

# **The Effect Of Competence And Organizational Commitment On Employee Performance With Organizational Citizenship Behavior (OCB) As A Mediating Variable At The Badung Regency Regional Disaster Management Agency**

Ni Komang Tri Hapsari<sup>1</sup>, Putu Kepramareni<sup>2</sup>, Ni Made Dwi Puspitawati<sup>3</sup>

*Faculty Of Economics And Business, Mahasaraswati University, Denpasar*

---

## **Abstract:**

*This study aims to analyze the influence of organizational competence and commitment on employee performance with OCB as a mediating variable at the Badung Regency Regional Disaster Management Agency. The respondents in this study were all employees of the BPBD Badung Regency totaling 85 people with sampling techniques using census techniques. This study uses Structural Equation Modeling analysis with SmartPLS 4. The results of this study show that: 1) Competence has a positive and significant effect on the performance of BPBD Badung Regency employees; 2) Organizational commitment has a positive and significant effect on the performance of BPBD Badung Regency employees; 3) Competence has a positive and significant effect on the OCB of BPBD Badung Regency; 4) Organizational Commitment has a positive and significant effect on the OCB of BPBD Badung Regency; 5) OCB has a positive and significant effect on the performance of BPBD employees of Badung Regency; 6) OCB able to mediate partially the influence of competence on the employees performance of BPBD Badung Regency; 7) OCB is able to mediate partially the influence of organizational commitment on the employees performance of BPBD Badung Regency.*

**Keywords:** *Competence, Employee Performance, Organizational Citizenship Behavior, Organizational Commitment*

---

Date of Submission: 23-05-2025

Date of Acceptance: 03-06-2025

---

## **I. Introduction**

### **Background**

Competencies within the organization can support the improvement of employee performance and contribute to the achievement of the organization's vision and mission (Shaheen *et al.*, 2019). This is in line with previous research conducted by Diarta and Saluy, (2022); and Maizar *et al.*, (2023) showed results that competence has a positive and significant effect on employee performance. The results of this study are not in line with the research conducted by Rohmat *et al.*, (2022) which found that competence has a negative and insignificant influence on employee performance. Another factor that affects employee performance is organizational commitment (Sichtmann and Selansinky, 2010). According to Busro (2018: 75) organizational commitment is the embodiment of a person's willingness, awareness, and sincerity to be bound and always in the organization which is described by the amount of effort, determination and determination to achieve a common vision, mission and goals. The results of previous research conducted by Tho'in and Muliasari, (2020) and Chrisnanto and Riyanto (2020) show that organizational commitment has a positive and significant effect on employee performance. The results of this study are not in line with the research conducted by Bagis *et al.*, (2021) which found that organizational commitment has a negative influence on employee performance.

OCB as a mediation to determine the relationship between employee performance through the competencies and organizational commitments of employees. The relationship between OCB and performance has also been extensively researched, one of which is by Santoso *et al.*, (2020) who found that there is a positive and significant relationship between OCB and employee performance. However, another study on the relationship between OCB and employee performance conducted by Sutaningsih and Agustina (2022) found that OCB did not affect team performance. A study examining the influence between competence and OCB was conducted by Rustandi *et al.*, (2023) who found that there is a positive and significant relationship between competence and OCB. However, Agusven *et al.*, (2024) found that competence had no effect on OCB. Meanwhile, a study examining the relationship between organizational commitment and OCB was conducted by Soares *et. al* (2020) who found that organizational commitment has a positive and significant influence on OCB. However, according

to Adu and Nawangsari (2022), the results found that organizational commitment did not have a positive and significant influence on OCB.

Related to competency issues in the BPBD Badung Regency include: (1) Challenges in the equitable distribution of competencies; (2) A more comprehensive competency development program is needed. Problems related to organizational commitment include: (1) Efforts are needed to increase mutual ownership and employee loyalty in BPBD Badung Regency; (2) Efforts are needed to increase the sense of kinship and responsibility between employees at the BPBD Badung Regency.

#### Problem Formulation

Based on the background that has been described above, the following problems can be formulated:

- a. Does competency affect the employees performance of BPBD Badung Regency?
- b. Does organizational commitment affect the employees performance of BPBD Badung Regency?
- c. Does competency affect the *Organizational Citizenship Behavior* (OCB) of BPBD Badung Regency employees?
- d. Does organizational commitment affect the *Organizational Citizenship Behavior* (OCB) of BPBD Badung Regency employees?
- e. Does *Organizational Citizenship Behavior* (OCB) affect the employees performance of BPBD Badung Regency?
- f. Does competency affect performance through *Organizational Citizenship Behavior* (OCB) as a mediating variable for BPBD Badung Regency employees?
- g. Does organizational commitment affect performance through *Organizational Citizenship Behavior* (OCB) as a mediating variable for BPBD Badung Regency employees?

## II. Literature Review

#### Goal Setting Theory

Goal Setting Theory was originally proposed by Locke (1968), which shows the relationship between a person's goals and performance to the task given. Locke and Latham (2018) stated that *goal-setting* affects employee performance in government organizations.

#### Competence

According to Lichtenstein *et al.*, (2021), competence is the ability needed by individuals to adapt, act effectively in complex situations, and achieve optimal performance in a given role. This covers a wide range of aspects, including technical, managerial, and social capabilities. The indicators of employee competency according to BNPB Regulation No. 5 of 2024 are as follows:

- a. Technical Competence is knowledge, skills, and attitudes/behaviors that can be observed, measured and developed that are specific to the technical field of the position.
- b. Managerial Competence is knowledge, skills, and attitudes/behaviors that can be observed, measured, developed to lead and/or manage organizational units
- c. Socio-Cultural Competence is knowledge, skills, and attitudes/behaviors that can be observed, measured, and developed related to the experience of interacting with the community.

#### Organizational Commitment

According to Marimuthu *et al.*, (2021), organizational commitment refers to the extent to which an employee feels connected to the organization's goals and values. This commitment develops through work experience and a supportive organizational culture. Employees who have a high organizational commitment will be more likely to work hard and invest in organizational development. The organizational commitment indicator in Busro (2018:86) states that:

- a. Indicators of *Affective Commitment* include: Emotional attachment to colleagues and the organization, desire to contribute to the organization, feeling happy to be able to work for the organization.
- b. Indicators of *Continuous Commitment* include: Perception of losses if they leave the organization, consideration of the impact of leaving the organization on their career, awareness of the difficulty of finding other equivalent jobs.
- c. Normative *Commitment indicators* include: Feeling uncomfortable leaving the organization, especially when the organization is in need, feeling indebted to the organization, social pressure or organizational norms to survive

#### Organizational Citizenship Behavior (OCB)

Khamisa *et al.*, (2020) define OCB as behavior that reflects an individual's sense of responsibility towards the organization that is greater than just the required job tasks. OCB includes a variety of proactive actions such as assisting colleagues, participating in extra-organizational activities, and demonstrating initiatives to

improve the effectiveness of the group or team. According to Organ (2006) there are several indicators that affect OCB, among others, as follows:

- a. Conscientiousness: The behavior of individuals who work beyond the time limit of work in the organization.
- b. Altruism: Individual behavior that is ready to help a colleague if he or she is unable to attend.
- c. Civic Virtue: Behavior carried out by individuals voluntarily in their role as employees to prevent problems in the organization.
- d. Sportsmanship: Individual behavior to feel responsible in carrying out organizational activities.
- e. *Courtesy*: Individual behavior to feel empathy.

#### Employee Performance

According to Rismawati and Mattalata (2018:03), employee performance is a condition that must be known and confirmed to certain parties to find out the level of achievement of agency results related to the vision it carries out or to know the positive and negative impacts of an operational policy. Employee performance indicators according to Robbins (2006) indicators to measure employee performance are:

- a. Quality: Performance quality measurement is seen from employees' perceptions of the quality of work produced
- b. Quantity: The quantity in question is the amount produced.
- c. Timeliness: Timeliness is the level of activity completed at the beginning of the stated time.
- d. Independence: Is the level of an employee who will later be able to carry out his work functions according to work commitments.

### III. Conceptual Framework And Research Hypotheses

#### The Influence of Competency on Employee Performance

Competence is of course very important for every employee to have in carrying out their duties and responsibilities, competence can also be a measure for employees' abilities (Sugiono *et al.*, 2019). The results of this study are supported by Diarta and Saluy (2022), Maizar *et al.*, (2023), and Rustandi *et al* (2023) stating that competence has a positive and significant effect on employee performance in an organization. Based on the theory and results of previous research, the following hypotheses can be formulated:

H<sub>1</sub>: Competence has a positive effect on the employees performance of BPBD Badung Regency

#### The Influence of Organizational Commitment on Employee Performance

Organizational commitment is very important for every employee in an organization. The higher the organizational commitment that employees have, the higher the performance of the employees themselves. This is also supported by research conducted by Tho'in and Muliasari (2020), Chrisnanto and Riyanto (2020), Astuti and Soliha (2021), and Nasution *et al.*, (2021) stating that organizational commitment has a positive and significant effect on employee performance. Based on the theory and results of previous research, the following hypotheses can be formulated:

H<sub>2</sub>: Organizational commitment has a positive effect on the employees performance of BPBD Badung Regency.

#### The Influence of Competency on *Organizational Citizenship Behavior* (OCB)

Rijanti *et al.*, (2018) stated that if employees are more competent, they will further improve OCB behavior. Employees who have high competence tend to have higher confidence compared to employees who do not have competence. This shows that the higher the competence an employee has, the higher the OCB level he has. These results are in line with research conducted by Sumarsi and Rizal (2021), Uliyah and Riyanto (2021), Rustandi (2023), and Syafitri *et al.*, (2021) which stated that competence has a positive and significant effect on *organizational citizenship behavior* (OCB). Based on the theory and results of previous research, the following hypotheses can be formulated:

H<sub>3</sub>: Competence has a positive effect on the OCB of BPBD Badung Regency employees.

#### The Influence of Organizational Commitment on *Organizational Citizenship Behavior* (OCB)

Wicaksono and Masykur (2018) and Saraswati and Hakim (2019) stated that organizational commitment is very closely related to *organizational citizenship behavior* (OCB). Employees who have a high organizational commitment tend to feel proud and emotionally attached to the organization. This is also supported by research conducted by Soares *et al.*, (2020), Sunaris *et al.*, (2022), Azmy (2021) and Roncesvalles and Gaerlan (2021) which states that organizational commitment has a positive and significant effect on *organizational citizenship behavior* (OCB). Based on the theory and results of previous research, the following hypotheses can be formulated:

H<sub>4</sub>: Organizational Commitment has a positive effect on *the* OCB of BPBD Badung Regency employees.

### The Influence of *Organizational Citizenship Behavior* (OCB) on Employee Performance

Khamisa *et al.*, (2020) define OCB as behavior that reflects an individual's sense of responsibility towards the organization that is greater than just the required job tasks. OCB includes a variety of proactive actions such as assisting colleagues, participating in extra-organizational activities, and demonstrating initiatives to improve the effectiveness of the group or team. This shows that the higher the OCB level that an employee has, the higher the performance of the employee itself. These results are in line with research conducted by Suhartati *et al.*, (2024), Santoso *et al.*, (2020) and Mohyi (2020) which states that *organizational citizenship behavior* (OCB) has a positive and significant effect on employee performance. Based on the theory and results of previous research, the following hypotheses can be formulated:

H<sub>5</sub>: OCB has a positive effect on the employees performance of BPBD Badung Regency.

### The Influence of Competency on Employee Performance through *Organizational Citizenship Behavior* (OCB)

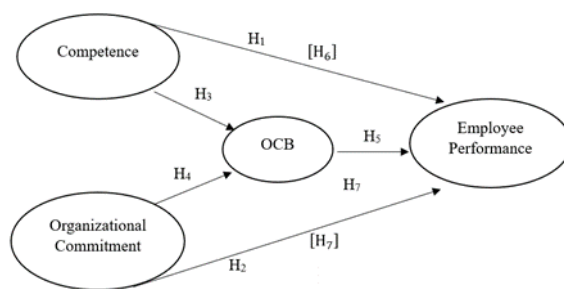
Suswati (2022) stated that employee competence significantly affects performance through OCB. In this case, employees who have high competence tend to have good performance because they have the knowledge, skills, and abilities needed to complete their tasks and responsibilities well. This is in line with previous research conducted by Cahyaningrum *et al.*, (2023), Malaka *et al.*, (2023), Wardani and Dewi (2023), and Bastotan and Achmad (2024) which stated that competence has a positive and significant effect on employee performance through OCB. Based on the theory and results of previous research, the following hypotheses can be formulated: H<sub>6</sub>: *Organizational Citizenship Behavior* (OCB) mediates partially the influence of competence on the employees performance of BPBD of Badung Regency

### The Effect of Organizational Commitment on Employee Performance through OCB

Vipraprastha *et al.*, 2018 stated that organizational commitment significantly affects performance through OCB. This shows that employees who have high organizational commitment tend to have good performance because they feel motivated to give their best for the organization. This is in line with previous research conducted by Dewantara *et al.*, (2024), Maria and Pujianto (2024), and Seran *et al.*, (2021) which stated that organizational commitment has a positive and significant effect on employee performance through OCB. Based on the theory and results of previous research, the following hypotheses can be formulated:

H<sub>7</sub>: *Organizational Citizenship Behavior* (OCB) mediates partially the influence of organizational commitment on the employees performance of BPBD Badung Regency.

Based on the hypothesis that has been described, a hypothesis model can be prepared presented in figure 1. The following:



**Fig 1. Research Model**

## IV. Research Methodology

### Research Method

This study aims to test and explain the influence of organizational competencies and commitments on OCB performance and behavior as well as test and explain the influence of organizational competencies and commitments on employee performance through OCB behavioral mediation. This study uses a quantitative approach method which is a study that examines certain samples and populations by collecting data using statistical instruments and data analysis, this is in accordance with the statement of Sugiyono (2016).

### Research Location and Time

This research was conducted at the Regional Disaster Management Agency of Badung Regency which is located at Jalan Kunti II No.99x, Seminyak, Kuta, Badung Regency, Bali 80361. The implementation of this research will last for three months, starting from January to March 2024.

## Population and Sample

The population in this study is all employees of BPBD Badung Regency which totals 85 people. The sampling technique in this study uses census techniques, namely all members of the population are used as samples because the population is relatively small.

## Data Collection Techniques

Data collection techniques are in the form of interviews, documentation and questionnaire dissemination followed by validity and reliability tests. The data analysis method used is SEM (Structural Equation Modeling) analysis which is based on components or variances, namely PLS (Partial Least Square).

## V. Research Results

### Hypothesis Testing

The hypothesis testing in this study includes direct and indirect influences. In terms of testing hypotheses, the results of SmartPLS data processing 4 are displayed.0 in the form of an image, as shown in Figure 2 as follows:

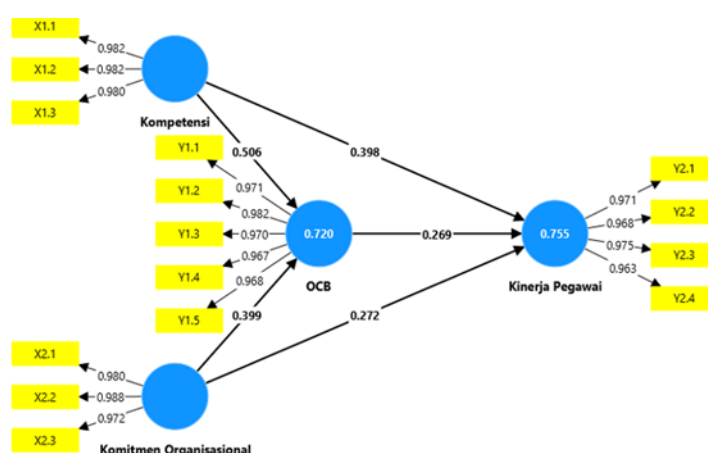


Fig 2. Path Diagram of the Relationship Between Competencies, Organizational Commitment, OCB and Employee Performance

### Direct Impact Testing

Based on the results of *data processing* carried out with the SmartPLS 4.0 program. As shown in Figure 2, a table can be made regarding the relationships between variables, as shown in Table 1 as follows:

Table 1. Direct Relationship Between Competency Variables, Organizational Commitment, OCB and Employee Performance

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV)	P values
Komitmen Organisasional -> Kinerja Pegawai	0.272	0.270	0.097	2.798	0.005
Komitmen Organisasional -> OCB	0.399	0.402	0.100	3.992	0.000
Kompetensi -> Kinerja Pegawai	0.398	0.393	0.109	3.664	0.000
Kompetensi -> OCB	0.506	0.501	0.105	4.816	0.000
OCB -> Kinerja Pegawai	0.269	0.276	0.095	2.841	0.005

Based on Table 1, the test of the relationship between variables can be described as follows:

- Testing the effect of competency on employee performance from the path coefficient between competence to employee performance construct of 0.398 with a statistical t-coefficient of 3.664 < t-table of 1.96 and a significance value of 0.000 < 0.05, showed that competence had a positive and significant effect on employee performance. The results of this test prove that hypothesis 1 is accepted.

- b. Testing the effect of organizational commitment on employee performance from the path coefficient between organizational commitment to employee performance construct of 0.272 with a statistical t-coefficient of 2.798 < t-table of 1.96 and a significance value of 0.000 < 0.05, showed that organizational commitment had a positive and significant effect on employee performance. The results of this test prove that hypothesis 2 is accepted.
- c. Testing the effect of competency on *organizational citizenship behavior* (OCB) from the coefficient of the path between competencies to the construct of *organizational citizenship behavior* (OCB) of 0.506 with a t-statistical coefficient of 4.816 < t-table of 1.96 and a significance value of 0.000 < 0.05, showed that competence had a positive and significant effect on *organizational citizenship behavior* (OCB). The results of this test prove that hypothesis 3 is accepted.
- d. Testing the effect of organizational commitment on *organizational citizenship behavior* (OCB) from the path coefficient between organizational commitment to *organizational citizenship behavior* (OCB) construct of 0.399 with a statistical t-coefficient of 2.798 < t-table of 1.96 and a significance value of 0.000 < 0.05, showed that organizational commitment had a positive and significant effect on *organizational citizenship behaviour* (OCB). The results of this test prove that hypothesis 4 is accepted.
- e. Testing the influence of *organizational citizenship behavior* (OCB) on employee performance from the path coefficient between *organizational citizenship behavior* (OCB) to the employee performance construct of 0.269 with a statistical t-coefficient of 2.841 < t-table of 1.96 and a significance value of 0.005 < 0.05, showed that *organizational citizenship behavior* (OCB) has a positive and significant effect on employee performance. The results of this test prove that hypothesis 5 is accepted.

#### Indirect Influence Testing

Indirect effect testing in the study, as shown by the total *indirect effect* results in Table 2 as follows:

**Table 2. Mediation Effect Examination**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Komitmen Organisasional -> OCB -> Kinerja Pegawai	0.107	0.109	0.044	2.444	0.015
Kompetensi -> OCB -> Kinerja Pegawai	0.136	0.140	0.062	2.188	0.029

Testing the Influence of Competency on Employee Performance Through *Organizational Citizenship Behavior* (OCB)

Testing the path coefficient between competencies through *organizational citizenship behavior* (OCB) to construct employee performance is 0.136 with a statistical t-coefficient of 2.188 > t-table of 1.96 and a significance value of 0.029 < 0.05. The results of this test prove that hypothesis 6 is accepted.

Testing the Influence of Organizational Commitment on Employee Performance through *Organizational Citizenship Behavior* (OCB)

Testing the path coefficient between organizational commitment through *organizational citizenship behavior* (OCB) to the employee performance construct is 0.107 with a statistical t-coefficient of 2.444 > t-table of 1.96 and a significance value of 0.015 < 0.05. The results of this test prove that hypothesis 7 is accepted.

## VI. Discussion

### The Influence of Competency on Employee Performance

The results of the study show that competence has a positive and significant effect on employee performance. This means that the better the competence, the better the employees performance of the Badung Regency Regional Disaster Management Agency.

#### The Influence of Organizational Commitment on Employee Performance

The results of the study show that organizational commitment has a positive and significant effect on employee performance. This means that the better the organizational commitment, the better the employees performance of the Badung Regency Regional Disaster Management Agency.

#### The Influence of Competency on *Organizational Citizenship Behavior* (OCB) Performance

The results of the study show that competence has a positive and significant effect on *organizational citizenship behavior* (OCB). This means that the better the competence, the better *the organizational citizenship behavior* (OCB) of the Badung Regency Regional Disaster Management Agency

#### The Influence of Organizational Commitment on *Organizational Citizenship Behavior* (OCB) Performance

The results of the study show that organizational commitment has a positive and significant effect on *organizational citizenship behavior* (OCB). This means that the better the organizational commitment, the better *the organizational citizenship behavior* (OCB) of the Badung Regency BPBD.

#### The Influence of *Organizational Citizenship Behavior* (OCB) on Employee Performance

The results of the study show that *organizational citizenship behavior* (OCB) has a positive and significant effect on employee performance. This means that the better *the organizational citizenship behavior* (OCB), the better the performance of the employees of the Badung Regency Regional Disaster Management Agency.

#### The Influence of Competency on Employee Performance through *Organizational Citizenship Behavior*

The results of the study show that competence has a positive and significant effect on employee performance through *organizational citizenship behavior* (OCB). This means that the better the competence, the better the performance of the employees of the Badung Regency Regional Disaster Management Agency with the existence of *organizational citizenship behavior* (OCB).

#### The Influence of Organizational Commitment on Employee Performance through *Organizational Citizenship Behavior*

The results of the study show that organizational commitment has a positive and significant effect on employee performance through *organizational citizenship behavior* (OCB). This means that the better the organizational commitment, the better the performance of the employees of the Badung Regency Regional Disaster Management Agency with the existence of *organizational citizenship behavior* (OCB).

## VII. Conclusions And Suggestions

### Conclusion

From the results of the research that has been carried out, the following conclusions can be drawn:

- a. Competence has a positive and significant effect on the performance of Badung Regency BPBD employees. This means that the better the competence, the better the performance of Badung Regency BPBD employees.
- b. Organizational commitment has a positive and significant effect on the performance of Badung Regency BPBD employees. This means that the better the organizational commitment, the better the performance of Badung Regency BPBD employees will be.
- c. Competence has a positive and significant effect on the *organizational citizenship behavior* (OCB) of the Badung Regency BPBD. This means that the better the competence, the *better the organizational citizenship behavior* (OCB) of the Badung Regency BPBD.
- d. Organizational commitment has a positive and significant effect on *the organizational citizenship behavior* (OCB) of the Badung Regency BPBD. This means that the better the organizational commitment, *the better the organizational citizenship behavior* (OCB) of the Badung Regency BPBD.
- e. *Organizational citizenship behavior* (OCB) has a positive and significant effect on the performance of Badung Regency BPBD employees. This means that the better *the organizational citizenship behavior* (OCB), the better the performance of Badung Regency BPBD employees.
- f. *Organizational citizenship behavior* (OCB) is able to mediate the influence of competence on the performance of Badung Regency BPBD employees. This means that with the existence of *organizational citizenship behavior* (OCB), the influence of competence on the performance of Badung Regency BPBD employees will be better.
- g. *Organizational citizenship behavior* (OCB) is able to mediate the influence of organizational commitment on the performance of Badung Regency BPBD employees. This means that with the existence of *organizational citizenship behavior* (OCB), the influence of organizational commitment on the performance of Badung Regency BPBD employees will be better.

### Suggestion

Based on the discussion and conclusions that have been stated previously, the suggestions from this study are:

- a. In order to improve the competence of employees of the Badung Regency Regional Disaster Management Agency, it is hoped that they will be able to improve their skills in using disaster management equipment such as boats, cars, chainsaws, tents, generators and also HT to organize existing resources when disasters occur, make appropriate decisions in emergency situations and be able to adapt to changes in the situation in the field as much as I am able to adapt to changes in the situation in the field.
- b. In order to increase the organizational commitment of the Badung Regency Regional Disaster Management Agency, it is expected that actively participating in all organizational activities, feeling happy to work in the organization, choosing to stay in this organization, rather than looking for a job elsewhere, feeling the need to give a return for what has been given by the organization and continue to work in this organization is a morally correct decision
- c. In order to improve *organizational citizenship behavior* (OCB), the Badung Regency Regional Disaster Management Agency is expected to complete the report earlier than the schedule that has been determined by the organization, arrive early before the work schedule starts, be willing to voluntarily replace colleagues to carry out their duties if they are unable to attend, do not feel disturbed if there are colleagues who are Ask for help when I am busy, willing to take the time to discuss the problems of the tasks faced by my colleagues, always be active in every activity in the office, respect differences of opinion with colleagues and be willing to try to create a harmonious work atmosphere.
- d. For further research, it is expected to add other variables that have the potential to affect employee performance such as work motivation, compensation and job satisfaction

### Reference

#### Journal Papers:

- [1] Diarta, Luthfita Ayu., And Saluy, Ahmad Badawy. 2022, The Role Of Competence, Psychological Capital, And Intrinsic Motivation Interventions In Influencing Teacher Performance In The Era Of The COVID-19 Pandemic, *International Journal Of Law Policy And Governance*, 1(2), Pp. 1-14.
- [2] Maizar., Persada, Indra Nara., And Nabella, Septa Diana. 2023, The Influence Of Compensation, Training, Competence And Work Discipline On Employee Performance PT. Luas Retail Indonesia, *International Journal Of Accounting, Management, Economics And Social Sciences*. 1(4), Pp. 291-303.
- [3] Rohmat, Abdurr., Satriawan, Bambang., Indrayani., And Gaddafi, Muamar. 2022, The Effect Of Leadership, Organizational, Culture And Competency On Employee Performance With Working Disciplines As Intervening Variables In The KSOP Office For Special Batam, *International Journal Of Social Science, Educational, Economics, Agriculture Research, And Technology*, 1(2), Pp. 65-72.
- [4] Sichtmann, Christina., And Selasinky, Maren. 2010, Exporting Services Successfully Antecedents And Performance Implications Of Customer Relationships, *Journal Of International Marketing*, 18(1), Pp. 86-108.
- [5] Tho'in, Muhammad., And Mulasari, Dewi. 2020, Analysis Of Work Satisfaction, Organizational Commitments, And Work Engagement Effect Toward Employee Performance In Sharia Banks, *International Journal Of Economics, Business And Accounting Research*, 4(2), Pp. 222-228.
- [6] Chrisnanto, Cendi., And Riyanto, Setyo. 2020, The Effect Of Work Discipline, Organizational Commitment And Work Motivation On Employee Performance Of The Directorate General Of Construction Development Minister For Public Work And Housing Republic Of Indonesia, *International Review Of Management And Marketing*, 10(5), Pp. 159-164.
- [7] Bagis, Fatmah., Kusumo, Uotomo Indra., And Hidayah Arini. 2021, Job Satisfaction As Mediation Variables On The Effect Of Organizational Culture And Organizational Commitment To Employee Performance, *International Journal Of Economics, Business And Accounting Research*, 5(2), Pp. 424-434.
- [8] Santoso, Priyono Budi., Asbari, Masduki., Siswanto, Edy., And Fahmi, Khaerul. 2020, The Role Of Job Satisfaction And Organizational Citizenship Behavior On Performance: Evidence From Indonesian Teachers, *International Journal Of Social And Management Studies*, 1(1), Pp. 22-31.
- [9] Sutaningsih, And Agustina, Selvi Mega. 2022, Organizational Citizenship Behavior, Reward, Punishment To Improve Employee Performance, *IJEBAR*, 6(2), Pp. 770-780.
- [10] Rustandi, Tata., Suadma, Udin., And Pratami, Ayu. 2023, The Influence Of Competence And Compensation On Organizational Citizenship Behavior (OCB) And Employee Performance Of The Indonesian Red Cross In Banten Province, *Educational Journal Of History And Humanities*, 6(3), Pp. 1718-1727.
- [11] Agusven, Tubel., Kassim, Mohamad., And Hong, Helen, The Impact Of Transformational Leadership And Competence Leadership On Innovative Work Behavior: A Mediated Model, *International Journal Of Business And Society*, 25(3), Pp. 872-887.
- [12] Soares, Maria. C. P., Riana, I Gede., And Soares, Augusto, C. 2020, The Effect Of Motivation, Organizational Commitment And Job Satisfaction Toward Organizational Citizenship Behavior (OCB) At Headquarters Of The Entrepreneurship Training Agency, Dili-Timor Leste, *International Journal Of Administration, Business And Management*, 2(2), Pp. 169-179.
- [13] Adu, Jekson., And Nawangsari, Lenny C. 2022, Organizational Citizenship Behavior Toward Environment Through Organizational Culture, Organizational Commitment And Mediated Self-Efficacy, *International Journal Of Indonesia Business Review*, 1(1), Pp. 80-88.
- [14] Lichtenstein, B. B., Smith, J., & Jones, A. 2021. The Impact Of Competency On Employee Performance. *Journal Of Human Resource Management*, 10(1), 45-62.
- [15] Marimuthu, A., Kumar, S., & Devi, R. 2021. The Impact Of Leadership Style On Organizational Commitment. *Journal Of Organizational Behavior*, 15(2), 123-145.
- [16] Khamisa, M., Smith, J., & Jones, A. 2020. The Impact Of Leadership Style On Organizational Citizenship Behavior. *Journal Of Organizational Behavior*, 15(2), Pp. 123-145.
- [17] Astuti, Jannah Puji., And Soliha, Euis. 2021, The Effect Of Quality Of Work Life And Organizational Commitment On Performance With Moderation Of Organizational Culture (Study On Public Health Center Puskesmas In Gabus District), *International Journal Of*



- Social And Management Studies, 2(6), Pp. 89-99.
- [18] Nasution, Laili Syafitri., Sembiring, Beby. K. F., And Harahap, R Hamdani. 2021, Analysis Of The Influence Of Work Motivation, Locus Of Control, And Organizational Commitment To Employee Performance With Islamic Work Ethics As A Moderating Variable, International Journal Of Research And Review, 8(1), Pp. 615-623.
- [19] Rijanti, Tristiana., Indriyaningrum, Kis., And Suharmanto, Toto. 2018. The Influence Of Competency And Job Satisfaction On Organizational Citizenship Behavior (OCB) With Servant Leadership As A Moderating Variable. Advances In Economics, Business, And Management Research. Vol 86. Pp. 122-126.
- [20] Sumarsi., Rizal, Alimuddin. 2021, The Effect Of Competence And Quality Of Work Life On Organizational Citizenship Behavior (OCB) With Organizational Commitment Mediation, IJOSMAS, 2(6), Pp. 69-88.
- [21] Uliyah, Ida., And Riyanto, Sept. 2021, The Effect Of Organizational Culture And Employee Competence On Organizational Citizenship Behavior (OCB) With Work Motivation As A Mediation Variables, European Journal Of Business And Management Research, 6(5), Pp. 70-77.
- [22] Syafitri, Sulistiani., Nurwati., And Mahrani, Sri Wiyati. 2021, The Effect Of Competence On Employee Performance Through Organizational Citizenship Behavior As An Intervening Variable At PT. PLN UPDK Kendari, IJMEHD, 2(1), Pp. 94-101.
- [23] Wicaksono, Bagas Adi., And Masykur, Achmad Mujab. 2018, The Relationship Between Organizational Commitment And Organizational Citizenship Behavior, Journal Of Empathy, 7(3), 967-973.
- [24] Saraswati, Karina., And Hakim, Gamma. 2019, The Effect Of Organizational Commitment On Organizational Citizenship Behavior At The Malang Regency Education Office, Journal Of Psychological Science, 82), Pp. 238-247.
- [23] Sunaris, Deby., Wahyoedi Soegeng., And Tecolu, Melitina. 2022, Effect Of Organizational Commitment And Organizational Justice On Organizational Citizenship Behavior With Job Satisfaction As A Mediation, International Journal Of Science, Technology & Management, Pp. 630-640.
- [24] Azmy, Ahmad. 2021, Implications Of Job Satisfaction, Organizational Commitment, And Organizational Culture On Organizational Citizenship Behavior In Electrical Professional Organizations In Indonesia, International Journal Of Applied Business Research, 3(2), Pp. 151-168.
- [25] Roncesvalles, Ma Celia T., And Gaerla, Amelita A. 2021, The Role Of Authentic Leadership And Teachers' Organizational Commitment On Organizational Citizenship Behavior In Higher Education, IJELM, ((2), Pp. 92-121.
- [26] Mohyi, Achmad. 2020, The Effect Of Emotional Intelligence, Organizational Commitment, And Organizational Citizenship Behavior On Employee Performance, JICP, Pp. 84-95.
- [27] Malaka, Sandi S., Agustin., And Widagdo Suwignyo. 2023, The Effect Of Employee Training, Competence And Commitment On Employee Performance In OCB On Non-Medical Staff Of RSUD Dr. H Koesnadi Bondowoso, ICEBIT, Pp 607-617.
- [28] Bastotan, Rosid., And Achmad, Nur. 2024, The Role Of Organizational Citizenship Behavior (OCB) As A Mediation In The Influence Of Organizational Competence And Culture On Employee Performance, Sinar Manajemen Journal, 11(02), Pp. 91-97.
- [29] Vipraprastha, Tiksnayana., Sudja, I Nengah., And Yuesti, Anik. 2018. The Effect Of Transformational Leadership And Organizational Commitment To Employee Performance With Citizenship Organization (OCB) Behavior As Intervening Variables (At PT Sarana Arga Gemeh Amerta In Denpasar City). International Journal Of Contemporary Research And Review. Vol 09(02). Pp.20503-20518.
- [30] Dewantara, Elfrido C., Ingsih, Kusni., And Wismantoro, Yohan. 2024, The Influence Of Work Motivation, Organizational Commitment On Employee Performance With Organizational Citizenship Behavior (OCB) As An Intervening Variable In Community Sense Health Centers Province Of Central Java, International Journal Of Business, Economics And Law, 32(1), Pp. 100-109.
- [31] Maria, Anna., And Pujianto, Jeanne. F.C. 2024. The Effect Of Compensation, Organizational Commitment On Employee Performance Through Organizational Behaviour As Intervening. International Journal Of Business, Law, And Education. Vol 5(2), Pp. 2740-2753.
- [32] Seran, Godeliva Leni., Subiyanti, Didik., And Kurniawan, L Soni. 2021, Effect Of Organizational Commitment, Compensation And Job Satisfaction On Employee Performance Through Organizational Citizenship Behavior In Bank BPD DIY Employee Senopati Branch Office, Bina Bangsa International Journal Of Business And Management, 1(1), Pp. 39-50.
- [32] Astuti, Sih, Darmi., And Ingsih Kusni. 2019. Competence And Organisational Commitment: A Study Of The Mediating Role Of Organisational Citizenship Behavior In The Indonesian Banking Industry. International Journal Of Innovation, Creativity And Change. Vol. 9(2). Pp. 250-261.
- [33] Wardani, Ni Wayan., And Dewi, I Gusti Ayu M. 2022, Role Of Organizational Citizenship Behavior As A Mediating Variables On The Effect Of Psychological Empowerment And Competence On Employee Performance, European Journal Of Business And Management, 7(6), Pp.196-203.

#### **Books:**

- [1] Busro, Dr. Muhammad. 2018. Theories Of Human Resource Management. Jakarta: Prenada Media.
- [2] National Disaster Management Agency. 2024. Regulation Of The National Disaster Management Agency Number 5 Of 2024 Concerning The Dictionary Of Technical Competencies In The Field Of Disaster Management. Jakarta: BNPB.
- [3] Organ, D. W. 2006. Organizational Citizenship Behavior: The Good Soldier Syndrome. Lexington, MA: Lexington Books.
- [4] Rismawati., And Mattalata. 2018. Performance Evaluation Of Performance Assessment Of Forward-Looking Work Achievements. Makassar: Celebes Media Perkasa.
- [5] Robbins, Stephen And Judge, Timothy. 2006. Organizational Behavior (12th Edition). Jakarta: Salemba Empat
- [6] Sugiyono 2019. Research Methods Quantitative, Qualitative, And R&D Approaches. Bandung: Alfabeta.
- [7] Suswati, E. 2022. Work Motivation Monograph Book. Source: Nusa Creative Media.
- [8] Sugiyono 2016. Research Methods Quantitative, Qualitative, And R&D Approaches. Bandung: Alfabeta

#### **Proceedings Papers:**

- [1] Shaheen, Musarrat., Pradhan, Sudepta., And Ranajee. 2019. Sampling In Qualitative Research. Available From: URL: [https://www.researchgate.net/publication/345131737\\_Sampling\\_In\\_Qualitative\\_Research](https://www.researchgate.net/publication/345131737_Sampling_In_Qualitative_Research).
- [2] Locke, E.A., And Latham, G.P. 1968. Toward A Theory Of Motivation And Incentives. Organizational Behavior And Human Performance. Pp. 68-106.
- [3] Locke, E.A., And Latham, G.P. 2018. New Development In Goal Setting And Task Performance. American Psychological Association. Vol 57 No 9. Pp. 705-717.