



Determining the Influence of Employee Performance Through Organizing Citizenship Behavior by Analyzing Competency and Compensation

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Abstract

This study aimed to determine the effect of competency and compensation on employee performance through organizing citizenship behavior as an intervening variable at the Bukittinggi Regional Financial Agency. This study's population were all Bukittinggi Regional Finance Agency employees. Meanwhile, the samples were taken from 86 members (all employees of the Bukittinggi Regional Finance Agency) using quantitative techniques. The method of collecting data is through surveys and distributing questionnaires to the public as respondents. Structural Equation Modeling (SEM) Analysis with Partial Least Square (PLS) is the data analysis technique used. The results obtained were based on the Competency Hypothesis Test. There is a positive and significant influence on organizational citizenship behavior at the Bukittinggi City Financial Agency. While the Compensation variable has a positive and significant influence on Organizational Citizenship Behavior at the Bukittinggi City Financial Agency. Meanwhile, Competency positively and significantly affects employee performance at the Bukittinggi City Financial Agency.

Keywords : Competency, Compensation, Employee Performance, Organizing Citizenship Behavior

1. Introduction

Law of the Republic of Indonesia No. 5 of 2014 concerning State Civil Apparatus mandates that in order to implement the nation's ideals and realize state goals as stated in the preamble to the 1945 Constitution of the Republic of Indonesia, it is necessary to build a state civil apparatus that has integrity and is professional, neutral and free from political intervention, free from practices of corruption, collusion and nepotism and capable of providing public services for the community and as an element of national unity based on Pancasila and the 1945 Constitution of the Republic of Indonesia. (<https://peraturan.bpk.go.id>).

Civil Servants serve as elements of the State apparatus whose task is to provide services to the community in a professional, honest, fair and equitable manner in carrying out state, government and development duties to the community based on loyalty and obedience to Pancasila and the 1945 Constitution. Well, employee development is needed which aims to improve the

quality of human resources so that they have attitudes and behavior that are based on devotion, honesty, responsibility, discipline and authority so that they can provide services according to the demands of community development.

Human resources have an important role for the organization because human resources are the system managers, so that this system continues to run, of course in its management, it must pay attention to important aspects such as competency, discipline, education and training as well as the level of work comfort so that the employees concerned can be encouraged to provide all the capabilities required by the organization (Boon et al., 2019). Human resources with good performance will ultimately produce the goals set by the organization (Masri & Jaaron, 2017).

Human resource management is closely related to employee performance. Starting from the recruitment process, education, training and coaching to assessing employee performance during a certain period. This

needs to be done well to achieve an organization's sustainability. An organization's governmental or non-governmental success can be performed well depending on employee performance. Increasing performance is the most important thing employees and the organization desire. Organizations want optimal employee performance to increase work results and organizational profits. On the other hand, employees are interested in self-development and job promotion. To fulfill these two desires, a good performance management system is needed. Low employee performance will have a negative impact on public services. One measure of organizational success is employee performance.

The main goal of good government performance is to prioritize the interests of the community. Performance is a description of the level of achievement of the implementation of activities, programs and policies in realizing a government organization's goals, objectives, vision and mission. The importance of government performance determines the sustainability of government and the quality of community (public) services.

Susanto et al. (2021) explain that etymologically, performance comes from the word performance. Performance comes from the city of job performance or actual performance (work performance or actual achievements achieved by a person), namely the results of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, (Spekle & Verbeeten, 2014) said that "performance is the result of the achievement of a process that is referred to and measured over a certain period of time based on the provisions and indicators of the agreement that have been established. It is also explained that performance is the key to whether an organization is effective or not." So it can be concluded that performance is the result or achievement of a process carried out by workers in accordance with their duties and responsibilities, which is measured over a certain period of time. Employee performance is the ability to achieve job requirements, where a work target can be completed at the right time or without exceeding the time limit provided so that the goal will be in accordance with company morals or ethics (Sugiarti, 2023).

The Bukittinggi City Financial Agency is an organizational unit operating in the financial sector under the Bukittinggi City Regional Government which was formed based on the Bukittinggi City Regional Regulation (Perda) Number 9 of 2016. The Bukittinggi City Regional Financial Agency assists the Mayor in carrying out regional autonomy matters in the financial sector. , which is led by a head who is under

sovereignty and is responsible to the Mayor through the Regional Secretary. The performance of Regional Financial Agency employees, if measured based on a comparison of workload with work performance in the December 2021 period, shows unsatisfactory results. The average workload obtained by all employees was 94.13%, while work performance was obtained at 91.03 %. This means that the performance of 31 Bukittinggi City Regional Financial Agency employees cannot be said to be good, because work performance is still low compared to the workload. Ideally, work performance is higher than the workload given in a certain period.

Below we will present a recapitulation of employees at the Bukittinggi City Financial Agency in table form for 2020.

Table 1.
Bukittinggi City Financial Agency Employee
Performance Report 2020

No	Performance Indicators	Target (%)	Realization (%)
1.	Discipline	100 %	80 %
2.	Loyalty	100 %	85 %
3.	Competency	100 %	80 %
4.	Work Facility	100 %	83 %
5.	Motivation at work	100 %	78 %
6.	Communication	100 %	75 %
7.	Leadership	100 %	85 %
8.	Teamwork	100 %	87 %
9.	Integrity	100 %	86 %
10.	Service Orientation	100 %	86 %

Source: Bukittinggi City Financial Agency

From table 1 above, it can be seen that there are 10 employee performance indicators at the Bukittinggi City Financial Agency. The previously determined target, namely 100%, has not been realized properly, seen from the percentage of achievement, aka the target that has been determined. Discipline was realized by 80%, loyalty was realized by 85%, competency was realized by 80%, work facilities were realized by 83%, motivation in work was realized by 78%, communication was realized by 75%, leadership was realized by 85%, cooperation was realized by 87%. %, integrity is realized as much as 86%, servant orientation is realized as much as 86%.

From the data above, it can be concluded that many of the Bukittinggi City Financial Agency have not achieved their targets. This is induced by employee performance that is not yet optimal, which is indicated and caused by competency, compensation and volunteering in carrying out tasks that are still not up to

expectations. The phenomenon in the field according to the results of the author's observations shows that in reality it is felt that the performance of the employees of the Bukittinggi City Regional Financial Agency is not in accordance with the expected standards. Based on the opinion and description above, it can be concluded that if the Bukittinggi City Financial Agency wants to improve employee performance, one of the efforts must be made is to pay attention to employee competency, compensation and performance at work.

2. Methods

The first thing to pay attention to when conducting research is the research object that will be studied. Where the research object contains a problem that will be used as research material to find a solution.

The research object in this research is the Bukittinggi City Financial Agency. In carrying out duties and responsibilities, the service area and network is located at Jl. Sudirman No.27-29, Sapiran, Kec. Aur Birugo Tigo Baleh, Bukittinggi City, West Sumatra 26181.

In accordance with the research objectives and problems studied and formulated, the author's research can be classified as quantitative research. According to Mohajan (2020) Quantitative research is research that is inferential in nature in the sense of drawing conclusions based on the results of statistical hypothesis testing, using empirical data resulting from data collection through measurement.

Sugiyono (2018) defines quantitative research methods as methods that are based on positive results, used to research certain populations and samples, sample collection techniques are generally carried out randomly, data collection uses research instruments, quantitative data analysis with the aim of testing hypotheses which has been set. So, this research is research that aims to explain existing phenomena with numbers to describe the characteristics of individuals or groups. This method is also called a quantitative method because there is research in the form of numbers and analysis using statistics. In this research the author used a descriptive and causal research design. The variables that will be discussed in this research are the dependent variable (Y) Employee Performance, the independent variable (X) Competency (X1) and Compensation (X2), as well as the intervening variable (Z) Organizing Citizenship Behavior (OCB).

Sugiyono & Lestari (2021) said that a population is a group of subjects who have certain qualities and characteristics, which are determined by researchers to be processed and studied, then conclusions are drawn." In this research, the population is the entire State Civil Apparatus at the Bukittinggi City Financial Agency, totaling 46 permanent employees.

Sugiyono & Lestari (2021) states that a sample is part or all of the number and characteristics of the population. If the population is considered large by the researcher, some may be taken to become a research sample, but the entire population can also be used as a sample. This sampling technique is called a saturated sample or total sample. The author uses a sampling technique with a saturated sampling type, namely a sampling technique when all population personnel are used as samples. The sample for this research was the entire State Civil Apparatus at the Bukittinggi City Financial Agency, totaling 86 permanent employees. So the sampling technique uses Proportional Random Sampling using the following formula:

Slovin's formula is:

$$n = \frac{N}{1 + Ne^2}$$

Explanation:

n = Sample

N = Population

e = Error tolerance

$$n = \frac{86}{1 + 86(10)^2}$$

$$n = \frac{86}{1 + 86(0,01)}$$

$$n = \frac{86}{1,86}$$

n = 46

By using the formula above with a population of 46 employees with an error rate of 10%, it can be seen that the sample to be studied is 46 employees at the Bukittinggi Financial Agency Office.

3. Result and Discussion

The results of the Average Variance Extracted Value are in table 1 below:

Table 1.
Average Variance Extracted (AVE) Value

Variables	Average Variance Extracted (AVE)
Employee Performance	0.465
Competency	0.547
Compensation	0.466
Organizing Citizanship Behavior	0.349

Source: Data Processed by authors, 2023

Based on table 1, it can be concluded that all the constructs or variables above meet the criteria for good validity. This is indicated by the Average Variance Extracted (AVE) value above 0.50 as the recommended criteria, namely the competency variable, while the employee performance, compensation and organizing citizenship behavior variables. does not meet the criteria.

After knowing the level of validity of the data, the next step is to find out the level of reliability of the data or the level of reliability of each construct or variable. This assessment is by looking at the composite reliability value and Cronbach alpha value. The value of a construct is said to be reliable if it provides composite reliability and Cronbach alpha values > 0.70. The reliability test results are presented in Table 4.12:

Table 2.
Reliability Value

Variables	Composite Reliability	Cronbachs Alpha	Exp
Employee Performance	0,955	0,950	Reliable
Competency	0,960	0,955	Reliable
Compensation	0,885	0,873	Reliable
Organizing Citizenship Behavior	0,906	0.880	Reliable

Source: Data Processed by authors, 2023

Based on the SmartPLS output in the table above, the composite reliability value and Cronbach alpha value for each construct or variable have been found to be greater than 0.70. Thus it can also be concluded that the level of data reliability is good or reliable.

Table 3.
Evaluation of R Square Value

Variables	R Square
Employee Performance	0.810
Organizing Citizenship Behavior	0.827

Source: Data Processed by authors, 2023

Evaluation of R Square Value In Table 4.14, it can be seen that the R-Square value for the employee performance construct is 0.810 or 81%, indicating the magnitude of influence exerted by competency and compensation in explaining or influencing employee performance. The higher the R-Square value, the greater the ability of the exogenous construct to explain endogenous variables so that the better the structural

equation is formed. Meanwhile, the R-Square of the Organizing Citizenship Behavior construct is 0.827 or 82.7%, which shows the magnitude of the influence received by the Organizing Citizenship Behavior construct from the competency construct, Compensation or is a simulated influence of the competency construct, Compensation on Organizing Citizenship Behavior.

Path Coefficient to assess direct influence, namely the influence of certain exogenous constructs on certain endogenous ones. In hypothesis testing, the resulting t-statistical value and alpha value (p-value) can be seen, with the t-table used in this research being 1.96 and the p-value being 0.05. Carrying out a two-way test means the limit for rejecting and accept the hypothesis proposed with the hypothesis assessment criteria. Ha is accepted, H0 is rejected if the t-statistic is > 1.96 and the p-value is < 0.05 and H0 is accepted. Ha is rejected if the t-statistic is < 1.96 and the p-value is > 0.05. The Path Coefficient values from the test results using smart PLS 3 follow.

Table 4.
Result For Path Coefficient

Description	T Statistic	P Values	Exp
Competency -> Organizing Citizenship Behavior	2.424	0.016	Accepted
Compensation -> Organizing Citizenship Behavior	19.983	0.000	Accepted
Competency -> Employee Performance	11.140	0.000	Accepted
Compensation -> Employee Performance	0,098	0.978	Rejected
Organizing Citizenship Behavior -> Employee Performance	0.054	0.957	Rejected

Source: Data Processed by authors, 2023

Based on the SmartPLS test results in the table, it can see the results of research hypothesis testing starting from the first hypothesis to the fifth hypothesis which is the direct influence of the competency construct, compensation on employee performance, the influence of competency, compensation on Organizing Citizenship Behavior.

Indirect Effect to assess indirect effects, namely the influence of certain exogenous constructs on certain

endogenous ones through intervening constructs which are processed using smart PLS 3.0. In hypothesis testing for indirect effects, the resulting t-statistical value and alpha value (p-value) can be seen, with the t-table used in this research being 1.96 and the p-value 0.05. Carrying out a two-way test then limits for rejecting and accepting hypotheses proposed with hypothesis assessment criteria. H_a is accepted, H_0 is rejected if the t-statistic is > 1.96 and the p-value is < 0.05 and H_0 is accepted. H_a is rejected if the t-statistic is < 1.96 and the p-value is > 0.05 . The following are the Indirect Effect values from the test results using smart PLS 3.0:

Tabel 1.
Spesific Indirect Effect

Description	T Statistic	P Values	Exp
Competency-> Organizing Citizenship Behavior-> Employee Performance	0.053	0.957	Rejected
Compensation-> Organizing Citizenship Behaviour-> Employee Performance	0.053	0.957	Rejected

Source: Specific Indirect Effect Test Results

Discussion

The interpretation of this research is as follows:

The Influence of Competency on Organizing Citizenship Behavior

Competency positively and significantly influences organizational citizenship behavior in the Bukittinggi City Financial Agency. It can be seen that the t-statistic is 2.423 and the t-table is 1.96 where the t-statistic is smaller than the t-table ($2.423 > 1.96$) with a p-value ($0.016 < 0.05$), so it can be obtained that H_1 is accepted and H_0 is rejected. Data processing results show that the most dominant indicator or statement item in the competency variable is the motivation indicator.

Based on the results of this research, recommendations can be made to the Bukittinggi City Financial Agency if they want to improve Organizational Citizenship Behavior (OCB), so they need to pay attention to things that influence competency by paying attention to knowledge, attitudes, skills and motivation. Among these indicators, more attention is paid to motivation, namely an encouragement to continue carrying out all the work that has been assigned to employees. This

research is in line with Purwanto et al. (2021) and (Anwar et al., 2020) by stating that competency has a positive and significant influence on Organizational Citizenship Behavior (OCB).

The Influence of Compensation on Organizing Citizenship Behavior

Competency positively and significantly influences organizational citizenship behavior in the Bukittinggi City Financial Agency. It can be seen that the t-statistic is 19.983 and the t-table is 1.96 where the t-statistic is smaller than the t-table ($19.983 > 1.96$) with a p-value ($0.000 < 0.05$), so it can be obtained that H_2 is accepted and H_0 is rejected. The results of data processing show that the most dominant indicator or statement item in the compensation variable is X2.13. Employees receive incentives outside the salary with an outer loading value of 0.877, which is part of the incentive indicator.

Based on the results of this research, recommendations can be made to the Bukittinggi City Financial Agency if they want to improve Organizational Citizenship Behavior (OCB), so they need to pay attention to things that influence compensation by paying attention to salaries, allowances, incentives and facilities. Among these indicators, more attention is paid to incentives, namely additional compensation outside of salary/wages given to motivate employees to perform better. Incentives are adjusted based on productivity, sales and profits, such as commissions and bonuses, which can increase Organizational Citizenship Behavior (OCB). This research is in line with (Mumtazah & Purwanto, 2020); (Podsakoff & MacKenzie, 2014) by stating that compensation has a positive and significant influence on Organizational Citizenship Behavior (OCB).

The Influence of Competency on Employee Performance

Competency positively and significantly influences employee performance at the Bukittinggi City Financial Agency. It can be seen that the t-statistic is 11.140 and the t-table is 1.96 where the t-statistic is smaller than the t-table ($11.140 > 1.96$) with a p-value ($0.000 < 0.05$), so it can be obtained that H_3 is accepted and H_0 is rejected. The results of data processing show that the most dominant indicator or statement item in the competency variable is at from attitude indicators.

Based on the results of this research, recommendations can be given to the Bukittinggi City Financial Agency. If you want to improve employee performance, you need to pay attention to things that influence compensation by paying attention to knowledge, skills, attitudes and motivation. Among these indicators, more attention is paid to attitude, namely an ethic at work so that colleagues are willing to work together to achieve organizational goals in improving performance. This

research is in line with (Wahyudi, 2018); (Arifin, 2015) by stating that competency positively and significantly influences employee performance.

The Effect of Compensation on Employee Performance

Compensation has no positive and significant influence on employee performance at the Bukittinggi City Financial Agency. It can be seen that the t-statistic is 0.028 and the t-table is 1.96 where the t-statistic is smaller than the t-table ($0.028 < 1.96$) with a p-value ($0.978 > 0.05$), so it can be obtained that H4 is rejected and H0 is accepted. This research is not in line with (Pawirosumarto et al., 2017); (Paais & Pattiruhu, 2020) their research stating that compensation positively and significantly influences employee performance.

Organizing Citizenship Behavior on Employee Performance

Organizational Citizenship Behavior has no positive and significant influence on employee performance at the Bukittinggi City Financial Agency. It can be seen that the t-statistic is 0.054 and the t-table is 1.96 where the t-statistic is smaller than the t-table ($0.054 < 1.96$) with a p-value ($0.957 > 0.05$), so it can be obtained that H5 is rejected and H0 is accepted. This research is not in line with (Jiang et al., 2017); (Organ, 2018) the results of their research stating that there is a positive and significant influence of Organizational Citizenship Behavior on employee performance.

Competency on Employee Performance Through Organizing Citizenship Behavior

Competency has no positive and significant influence on employee performance through Organizational Citizenship Behavior at the Bukittinggi City Financial Agency. It can be seen that the t-statistic is 0.053 and the t-table is 1.96 where the t-statistic is smaller than the t-table ($0.053 < 1.96$) with a p-value ($0.957 > 0.05$), so it can be obtained that H6 is rejected and H0 is accepted. It can be concluded that Organizational Citizenship Behavior is not able to strengthen the influence of competency on employee performance. This research is in line with previous studies by (Ridwan et al., 2020); (Rita et al., 2018)

Compensation for Employee Performance Through Organizing Citizenship Behavior

Compensation has no positive and significant influence on employee performance through Organizational Citizenship Behavior at the Bukittinggi City Financial Agency. It can be seen that the t-statistic is 0.053 and the t-table is 1.96 where the t-statistic is smaller than the t-table ($0.053 < 1.96$) with a p-value ($0.957 > 0.05$), so it can be obtained that H7 is rejected and H0 is accepted. This research is in line with previous studies by (Chan & Lai, 2017); (Chan & Lai, 2017)

4. Conclusions

It can be concluded that Organizational Citizenship Behavior is not able to strengthen the influence of compensation on employee performance. From the results of research on the Influence of Competency and Compensation on Employee Performance through Organizational Citizenship Behavior (OCB) as an Intervening Variable in the Bukittinggi City Financial Agency, it can be concluded that:

1. Competency has a positive and significant influence on Organizational Citizenship Behavior in the Bukittinggi City Financial Agency
2. Compensation positively and significantly influences Organizational Citizenship Behavior in the Bukittinggi City Financial Agency.
3. Competency positively and significantly influences employee performance at the Bukittinggi City Financial Agency.
4. Compensation There is no positive and significant influence on employee performance at the Bukittinggi City Financial Agency.
5. There is no positive and significant influence on employee performance at the Bukittinggi City Financial Agency.
6. Competency has a positive and significant influence on employee performance through Organizational Citizenship Behavior at the Bukittinggi City Financial Agency.
7. Compensation has no positive and significant influence on employee performance through Organizational Citizenship Behavior at the Bukittinggi City Financial Agency.
8. R Square structure I shows the magnitude of influence exerted by competency and compensation in explaining or influencing employee performance, while other factors influence the rest.
9. R Square structure II describes the magnitude of influence received by the Organizing Citizenship Behavior construct from the competency construct, Compensation, or is a simulated influence of the competency construct, Compensation on Organizing Citizenship Behavior, while other factors influence the rest.

Based on the conclusions above, the author will provide advice to the Bukittinggi City Financial Agency as follows:

1. For Institution
It is hoped that agencies will pay more attention to Competency and Compensation for Employee Performance through Organizational Citizenship Behavior (OCB) as an Intervening Variable to encourage employees to do their best, which will improve employee performance, so that it will

really help agencies in improving employee performance.

2. For Next Researcher

Future researchers are expected to develop the results of this research and involve relevant variables related to employee performance. With the hope that the research results will be more accurate and have far greater benefits, so that agencies can improve the performance of their employees.

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