,548	0,000
Comp-> Commit	0,260	0,284	0,124	2,092	0,037
Comp -> OCB	0,417	0,433	0,078	5,327	0,000

Source: processed data 4 (2025).

From the table above, the results of the analysis show that the probability value for the effect of competence on Organizational Citizenship Behavior is 0.000 which is smaller than the probability value criterion which is 0.05 which means that competence has a direct effect on Organizational Citizenship Behavior.

The effect of organizational commitment to Organizational Citizenship Behavior is 0.000 which is smaller than the probability value criterion of 0.05 which means that organizational commitment has a direct effect on Organizational Citizenship Behavior.

The effect of competence on Organizational Citizenship Behavior is 0.037 which is smaller than the probability value criterion of 0.05 which means that organizational commitment has an effect on Organizational Citizenship Behavior.

Table 5. Indirect relationship test results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
OCB Commit Comp → →	0,112	0,117	0,048	2,341	0,019

Source: processed data (2025).

Based on the table above, it can be seen from the results of the analysis that the probability value for the effect of competence on Organizational Citizenship Behavior through organizational commitment is 0.019 which is smaller than the probability value criterion which is 0.05 which means that competence has an effect on Organizational Citizenship Behavior. The results of the analysis prove that improving Organizational Citizenship Behavior can be achieved through strengthening employee competence and organizational commitment as a mediating variable both direct and indirect influence.

CONCLUSION

This study shows that there is a significant direct and indirect influence of improving Organizational Citizenship Behavior through strengthening employee competencies and organizational commitment as mediation variables. High competence not only improves individual performance, but also encourages voluntary behavior that supports organizational goals. However, competence alone is not enough without a strong organizational commitment. Organizational commitment plays an important role in strengthening the relationship between competencies and organizational citizenship behavior, by creating a sense of belonging and emotional attachment to the organization. Thus, to effectively improve organizational citizenship behavior, organizations need to routinely develop human resource competencies and build a work environment that is able to foster high organizational commitment. The implication of this study is that the development of organizational citizenship behavior cannot be done partially, but requires a holistic approach that includes simultaneous competency development and strengthening organizational commitments.

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