

THE EFFECT OF COMPETENCE AND ENGAGEMENT ON EMPLOYEE PERFORMANCE: THE MEDIATION ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

The study aimed to analyze the influence of employee competence and engagement on employee performance mediated role by organizational citizenship behavior (OCB). The sample size used was 93 respondents of employees of Kedungwuni I and II Health Centers, Pekalongan Regency, Central Java, Indonesia. The sample was taken using proportional random sampling, and the data was analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM). The results show that competence and employee engagement have a positive effect on OCB. Further findings revealed that competence, employee engagement, and OCB influence toward employee performance. Based on the mediation test, the study concludes that OCB can mediate role in employee performance. This study contributes theoretically by elucidating the pathways through which competence and engagement influence performance and emphasizing OCB as a valuable mediator in this relationship. This framework can guide future research and practical applications for fostering high performance in the workplace.

Keywords: Competence, Employee Engagement, Organizational Citizenship Behavior, Employee Performance.

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INTRODUCTION

Human Resources (HR) is a crucial element in the success of an organization. Effective HR management is needed to achieve organizational goals (Astuti and Soliha, 2021). To achieve performance work results, both in terms of quality and quantity, it is very necessary for employee performance (Mangkunegara, 2019). This is because employees play an important role in organizational operations, especially in dynamic environmental changes. Optimal employee performance, which is a priority and indicator of organizational success, can be achieved by utilizing employee potential and identifying factors that drive increased performance so that organizational goals can be achieved optimally (Palupi et al., 2022). Optimal performance is achieved by utilizing the potential possessed by employees. The factors that can influence employee performance include competence, employee engagement, and organizational citizenship behavior (OCB) (Rustandi et al., 2023; Indarto et al., 2023).

Employees who have competencies following work demands will usually find it easier to improve their performance. This is because competent employees will have more stable attitudes, behaviors, willingness, and work abilities so that they can do their work more optimally, are willing to take responsibility, and are willing to improve their quality. This can

provide a strong motivation for employees to carry out the tasks that have been given more effectively and efficiently (Purwanto and Nugroho, 2021). Research by Alhasani et al., (2021), Palupi et al., (2022), Suswati (2022), Wardani and Dewi (2022), and Rustandi et al., (2023) states that competence has a positive and significant effect on employee performance, in contrast to the results of research by Efendi and Yusuf (2021), and Hajjali et al., (2022) which states that competence has a positive but not significant effect on employee performance.

Employee engagement in an organization includes not only physical presence but also psychological involvement in the responsibility to achieve organizational goals. Employees who have a strong attachment to the organization will feel comfortable with their work, coworkers, work environment, and responsibilities, which in turn creates high loyalty, responsibility, commitment, and dedication. Employees with high levels of engagement tend to work with greater innovation and enthusiasm for the success of the organization, even potentially working beyond expectations, which ultimately improves their performance (Chasanah et al., 2022).

However, several studies have shown inconsistent results. Research by Rahayu and Utami (2020), Rembet et al., (2020), Chasanah et al., (2022), Palupi et al., (2022), and Indarto et al., (2023) stated that employee engagement has a positive and significant effect on employee performance. In contrast, the results of Rahmadalena and Asmanita (2020), and Baharsyah and Nugrohoseno (2021) stated that employee engagement has a positive but insignificant effect on employee performance.

This study contributes by examining OCB as a mediating role in achieving organizational success. This is important because employees do not only do work according to the job description as in-role performance but workers are strongly advised to do extra work. This statement is supported by several studies which state that competence affects employee performance through OCB (Wardani and Dewi, 2022; Rustandi et al., 2023). The research by Chasanah et al., (2022) and Indarto et al., (2023) state that employee engagement has an effect on increasing OCB and has an impact on increasing performance.

Therefore, this study aims to re-examine the influence of the factors on employee performance, with employee at the Kedungwuni I and Kedungwuni II Health Centers. Kedungwuni District, Pekalongan Regency. Based on the field data, employee performance achievements in 2021 and 2022 showed an increase in various assessment components. However, there are still some achievements that have not met the targets set in the Health Center Performance Assessment Guidelines (Ministry of Health of the Republic of Indonesia, 2006) and Permenkes No. 44 of 2016. The results of this study are expected to provide theoretical contributions to OCB. The finding provide managerial contributions to improving employee performance so that they can achieve the set targets.

LITERATURE REVIEW

Employee Performance

Employee performance can be interpreted as an employee's effort to achieve goals through work productivity produced in terms of quantity and quality (Sari and Saputra, 2022). Employee performance is the result or overall level of achievement of employees during a certain period in carrying out tasks, which is compared to various possibilities such as work standards, targets, or criteria that have been previously set and agreed upon (Rahmawathi and Supartha, 2018). Employee performance is a description of the level of achievement of an employee in his work which is carried out to achieve targets and objectives and to implement

the vision and mission of the organization, as planned by the organization (Fauziyyah and Rohyani, 2022).

Employee Competence

Competence is a set of characteristics of knowledge, skills, attitudes, intelligence, and views on self-interest to carry out one's duties efficiently and effectively (Mahmood et al., 2018). Employee competence includes knowledge, skills, and attitudes that are relevant to their duties and responsibilities (Rustandi et al., 2023). Competence is the ability to carry out a job that is based on skills and knowledge and supported by the work attitude required by the job (Wardani and Dewi, 2022). Competence is the knowledge, skills, ability to build relationships, and technical abilities that a person has in carrying out their work and responsibilities (Suswati, 2022).

Employee Engagement

Employee engagement is an individual's involvement, individual satisfaction, and individual enthusiasm for the work they do (Robbins and Judge, 2018). Employee engagement is a positive attitude shown by employees through a high emotional and intellectual relationship from the employee to the work, organization, company, leaders, and coworkers and the values held by the organization so that it can influence the increase in the best possible contribution to organizational goals (Chasanah et al., 2022). Employee engagement as a relationship that is bound, both physically, emotionally, and cognitively between someone in an organization or company at a job (Pulungan and Rivai, 2021).

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) can be defined as voluntary actions that are not included in an employee's formal work duties but positively support the effective functioning of the organization (Robbins and Judge, 2018). OCB refers to voluntary and extra-role behaviors that go beyond the core duties expected of employees. OCB may involve helping coworkers, complying with rules, cooperation, organizational loyalty, and individual initiative (Rustandi et al., 2023). OCB is a voluntary choice of behavior that is not part of an employee's formal work obligations but supports the effective functioning of the organization (Wardani and Dewi, 2022). OCB is the behavior of individuals who have the freedom to choose, either directly or indirectly related to the reward system and contribute to the effectiveness and efficiency of organizational functions (Rembet et al., 2020).

Employee Competence, OCB and Employee Performance

Research by Alhasani et al., (2021) states that the higher the competence possessed by employees, the more positive and significant the contribution to increasing Organizational Citizenship Behavior (OCB). The results of research by Palupi et al., (2022) state that employee competence has a significant positive impact on OCB behavior. The results of research by Suswati (2022) also state that the higher the competence of employees, the more positive the influence on increasing OCB. This is reinforced by the results of Wardani and Dewi (2022) and Rustandi et al., (2023) which state that employee competence has a positive and significant effect on OCB.

H1: Employee competence has a positive effect on employee performance.

H2: Employee competence has a positive effect on OCB.

Employee Engagement, OCB and Employee Performance

Rahayu and Utami (2020) in the research stated that higher employee engagement from an employee has a significant positive contribution to increasing OCB. The results of Rembet

et al., (2020) also stated that higher employee engagement has a positive impact on increasing OCB behavior. The research by Chasanah et al., (2022) also stated that stronger employee engagement has a significant influence on increasing OCB. This is reinforced by Palupi et al., (2022) and Indarto et al., (2023) which stated that employee engagement has a significant positive effect on OCB.

H2: Employee engagement has a positive effect on employee performance.

H4: Employee engagement has a positive effect on OCB.

OCB and Employee Performance

Research by Alhasani et al., (2021) states that the higher the OCB possessed by employees in the organization will provide a positive contribution to employee performance. The research by Palupi et al., (2022) stated that high OCB will have a positive impact on increasing employee performance. The study by Suswati (2022) also stated that high OCB in an agency will have a positive impact on increasing employee performance. This is reinforced by Wardani and Dewi (2022); Rustandi et al., (2023); Rahayu and Utami (2020); Rembet et al., (2020); Chasanah et al., (2022); Palupi et al., (2022); and Indarto et al., (2023) which stated that OCB has a positive effect on employee performance.

H5: OCB has a positive effect on employee performance.

H6: Employee competence has a positive effect on employee performance through OCB.

H7: Employee engagement has a positive effect on employee performance through OCB.

The conceptual framework can be shown at the Figure 1.

RESEARCH METHODS

Sample

This study uses quantitative types with a survey method as data collected (Sugiyono, 2019). The population is employees at the Kedungwuni District Health Center, Pekalongan Regency, Central Java, Indonesia with a total of 120 employees. The number of samples was determined using the Slovin Formula and obtained 93 respondents. The sampling technique used was proportionate random sampling (Sugiyono, 2019). This technique is used if the research population has members that are not homogeneous and stratified proportionally.

Measure

The study used competence and employee engagement as independent variables, employee performance as the dependent variable, and OCB as the mediating variable. Measurement of the four research variables is based on prior studies to have high validity and reliability. Employee competency indicators according to Sutrisno (2019), include knowledge, understanding, ability, values, attitude, and interest. The measurement used to employee engagement will be adopted from Ardi et al., (2017), namely having high energy at work, resilience at work, persistence in completing work, enthusiasm for work, pride in work, totality, and feelings of joy at work. Indicators to measure OCB will be taken from Rahayu and Utami (2020), namely altruism or behavior of helping coworkers, courtesy or behavior of avoiding conflict, 3) civic virtue or participation in the organization, sportsmanship behavior, and conscientiousness or dedication to work. Indicators used to measure employee performance according to Afandi (2018) include quality of work results, quantity of work results, punctuality, cooperation, work initiative, employee discipline, and service orientation. The variables will be measured using a Likert Scale from 1 to 5, with a score of 1 is strongly disagree to a score of 5 is strongly agree.

Data analysis

The descriptive testing tool will use a frequency distribution that analyzes and interprets data on respondent characteristics. The analysis tool used to test the hypothesis is the partial least square structural equation model (PLS-SEM) through SmartPLS 4.1.0.8 software.

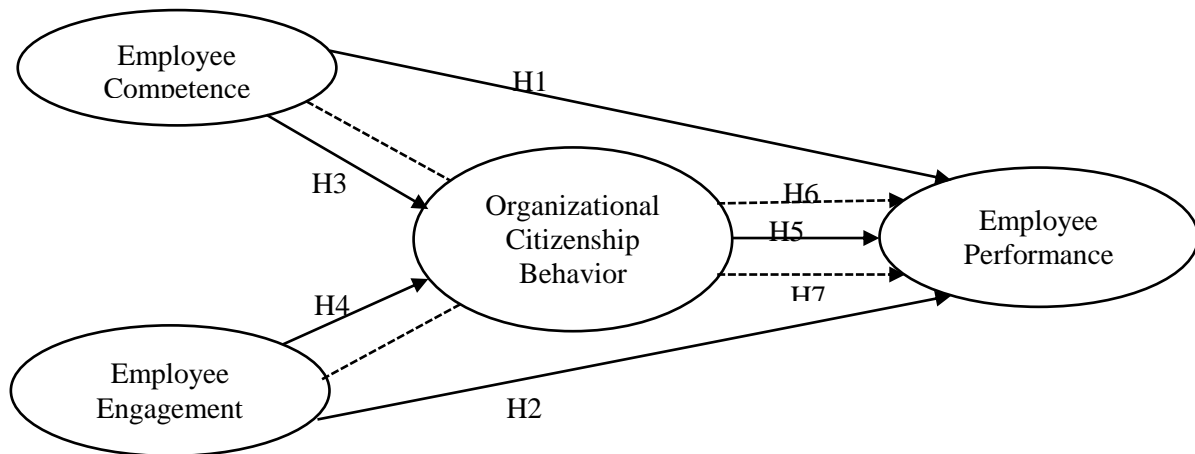


Figure 1. Research Framework

Table 1. Identity of Respondents

Characteristics	Information	Amount	Percentage
Sex	Man	17	18.3
	Woman	76	81.7
Age	21 – 25 years	2	2.2
	26 – 30 years	5	5.4
	31 – 35 years	19	20.4
	36 – 40 years	18	19.4
	41 – 45 years	23	24.7
	46 – 50 years	18	19.4
	> 50 years	8	8.6
Education	High School	6	6.5
	Diploma	51	54.8
	Bachelor	34	36.6
	Postgraduate	2	2.2
Experience	01 – 10 years	30	32.3
	11 – 20 years	38	40.9
	21 – 30 years	19	20.4
	> 30 years	6	6.5

RESULT AND DISCUSSION

Result

Based on the questionnaire collection, Table 1 summarizes the results of the respondents' identities. The table shows that of the 93 employees at the Kedungwuni I and II Health Centers, the majority are women (81.7%) while only 18.3% are men. The majority of employees are in the 41-45 year age range (24.7%), indicating that most employees are of mature age and have the potential to have quite a long experience in the health sector. In terms of education, the majority of employees have a Diploma education (54.8%), followed by undergraduate education, and only a few have postgraduate education (2.2%), reflecting fairly high qualifications that are expected to improve their performance. In addition, the majority of employees have a working period of between 11 and 20 years (40.9%), indicating a strong attachment to work and quite high experience, which can contribute to optimal performance improvement.

The results of the structural from data processing are shown in Figure 2. Furthermore, the results of the validity and reliability test can be seen in Table 2. The table explains that the

loading value of each indicator in each variable is greater than 0.70. This result can be concluded if each indicator used to measure the variables of competence, employee engagement, OCB, and employee performance is valid. The average variant extracted (AVE) value is greater than 0.5, it can be concluded that the variables of competence, employee engagement, OCB, and employee performance are valid. The cronbach's alpha and composite reliability values of the variables competence, employee engagement, OCB, and performance are greater than 0.70, meaning it is reliable. This result can be concluded that the construct is valid and reliable.

Table 3 shows the R-Square value of the first model of 77.3%, meaning that competence, employee engagement, and OCB can explain the variation of employee performance included in the strong model criteria. The R-squared value of the second model is 70.8%, and this value indicates the strong criteria. The Q-Square value in Table 4 shows that the first model is 0.456, and the second model is 0.397, where these values are greater than 0. This result can be said if the two models produced have predictive relevance indicating that they can predict well.

The results of statistical calculations in Table 5 show that H1 is accepted ($\beta=0.337$, $t\text{-statistic}=2.200 > 1.96$ and $p\text{-values}=0.028 < 0.05$) which means that competence has a positive effect on employee performance. Further calculations show that H2 is proven ($\beta=0.250$, $t\text{-statistic}=2.148 > 1.96$, and $p\text{-values}=0.032 < 0.05$), meaning that employee engagement has a positive effect on employee performance. The results of testing H3 prove that it is accepted ($\beta=0.424$, $t\text{-statistic}=3.253 > 1.96$, and $p\text{-values}=0.001 < 0.05$) meaning that competence has a positive effect on OCB. Next, the calculation result data concludes that H4 is accepted ($\beta=0.454$, $t\text{-statistic}=3.331 > 1.96$, and $p\text{-values}=0.001 < 0.05$) indicating that employee engagement has a positive effect on organizational citizenship behavior. Finally, the statistical results state that H5 is accepted ($\beta=0.351$, $t\text{-statistic}=2.977 > 1.96$, and $p\text{-values}=0.001 < 0.05$) indicating that OCB has a positive effect on employee performance.

The test results in Table 6 explain that H6 is accepted ($\beta=0.149$, $t\text{-statistics}= 2.174 > 1.96$ and $p\text{-values}=0.030 < 0.05$) meaning that competence has a positive indirect effect on employee performance through OCB. Furthermore, statistical calculations prove that H7 is proven ($\beta=0.159$, $t\text{-statistics}=2.136 > 1.96$ and $p\text{-values} 0.033 < 0.05$) indicating that employee engagement has an indirect influence on employee performance through OCB. These results explain that OCB is proven to play a role as a mediator of the effect of competence and employee engagement on employee performance.

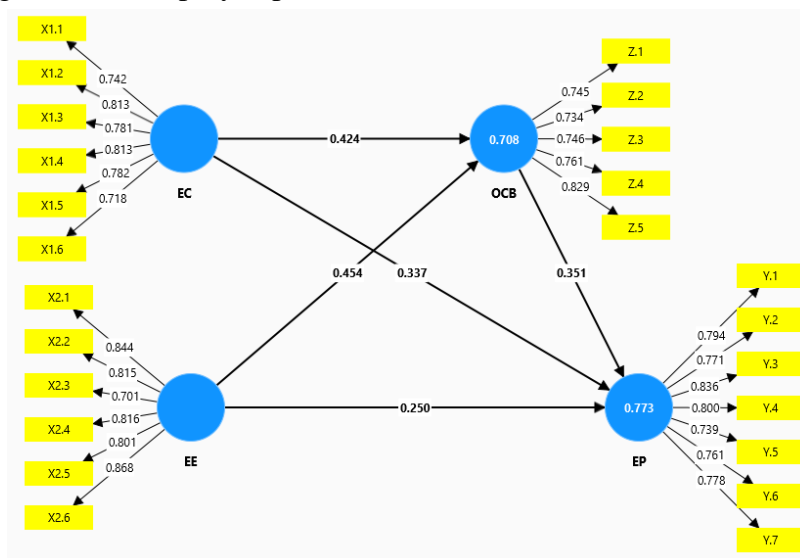


Figure 2. Structural Model

Table 2. Validity and Reliability Testing

Variables	Indicator	Item	Loading	AVE	Cronbach - Alpha	Composite Reliability
Employee Competence	Knowledge	X1.1	0.742	0.602	0.867	0.900
	Understanding	X1.2	0.813			
	Ability	X1.3	0.781			
	Mark	X1.4	0.813			
	Attitude	X1.5	0.782			
	Interest	X1.6	0.718			
Employee Engagement	Own energy height at work	X2.1	0.844	0.655	0.894	0.919
	Resilience in work	X2.2	0.815			
	Persistent in finish work	X2.3	0.701			
	Enthusiastic with work	X2.4	0.816			
	Pride with work	X2.5	0.801			
	Totality and feel like moment	X2.6	0.868			
Organizational Citizenship Behavior	Behavior help colleague work	Z.1	0.745	0.583	0.821	0.875
	Behavior avoid conflict	Z.2	0.734			
	Participation in organization	Z.3	0.746			
	Behavior sportsmanship	Z.4	0.761			
	Dedication to work	Z.5	0.829			
Performance Employee	Quality results work	Y.1	0.794	0.613	0.895	0.917
	Quantity results work	Y.2	0.771			
	Accuracy time	Y.3	0.836			
	Cooperation	Y.4	0.800			
	Initiative work	Y.5	0.739			
	Discipline work	Y.6	0.761			
	Orientation service	Y.7	0.778			

Table 3. R-Square Results

Variables	R Square	R Square Adjusted
Employee Performance	0.773	0.766
OCB	0.708	0.701

Table 4. Results Q-Square

Variables	SSO	SSE	Q ² (=1-SSE/SSO)
Employee Engagement	558,000	558,000	
Employee Performance	651,000	354,196	0.456
Competence	558,000	558,000	
OCB	465,000	280,358	0.397

Table 5. Hypothesis Testing Results

Hypothesis and Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1: Competence -> Performance Employee	0.337	0.327	0.153	2.200	0.028
H2: Employee Engagement -> Performance Employee	0.250	0.261	0.117	2.148	0.032
H3: Competence -> OCB	0.424	0.436	0.130	3.253	0.001
H4: Employee Engagement -> OCB	0.454	0.447	0.136	3.331	0.001
H5: OCB -> Performance Employee	0.351	0.358	0.118	2.977	0.003

Table 6. Results of Intervening Testing

Indirect Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H6: Competence -> OCB -> Performance Employee	0.149	0.155	0.069	2.174	0.030
H7: Employee Engagement -> OCB -> Performance Employee	0.159	0.161	0.075	2.136	0.033

Discussion

The results of the study indicate that competence is an important factor that influences the improvement of employee performance at the Kedungwuni I and II Health Centers in the Pekalongan Regency. Employees with competencies that are under their duties tend to show better performance. Employees with appropriate competencies tend to perform better, so the Health Center needs to invest in competency development through training, further education, and practical experience. The respondent profile shows that most employees have higher education (diploma and bachelor's) and have worked for a long time, which contributes to their high competence. Descriptive analysis indicates that employees have broad knowledge, high understanding, and required skills, as well as good ethical values, norms, honesty, work attitudes, and work interests. The combination of these factors allows employees at the Kedungwuni I and II Health Centers to provide quality health services, manage data and information well, interact effectively with patients and colleagues, and produce more optimal performance. These results support the research results of Alhasani et al., (2021), Palupi et al., (2022), Suswati (2022), Wardani and Dewi (2022), and Rustandi et al., (2023) which state that competence has a positive and significant effect on employee performance.

The further results indicate that employee engagement is an important factor that can improve employee performance at the Kedungwuni I and Kedungwuni II Health Centers in Pekalongan Regency. The higher the level of employee engagement, the better the performance produced, because employees who are involved tend to be more enthusiastic, focused, and productive in carrying out their duties. Strong engagement also has a positive impact on interactions with patients, improving service quality and patient satisfaction, which contributes to optimizing performance. Employees who have a high level of engagement tend to be more enthusiastic, focused, and productive, which has a positive impact on service quality and patient satisfaction. Descriptive analysis revealed that the majority of employees, most of whom were over 40 years old and had long tenure, showed high engagement. They have energy and resilience in working, are persistent, enthusiastic, proud, total, and feel happy with their work, all of which contribute to achieving optimal performance according to the expectations of the Health Center leadership. These results support the research results of Rahayu and Utami (2020), Rembet et al., (2020), Chasanah et al., (2022), Palupi et al., (2022), and Indarto et al., (2023) which state that employee engagement has a significant positive effect on employee performance.

The study revealed that competence is an important factor influencing Organizational Citizenship Behavior (OCB) among employees of Kedungwuni I and II Health Centers in Pekalongan Regency. Employees with a high level of competence tend to show better OCB because they have knowledge, skills, and attitudes that support the implementation of tasks outside their formal obligations. High competence also increases employee engagement and motivation, encouraging them to make additional contributions for the benefit of the organization. The results of the descriptive analysis revealed that the majority of employees have high competence, as seen from their positive responses to the statements submitted. Employees of Kedungwuni I and II Health Centers showed a good understanding of their

duties, competent skills in completing work, and a proactive, ethical, and integrity-filled attitude. This strong competence contributes to the emergence of OCB behavior, which supports the overall operational effectiveness of the Health Center. These results support the research results of Alhasani et al., (2021), Palupi et al., (2022), Suswati (2022), Wardani and Dewi (2022), and Rustandi et al., (2023) which state that employee competence has a positive and significant effect on OCB.

The finding show that employee engagement is an important factor influencing Organizational Citizenship Behavior (OCB) among employees of Kedungwuni I and II Health Centers, Pekalongan Regency. The higher the level of employee engagement, the stronger the OCB they show, where employees who are positively involved tend to be proactive, help coworkers, participate in organizational activities, and do other voluntary actions. This high employee engagement creates a deeper connection between employees and the organization, which ultimately encourages them to contribute beyond their main duties. The results of the descriptive analysis show that the majority of employees at Kedungwuni I and II Health Centers have a high level of engagement, indicated by strong energy, physical and mental endurance, enthusiasm, pride as part of the organization, and totality and pleasure in carrying out tasks. With this high engagement, employees of Kedungwuni I and II Health Centers tend to show OCB behavior, which contributes to improving organizational performance and success. These results support the research results of Rembet et al., (2020) and Chasanah et al., (2022) which also stated that employee engagement has a significant positive effect on increasing OCB.

The final results indicate that OCB is an important factor that can influence the improvement of employee performance at the Kedungwuni I and II Health Centers in Pekalongan Regency. OCB, which includes behaviors such as helping coworkers, contributing to additional projects, and supporting organizational initiatives, has been shown to have a positive impact on performance. A cooperative and trusting work environment created through OCB can improve work effectiveness and efficiency, so that productivity and quality of service at the health center are increasingly optimal. Thus, health center management must take strategic steps to encourage and strengthen OCB among employees in order to improve their performance. Descriptive analysis also shows that most employees at the Kedungwuni I and II Health Centers are mature, highly educated, and have a fairly long work period, factors that support involvement and voluntary actions in their work. The majority of respondents showed a high level of OCB, including willingness to help coworkers, maintain work ethics, participate in organizational activities, maintain sportsmanship, and demonstrate dedication that exceeds expectations. Overall, this shows that the high level of OCB at the Kedungwuni I and II Health Centers contributes significantly to optimizing employee performance. These results have supported the research results (Alhasani et al., (2021); Palupi et al., (2022); Suswati (2022); Wardani and Dewi (2022); Rustandi et al., (2023); Rahayu and Utami (2020); Rembet et al., (2020); Chasanah et al., (2022); Palupi et al., (2022); and Indarto et al., (2023)) which stated that OCB behavior has a significant positive effect on employee performance.

CONCLUSION AND RECOMMENDATION

Conclusion

The results of the research and discussion can be concluded that efforts to improve the performance of employees of the Kedungwuni I and Kedungwuni II Health Centers in Pekalongan Regency are not enough just improving employee competence and engagement, but also by improving the OCB of health center employees. Therefore, the combination of improving competence, employee engagement, and Organizational Citizenship Behavior must

be the main concern so that it can be the key to improving employee performance. The conclusions drawn include: Competence has a positive and significant effect on employee performance. Employee engagement has a positive and significant effect on employee performance. Competence has a positive and significant effect on OCB. Employee engagement has a positive and significant effect on OCB. OCB has a positive and significant effect on employee performance. Competence has a positive and significant effect on employee performance through OCB. This means that OCB can mediate the effect of competence on employee performance. Employee engagement has a positive and significant effect on employee performance through OCB. This means that OCB can mediate the effect of employee involvement on employee performance.

Managerial Implications

Based on the research results, the management of Kedungwuni I and II Health Centers should focus on developing employee competencies through structured training and development programs, as well as encouraging voluntary behavior (OCB) with a reward and recognition system. In addition, improving communication between management and employees should be done routinely to ensure employees feel heard, appreciated, and motivated. Strategies that include improving competencies, increasing employee engagement, and promoting OCB need to be developed to create an inclusive, supportive, and productive work culture, where managers should also be role models in implementing OCB and encouraging positive collaboration among employees.

Limitation and Futher Research

The results of the study showed several limitations, namely the data collection process through a questionnaire with Google Forms, respondents were not allowed to provide further arguments or justifications related to their opinions on each statement submitted, because open questions were not given for each statement submitted so that it would be biased. The study was only conducted at the Kedungwuni I District Health Center and the Kudungwuni II Health Center, Pekalongan Regency. In line with the limitations of the study that have been put forward, future research can consider the following agendas: using more varied data collection methods, such as in-depth interviews or focus group discussions (FGDs), to gain a deeper understanding of respondents' opinions; expanding the research area to more Health Centers or other areas in Pekalongan Regency or outside the district to increase the generalization of the results; and adding one or two new independent variables, such as psychological empowerment, person-organization fit, or compensation, to strengthen the prediction of employee performance and OCB.

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