

## Organizational Citizenship Behavior (OCB): How Leadership and Competency Inspire Performance

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### ARTICLE INFO

*Keywords:* Leadership, Competence, Organizational Citizenship Behavior (OCB) and Performance

*Received :* 23, February  
*Revised :* 24, March  
*Accepted:* 25, April

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### ABSTRACT

Its goal is to assess the impact of Leadership and Competency on Performance through Organizational Citizenship Behavior (OCB)hraser!. This research is a case study of the Boalemo Regency Regional Government. The population in this study were all employees from the entire Boalemo Regency Regional Government with a total population of 1,569. Then it was simplified using the Slovin formula so that the sample was 236 and analyzed using Structural Equation Modeling (SEM). The research results show that: 1) Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB), 2) Competence has a positive but not significant effect on Organizational Citizenship Behavior (OCB), 3) Leadership has a positive and significant effect on performance, 4) Competency has a negative and insignificant effect on performance. 5) Organizational Citizenship Behavior (OCB) has a positive and significant effect on Performance, 6) Leadership through Organizational Citizenship Behavior (OCB) has a positive and significant effect on Performance, 7) Competence through Organizational Citizenship Behavior (OCB) has a negative and insignificant effect on performance.

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## INTRODUCTION

The greatest strategy to ensure survival and growth in the future is to make wise and effective use of human resources. As human resources are an organization's primary component. Humans participate actively in all activities, both inside and outside the organization, as planners and performers. Stated differently, an organization's most important resource is its people, who are its greatest power. State Civil Service Employees, also known as ASN Employees, are government workers and civil servants with a work agreement who are appointed by civil service development officials, given responsibilities in government positions or given other state tasks, and paid in accordance with statutory guidelines. Pengelolaan pegawai negeri sipil dengan tujuan menghasilkan pegawai negeri sipil yang beretika, profesional, bebas dari pengaruh politik, serta bebas dari nepotisme, korupsi, dan kolusi dikenal dengan istilah manajemen pegawai negeri sipil.

The evaluation of governance may be done by looking at performance outcomes. According to the work outcomes attained, a well-maintained and authoritative infrastructure leads to good government performance. The findings of the observations made indicate that the Boalemo Regency Government's organizational performance is generally subpar. This can be attributed to a number of issues, including a mismatch in the skills required for the job and the abilities of the employees, a lack of a cooperative culture between leaders and employees, a lackluster organizational capacity to adapt to change, and inadequate infrastructure availability. In the wake of scientific and technological advancements, trust is not being built. Therefore, in order to maximize the utilization of resources available to fulfill the organization's vision and goal and serve society, more thorough and long-lasting therapy is required in order to increase the caliber and productivity of employee labor.

Leadership is the element that will affect worker performance. According to Fiedler (2015), leadership is essentially a pattern of connections between people who use their power and influence to persuade others to cooperate in order to accomplish common objectives. According to Jhurgen's potential theory (2018:44), competence is the second aspect. It denotes that an individual makes every effort to manage and demonstrate the potential results that they possess. Potential efforts might show themselves as a person's IQ, skill, behavioral, social, and other talents, among other things. An individual's potential increases with their level of competence in the workplace. The third component is Organizational Citizenship action (OCB), which is defined by Robbins and Judge (in Cahyono, 2015) as an employee's voluntary action that contributes to the smooth operation of the company but does not fall within their official job duties.

The present study introduces fresh thoughts into the field of research by examining three areas: first, the relationship between Organizational Citizenship Behavior (OCB) variables and organizational performance is rarely examined by researchers; second, the theory underlying each variable is rarely employed as a measuring tool; and third, the research periodization is unique from that of previous studies.

## **LITERATURE REVIEW**

According to Davis (2015), a great leader possesses qualities including intellect, initiative, openness, enthusiasm, honesty, compassion, and self-confidence. This is known as the leadership trait hypothesis. According to Davis (2015:20), there are four general characteristics of leaders that impact organizational leadership: 1) intelligence in character; 2) maturity in maintaining social relationships; 3) drive for achievement; and 4) capacity to forge humanitarian relationships. The leadership traits that emerge from this trait theory include those of construction, consultation, delegating, and involvement in the role of leaders in organizations.

According to Jhurgan's potential theory (2018:44), every attempt is made by an individual to control and demonstrate their prospective outcomes. Potential efforts might show themselves as a person's IQ, skill, behavioral, social, and other talents, among other things. An individual's potential increases with their level of competence in the workplace.

In their book *Organizational activity*, Robbins & Judge (2008) describe OCB as voluntary activity that an employee chooses to engage in even when it is outside of their official job duties and nevertheless contributes to the smooth operation of the company.

According to the Results Theory (Stevant, 2018:84), a person has shown their performance when they are able to accomplish an accomplishment. The outcome of an employee's efforts to accomplish a goal is their performance or achievement. A method of comparing one's work results with preset criteria is to achieve work results. It is possible to declare that a performance has produced good results if the outcomes of the job performed by someone satisfy or even surpass the requirements.

### **Conceptual Framework and Hypothesis**

#### **The Relationship of Leadership to Organizational Citizenship Behavior (OCB)**

An organization's definition of Organizational Behavior (OCB) will undoubtedly benefit from optimal leadership, and the accomplishment of organizational goals will follow naturally from this foundation. Similar to Iis Kartini's (2017) research, the findings of her study demonstrate that leadership significantly and favorably influences organizational citizenship behavior (OCB).

#### **The Relationship between Competence and Organizational Citizenship Behavior (OCB)**

Employee competences will undoubtedly have a beneficial impact on Organizational Citizenship Behavior (OCB) and boost productivity inside the workplace. This is consistent with study by Astuti, Rohmi Irma, et al. (2023), whose findings indicate that Competency positively and significantly influences Organizational Citizenship Behavior (OCB).

### **The Relationship of Leadership to Performance**

Employee performance in a business will undoubtedly benefit from optimal leadership. This is consistent with study done in 2017 by Untung Rahardja et al., which found that performance is positively and significantly impacted by leadership.

### **Relationship between Competency and Performance**

Each employee's skills undoubtedly have a significant impact on their performance; the more competent a worker is, the better their performance will be. This is consistent with studies by Siswoyo Haroyono, et al. (2020), the findings of which demonstrate that competency has a noteworthy and favorable impact on performance.

### **The Relationship between Organizational Citizenship Behavior (OCB) and Performance**

Organizational Citizenship Behavior is one of the factors that promotes success in an organization (OCB). The findings of Ruth Damayanti et al.'s research (2020), which demonstrate how organizational citizenship behavior (OCB) influences performance, corroborate this.

### **The Relationship of Leadership through Organizational Citizenship Behavior (OCB) to Performance**

According to study by Sherly Rosalina Tanoto et al. (2023), there is a connection between performance in companies and leadership via organizational citizenship behavior (OCB). The study's findings demonstrate the substantial impact that Organizational Citizenship Behavior (OCB) leadership has on performance.

### **The Relationship between Competence through Organizational Citizenship Behavior (OCB) and Performance**

There is a correlation between performance in organizations and competency through organizational citizenship behavior (OCB). This is consistent with research by Putu Ayu Rusmayanti, et al. (2022), the findings of which demonstrate that performance is positively and significantly impacted by competency through OCB.

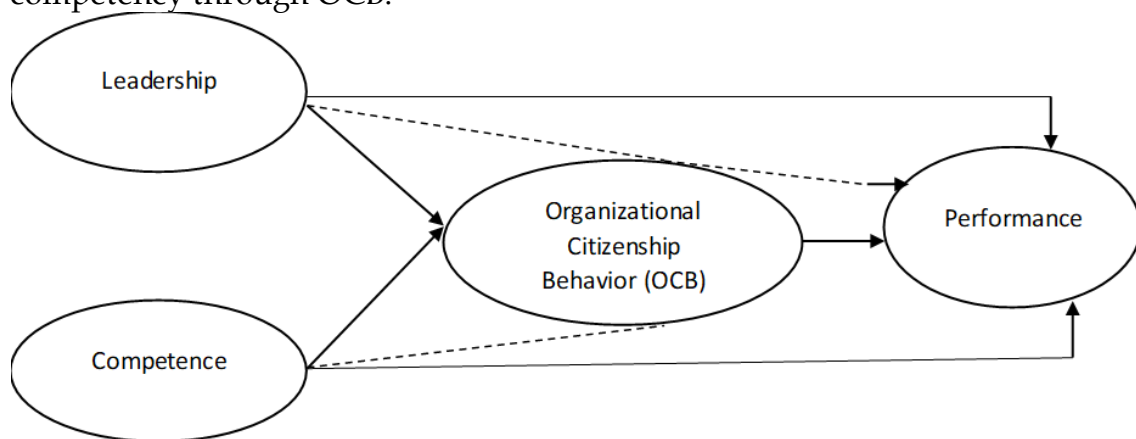


Figure 1: Conceptual Framework

**Hypothesis:**

- H1: Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB).
  - H2: Competence has a positive and significant effect on Organizational Citizenship Behavior (OCB).
  - H3: Leadership has a positive and significant effect on performance.
  - H4: Competence has a positive and significant effect on performance.
  - H5: Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance.
  - H6: Leadership through Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance.
  - H7: Competence through Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance.
- Explanation of theory here

**METHODOLOGY**

By elucidating a link between certain studies through hypothesis testing, this study employs explanation (explanatory research), namely causality (Ghazali, 2004). This kind of study was selected with the understanding that among the goals to be met are attempts to elucidate the connections and impacts among the questionnaires used as the main instruments for gathering data. This study employs positivism, often known as the postpositivist paradigm.

A total of 1,569 workers of the Boalemo Regency Government made up the study's population. Sugiyono (2013) defines a population as a generic region made up of items or subjects with certain numbers and attributes chosen by researchers to be investigated and conclusions made. The sample was determined using the Slovin formula (Umar, 1999) in order to ensure that the sample size was not excessively big. This allowed for the assertion that the sample is representative, whereby:

$$n = \frac{N}{1+(N)(e)^2}$$

Information:

n = Number of Samples

N = Total Population

E = Level of Confidence (6%=0,06)

So the sample size is large:

$$n = \frac{1.569}{1+(1.569)(0,06)^2}$$

$$n = \frac{1.569}{1+5.648}$$

n = 236

## RESEARCH RESULT AND

Table 1. Hypothesis Testing and Path Coefficient Values

H P	Variable			P- Val ue	Dire ct Effe ct	Indir ect Effect	Tota l Effe ct	Informat ion
	Exogeno us	Interven ing	Endogen ous					
1	Leadersh ip		OCB	0,00 0	0,79 2	0,000	0,79 2	Positive and Significa nt
2	Compete nce		OCB	0,67 6	0,06 2	0,000	0,06 2	Positive and Not Signific ant
3	Leadersh ip		Performa nce	0,02 4	0,37 4	0,000	0,37 4	Positive and Significa nt
4	Compete nce		Performa nce	0,75 1	- 0,04 0	0,000	- 0,04 0	Negative and Not Significa nt
5	OCB		Performa nce	0,00 0	0,57 3	0,000	0,57 3	Positive and Significa nt
6	Leadersh ip	OCB	Performa nce	0,00 1	0,37 4	0,454	0,82 8	Positive and Significa nt
7	Compete nce	OCB	Performa nce	0,67 8	- 0,04 0	0,036	- 0,00 4	Negative and Not Significa nt

Source: Data Processing Results, 2022

Of the entire hypothesized five-path model, there were two paths that were not significant. The interpretation of Table 1 can be explained as follows:

1. The impact of leadership on organizational citizenship behavior (OCB) in the Boalemo Regency Regional Government is positive, with a significant value of 0.000 that is less than 0.05 ( $\alpha = 5\%$ ). Therefore, it can be said that there is a significant relationship between leadership and OCB, with a magnitude of 0.792 and a positive influence direction. It has been established that the first research hypothesis – that leadership affects Organizational Citizenship Behavior (OCB) of the Regional Government of Boalemo Regency – is accurate.
2. Competency has a positive influence on Organizational Citizenship Behavior (OCB) in the Regional Government of Boalemo Regency, with a significant value of 0.676 greater than 0.05 ( $\alpha = 5\%$ ). Therefore, it can be concluded that Competency has no significant influence on OCB, with a magnitude of 0.062 and a positive influence direction. The second research hypothesis, according to which competence affects the Regional Government of Boalemo Regency's Organizational Citizenship Behavior (OCB), has not been demonstrated to be accurate.
3. Enter your desired changes in this section. Next, press the button for paraphrasing. be3. With a significant value of 0.024, less than 0.05 ( $\alpha = 5\%$ ), the influence of leadership on performance in the Boalemo Regency Regional Government is positive. Therefore, it can be concluded that performance leadership has a significant impact, with a magnitude of 0.374 and a positive influence direction. It has been established that the third research hypothesis – which holds that the performance of the Regional Government of Boalemo Regency is influenced by leadership – is accurate. low. It really is that simple!
4. The influence of Competency on Performance in the Regional Government of Boalemo Regency is positive with a significant value of 0.751 greater than 0.05 ( $\alpha = 5\%$ ), so it can be concluded that the influence of Competency on Performance is not significant, the magnitude of the influence obtained is -0.040 with direction of negative influence. The fourth hypothesis in the research which states that Competency has a negative value and the influence of Competency on Performance in the Regional Government of Boalemo Regency in this research is not proven to be true.
5. Organizational Citizenship Behavior (OCB) has a positive influence on performance in the Regional Government of Boalemo Regency, with a significant value of 0.001, less than 0.05 ( $\alpha = 5\%$ ). As a result, it can be said that OCB has a significant impact on performance, with a magnitude of 0.573 and a positive influence direction. It has been established that Organizational Citizenship Behavior (OCB) has a substantial impact on the Boalemo Regency Regional Government's performance, which is the fifth hypothesis in the study.
6. It may be inferred that leadership significantly influences Organizational Citizenship Behavior (OCB) because the influence of leadership on OCB is positive and has a significant value (0.000) smaller than 0.05 ( $\alpha = 5\%$ ). Similarly, there is a positive correlation between Organizational

Citizenship Behavior (OCB) and Performance, as indicated by a significance value (0.000) less than 0.05 ( $\alpha = 5\%$ ). Therefore, it can be said that OCB significantly affects Performance. It may be concluded that Leadership effects Performance through Organizational Citizenship Behavior (OCB) as this indicates that the OCB variable can mediate the influence of the Leadership variable on Performance in the Boalemo Regency Regional Government. The influence of Competency on Organizational Citizenship Behavior (OCB) is positive with a significant value (0.676) greater than 0.05 ( $\alpha = 5\%$ ), so it can be concluded that Competency has an insignificant effect on Organizational Citizenship Behavior (OCB). Likewise, the influence of Organizational Citizenship Behavior (OCB) on Performance is positive with a significance value (0.000) smaller than 0.05 ( $\alpha = 5\%$ ), so it can be concluded that Organizational Citizenship Behavior (OCB) has a significant effect on Performance. However, the indirect relationship between Competency through Organizational Citizenship Behavior (OCB) and Performance with a significance value of 0.678 shows negative and insignificant results. This shows that the direct relationship between Competency and Organizational Citizenship Behavior (OCB) is positive and not significant and the direct relationship between Competency and Performance is negative and not significant, then the relationship between Organizational Citizenship Behavior (OCB) and Performance is positive and significant, but the relationship is indirect. between Competence through Organizational Citizenship Behavior (OCB) on Performance is negative and not significant.

## **CONCLUSIONS AND RECOMMENDATIONS**

The study's findings indicate that: 1) Leadership significantly and favorably affects Organizational Citizenship Behavior (OCB); 2) Competency positively but not significantly affects OCB; 3) Leadership significantly and favorably affects Performance; and 4) Competency negatively and not significantly affects Performance. The performance of an organization is positively and significantly impacted by organizational citizenship behavior (OCB). Performance is positively and significantly impacted by 6) leadership via Organizational Citizenship Behavior (OCB) and negatively and insignificantly impacted by 7) competency through OCB.

## **ADVANCED RESEARCH**

This research still has limitations so it is necessary to carry out further research related to the topic "Organizational Citizenship Behavior (OCB): How Leadership and Competency Inspire Performance" to perfect this research, as well as increase insight for readers.

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