

## **The Effect of Competence, Motivation, and *Organizational Citizenship Behavior* (OCB) on the Performance of Employees of the General Election Commission (KPU) of West Nusa Tenggara Province (NTB)**



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**ABSTRACT:** An organization, especially in the scope employees of KPU Province NTB, must be able to have many skills and abilities, this of course makes KPU Province NTB employees harder and conducts training to increase the abilities of each employee. So that the background in this study are several variables namely competence, motivation, and organizational citizenship behavior (OCB) which are suspected to have a positive influence on the performance of the employees of the General Election Commission (KPU) of West Nusa Tenggara Province (NTB). The KPU Province NTB to see the performance of KPU employees conducts an assessment of the performance of its employees by evaluating the work by looking at skills (professional and technical), working conditions (level of risk, danger and fun or not), and responsibility (responsibility). The purpose of this study was to determine the effect of competence, motivation, and OCB on the performance of KPU employees in the Province NTB. This study uses quantitative methods, data collection by questionnaire survey as many as 57 employees as research respondents. Using analysis tools, the data is processed by *Structural Equation Modeling* (SEM) with *Partial Least Square* (PLS) and using Smart PLS 3.0 software. So that the competency results have a positive but not significant effect on employee performance, while motivation and OCB have a significant positive effect on employee performance.

**KEYWORDS:** Competence, Motivation, Organizational Citizenship Behavior (OCB), Employee Performance

### **I. INTRODUCTION**

An agency has goals to be achieved, so it is important to pay attention to things that affect the process to achieve these goals. One of the things that plays an important role in the process of achieving the goals of an agency is Human Resources (HR). The increase and decrease in HR performance is caused by several factors, namely the leadership applied, organizational culture, work motivation, job satisfaction and so on (Shaleh, 2018), so every individual needs to know what is his responsibility, what kind of abilities he must achieve and be able to measure himself according to his success (Amri & Ramdani, 2021). The second factor is external factors, both those that come from the internal organization itself such as leadership, organization climate, and others, as well as from external organizations such as economic crises and inflation (Wildan & Sa'adah, 2021), therefore, in an organization it is required to have more abilities so that employees or employees can achieve good performance. An organization, especially within the scope of employees of the General Election Commission (KPU) of West Nusa Tenggara Province (NTB) must be able to have many skills and abilities, this certainly makes KPU NTB Provincial employees harder and conducts training to add to the abilities of each employee, so that currently employees or employees are a very important asset for an organization because it is able to increase reputation and profit in the term long.

There are several factors that can affect the performance of employees at the NTB Provincial Election Commission (KPU) office, one of which is competence. Competence is an ability related to mental activities, thinking activities, and sources of change that are carried out in problem solving, change, social and driving to do things related to the implementation of work tasks (Pribaiyono, & Hendarto, 2019). Employees not only perform their duties based on the job description but can do work outside of their responsibilities, such as willing to work together, help each other help, actively participate in organizational activities, provide advice to the organization and contribute more to the organization, these things are a positive behavior of all members of the organization. In a study conducted by (Soetrisno & Gilang, 2018) regarding the effect of competence on employee work performance, based on the results of the study showed that competence has a positive and significant influence on employee performance at PT. Telekomunikasi Indonesia Tbk Witel Bandung. The study had the same results as the study conducted by Cahyaningrat et al. (2002) and Muslimat, (2020), which show that competency variables affect employee performance.

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In addition, motivational factors can also affect employee performance, motivation can encourage employees to work diligently, as well as discipline in work so that the company's goals can be achieved, namely creating an atmosphere conducive to the company's work environment. Motivation is very important because it can support employee behavior so that they are willing to work hard and enthusiastically achieve optimal results. The work motivation of an employee will increase and decrease in the face of work, as a result of which the employee's performance will be affected so that this will have an impact on the organization where the employee is located, both in the private sector and the government (Taruh, 2020). Motivation is increasingly important because managers share work with their subordinates to be done well and integrated into the desired goals. The company not only expects employees to be able to be capable and skilled but most importantly they are willing to work hard and want to achieve maximum work results. In the study Bentar et al. (2017) stated that motivation has a positive and significant effect on the performance of employees of Taman Botani Sukorambi (TBS). This shows that the higher or lower the motivation level will have an impact on the higher or lower the performance of employees. The research is also in line with previous research conducted by (Prasetyo et al., 2014) that work motivation affects employee performance. Meanwhile, the previous research was by Adha et al. (2019) and Sunaryo & Hadi (2017) who stated that motivation does not have a significant effect on employee performance.

In addition to these two factors, Organizational Citizenship Behavior (OCB) also affects employee performance. OCB is an extra individual behavior, which is not directly or explicitly recognizable in a formal work system, and which in the aggregate is able to increase the effectiveness of organizational functions (Organ, 1988). OCB is a person's actions outside of their obligations, not paying attention to self-interest (Sloat, 1999) does not require a job description and a formal reward system, is voluntary in cooperating with co-workers and receiving orders specifically without complaint (Organ & Kavonski, 1989). OCB's behavior is not included in the work requirements or formal description of the employee's work so that if it is not displayed, it is not sanctioned by the company but as a whole can affect the effectiveness of the organization. The OCB displayed can be in the form of behavior, such as: helping colleagues who have piled up jobs, avoiding unnecessary conflicts, staying compliant with company regulations even when no one is watching, willing to be actively involved in maintaining the survival of the organization, maintaining the good name of the company and others. Without OCB the organization is easily fragile and will be crushed in the competition.

Employees at the NTB Provincial KPU office still do not fully understand the performance of OCB. Employees are still thinking over and over again about doing work that is not their responsibility or is not the work that should be done. Employees are focused with their respective responsibilities so that after finishing their work, they will be able to relax and not care about other employees who still have a lot of work, while OCB is a factor that can improve employee performance and will benefit an agency, good employees will then display OCB in their work environment, so that an organization or agency will look better with employees who do OCB. OCB contributes to the welfare of its community, resource transformation, problem solving among work units in a collective way and independence. Then it will also influence compensation decisions, promotions and training have an important effect on financial performance. The results of previous research by (Putra & Adnyani, 2016) and (Vertika, 2019) show that OCB has a positive and significant effect on employee performance. Meanwhile, based on previous research by (Bentar et al., 2017) shows that OCB has a negative effect on employee performance.

This study examines the influence of motivation, compensation and Organizational Citizenship Behavior (OCB) on the performance of KPU NTB province employees. The consideration of choosing this location is due to the phenomenon of employee performance towards permanent employees with contract employees in KPU NTB Province employees. In order to see employee performance, KPU evaluates the performance of its employees by conducting job evaluations by looking at skills (professional and technical), working conditions (level of risk, danger and pleasant or not), and responsibility (responsibility), therefore, the researcher wants to relate the research topic on the influence of competence, motivation, and Organizational Citizenship Behavior (OCB) on the performance of Commission employees General Election (KPU) of West Nusa Tenggara province (NTB).

## **II. THEORETICAL REVIEW**

### **A. Employee Performance**

According to (Edison et al., 2016) performance is the result obtained by an organization, both the organization is profit and non-profit generated over a period of time (Mangkunegara, 2011) explaining that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Cashmere, 2016) mentioned in his book that performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period So, it can be concluded that the notion of performance in general is an achievement achieved by individuals in completing a job or responsibility in accordance with their rights and obligations during work. To be able to achieve a performance a person must be able to develop the abilities possessed in himself in order to achieve performance.

### **B. Competence**

According to (Dessler, 2021) competence is a personal characteristic that is shown such as knowledge, skills and personal behaviors such as leadership. (Robbins & Judge, 2013) explained that competence is a person's ability or capacity to do various tasks in a job, where this ability is determined by two factors, namely intellectual ability and physical ability.

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## C. Motivation

Motivation according to (Hutapea et al., 2013) motivation is the stimulant of desire and the driving force of one's will to work. Motivation according to (Ena & Djami, 2021) is a hypothetical concept for an activity that is influenced by a person's perception and behavior to change an unsatisfactory or unpleasant situation for the better.

## D. Organizational Behavior Citizenship (OCB)

Kumar et al. (2009) explained that OCB is an extra individual behavior, which is not directly or explicitly recognizable in a formal system and is able to increase the effectiveness of an organization and according to (Ningsih & Suryanata, 2020) in his book that the simple understanding of Organizational Citizenship Behavior (OCB) is the behavior of an employee not because of the demands of his duties but based on indigo voluntary and happy.

## E. The relationship between competence, motivation and Organizational Behavior Citizenship (OCB) and Employee Performance

According to research conducted by (Rahmat, 2015) the relationship between competence and work performance is so positively significant. Competence with employee performance is shown by a regression equation where quantitatively it can be said that any addition of competency variables will increase employee performance variables. Research conducted by (Prasetyo et al., 2014) shows that work motivation affects employee performance, it is recommended to give a kind of seminar with the theme of work motivation. The better the work motivation for employees, the better the performance of employees. The results of previous research by (Putra & Adnyani, 2016) and (Vertika, 2019) show that OCB has a positive and significant effect on employee performance. Based on the results of previous studies, three hypotheses can be formulated, namely:

**H1:** Competence has a positive and significant effect on the Performance of Employees of the General Election Commission (KPU) of West Nusa Tenggara Province (NTB)

**H2:** Motivation has a positive and significant effect on the Performance of Employees of the General Election Commission (KPU) of West Nusa Tenggara Province (NTB)

**H3:** Organizational Citizenship Behavior (OCB) has a positive and significant effect on the Performance of Employees of the General Election Commission (KPU) of West Nusa Tenggara Province (NTB)

## III. RESEARCH METHODS

This research uses a quantitative approach with a type of causality research, where this type of research aims to test the influence of independent variables on dependent variables. The samples in this study were all permanent employees at the Office of the General Election Commission (KPU) of West Nusa Tenggara Province (NTB) which amounted to 57 people, the sample selection used saturated samples where the entire population was used as sample or respondent. The data collection method used is a questionnaire that is shared directly. In this study using the likert scale as a variable measuring tool: a score of 5 indicates a strongly agreed answer; a score of 4 indicates an affirmative answer; a score of 3 indicates an answer of disagreement; a score of 2 indicates a disagreeing answer; and a score of 1 indicates a strongly disagreeable answer. Indicators for performance variables are: quality (quality); quantity (quantity); punctuality; effectiveness; presence. Indicators for Competency variables are: knowledge; skills; attitude. Indicators for motivation variables are: responsibility, work achievement, opportunity to progress, recognition of performance, challenging work. Indicators for OCB variables are: Altruism or attitudes that counter the interests of others; Conscientiousness or consciousness; Civil Virtue or participate; Sportsmanship or sportsmanship; Courtesy or courtesy.

**Table 1. Variable Operational Matrix**

No.	Variable	Indicators	Indicator Items
1.	Employee Performance (Y)	Quality (quality)	Compliance with the work done (Y1) Continuous improvement of capabilities (Y2) Work deftly and quickly (Y3)
		Quantity (quantity)	Ability to take initiative by yourself to achieve the target (Y4) Able to achieve predetermined targets (Y5) Able to meet predefined workloads (Y6)
		Timeliness	Able to complete work on time (Y7) Discipline time at work (Y8) Never delay work (Y9)
		Effectiveness	Able to utilize office facilities to support work (Y10) Able to increase work results (Y11) Able to work well together (Y12)
		Presence	Able to attend according to a predetermined schedule (Y13)

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No.	Variable	Indicators	Indicator Items
			No problem with attendance time (Y14) Ask for permission when unable to come to the office (Y15)
2.	Competence (X1)	Knowledge	Knowing the type of work (X1.1) Knowing how to complete a job (X1.2) Have knowledge in operating office facilities (X1.3)
		Skills	Skilled in the field of work (X1.4) Able to complete the main job (X1.5) Able to work with colleagues (X1.6)
		Attitude	Have a professional attitude as an employee (X1.7) Be nice when performing tasks in the office (X1.8) Able to comply with applicable rules and norms (X1.9)
3.	Motivation (X2)	Responsibility	Have a high responsibility for work (X2.1) Feeling responsible for the scope of work (X2.2) Able to be responsible for existing office facilities (X2.3)
		Work Achievements	Have innovation in work (X2.4) Expressing oneself in doing work (X2.5) Gives good results in work (X2.6)
		Opportunities To Move Forward	Decision-making for the future (X2.7) Understanding the purpose of the work (X2.8) Able to read work situations in the office (X2.9)
		Recognition of Performance	Proving the results of the work that has been done (X2.10) Completing the main work (X2.11) Providing assistance to office colleagues (X2.12)
		Challenging Work	Have curiosity about a job (X2.13) Able to compete in completing work (X2.14) Able to do more work even if it is not in accordance with the job task (X2.14)
4.	Organization Citizenship Behavior(OCB) (X3)	<i>Altruism</i> or the attitude of dismantling the interests of others	Able to help colleagues' tasks at work (X3.1) Work on absent colleagues' tasks (X3.2) Care about the condition of colleagues (X3.3)
		<i>Conscientiousness</i> or consciousness	Have high initiative (X3.4) Aware of duties and responsibilities (X3.5) Does not interfere with the work of other colleagues (X3.6)
		<i>Civil Virtue</i> or participation	Active in all activities that are in the scope of work (X3.7) Helping the work of fellow employees (X3.8) Providing opinions for office progress (X3.9)
		<i>Sportsmanship</i>	Not dropping fellow officemates (X3.10) Don't care about negative things (X3.11) Does not exaggerate the problem beyond its proportions (X3.12)
		<i>Courtesy</i> or courtesy	Towards a professional attitude (X3.13) Demonstrate good ethics in terms of work (X3.14) Understand the norms prevailing in the work environment (X3.15)

**IV. RESULTS OF RESEARCH AND DISCUSSION**

**A. Respondents**

KPU NTB Provincial employees totaled 57 people with the number of women, namely 28% or 16 people and the rest were men, namely 72% or 41 people. Most of the 60% or 34 people are civil servants and the remaining 40% or 23 people are PPNPN. Based

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on the working period of KPU NTB Province employees, there are 33% or 19 employees with a work period of 1 to 5 years, 14% or 8 employees who have a service period of 5-10 years and 53% or 30 employees have worked more from 10 years. Based on the age classification of respondents aged between 20-30 years amounted to 27% or 15 people, aged 31-40 years as many as 40% or 23 people and aged over 40 years totaled as many as 33% or 19 people.

### B. Validity Test

The validity test is used to measure the validity or validity of a questionnaire, looking at the extent to which a statement in the questionnaire accurately represents what it should be (Hair, 2009). In this study, the validity test was carried out with Partial Least Square (PLS) using Smart PLS Software version 3.0 with a total test sample of 30 respondents. The results of the validity test can be found out that in the competency variable there is 1 question item in X1.5 that is invalid because the calculated  $r$  value is 0.449 or  $<0.514$ , the other 8 items are declared valid, namely in items X1.1, X1.2, X1.3, X1.4, X1.6, X1.7, X1.8, and X1.9. The motivational Variable indicates that X2.1 and X2.10 declare invalid because the  $r$ -count values of 0.281 and 0.299 or  $<0.514$ . And other items namely X2.2, X2.3 X2.4, X2.5, X2.6, X2.7, X2.8, X2.9, X2.11, X2.12, X2.13, X2.14, and X2.15 are declared valid. The OCB variable  $V$  at X3.11 at 0.488, X3.12 at 0.369, X3.13 at 0.424, and X3.15 at 0.471 were declared invalid because the  $r$ -count value was smaller. And the item results on X3.1, X3.2, X3.3, X3.4, X3.5, X3.6, X3.7, X3.8, X3.9, X3.10, and X3.14 are declared valid. the OCB variables at X3.11 at 0.488, X3.12 at 0.369, X3.13 at 0.424, and X3.15 at 0.471 were declared invalid because the  $r$ -count value  $<0.514$ . And the item results on X3.1, X3.2, X3.3, X3.4, X3.5, X3.6, X3.7, X3.8, X3.9, X3.10, and X3.14 are declared valid. Employee performance variable has several items that are declared invalid, namely in Y.7 of 0.371, Y.14 of -0.136, and Y.15 of 0.423 because of the  $r$ -count value of  $<0.514$ . While in Y.1, Y.2, Y.3, Y.4, Y.5, Y.6, Y.8, Y.9, Y.10, Y.11, Y.12, and Y.13 are said to be valid.

### C. Reliability Test

A questionnaire is declared reliable if it produces consistent or stable answers if it is stated repeatedly. Reliability measurement is carried out by conducting a statistical test of cronbach alpha ( $\alpha$ ) provided that a construct is declared reliable if it gives a value above 0.6 (Hair, et al., 2009). The reliability test was carried out with the Smart PLS program version 3.0 with the results obtained, namely the Cronbach Alpha value ( $\alpha$ ) all variables  $>0.6$  so that all variables were declared reliable with the highest reliability value on the variable X2 (motivation) with a Cronbach Alpha ( $\alpha$ ) value of 0.917.

### D. Measurement Model Evaluation (Outer Model)

Convergent Validity to find out whether an indicator is a construct shaper or a latent variable is carried out a convergent validity test of the measurement model with reflexive indicators that are assessed based on the correlation between the score item and the score construct calculated with the help of Smart PLS 3.0 software.

The outer loading value or loading factor is used to test convergent validity. Loading factor is a coefficient that explains the degree of relationship of the indicator with the latent variable. In general, the higher the loading factor, the better and values below 0.50 are not interpreted. Loading above 0.71 excellent, 0.63 excellent, 0.55 good, 0.45 sufficient, and 0.32 less (Tabachnick & Fidell, 2007). So that the application will be automatically calculated the expected limit of the loading factor value is  $> 0.50$ . The results of the convergent validity test can be seen in the following table:

**Table 2. Results of Outer Loading Analysis Stage 1**

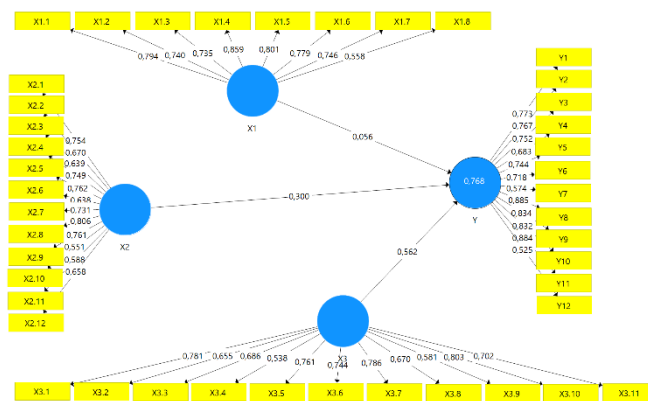
<i>Competence (X1)</i>		<i>Motivation (X2)</i>		<i>OCB (X3)</i>		<i>Employee Performance (Y)</i>	
<i>symbol</i>	<i>composite reliability</i>	<i>symbol</i>	<i>composite reliability</i>	<i>symbol</i>	<i>composite reliability</i>	<i>symbol</i>	<i>composite reliability</i>
X1.1	0,794	X2.1	0,754	X3.1	0,781	Y1	0,773
X1.2	0,740	X2.2	0,670	X3.2	0,655	Y2	0,767
X1.3	0,735	X2.3	0,639	X3.3	0,686	Y3	0,752
X1.4	0,859	X2.4	0,749	X3.4	0,538	Y4	0,638
X1.5	0,801	X2.5	0,762	X3.5	0,761	Y5	0,744
X1.6	0,779	X2.6	0,638	X3.6	0,744	Y6	0,718
X1.7	0,746	X2.7	0,731	X3.7	0,786	Y7	0,574
X1.8	0,558	X2.8	0,806	X3.8	0,670	Y8	0,885
		X2.9	0,761	X3.9	0,581	Y9	0,834
		X2.10	0,551	X3.10	0,803	Y10	0,832



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<i>Competence (X1)</i>		<i>Motivation (X2)</i>		<i>OCB (X3)</i>		<i>Employee Performance (Y)</i>	
<i>symbol</i>	<i>composite reliability</i>	<i>symbol</i>	<i>composite reliability</i>	<i>symbol</i>	<i>composite reliability</i>	<i>symbol</i>	<i>composite reliability</i>
		X2.11	0,558	X3.11	0,702	Y11	0,884
		X2.12	0,658			Y12	0,525

Based on the Outer Loading results above, it shows that there are still many items / indicators with red or insignificant values so that they must be issued in the model until the composite reliability value is completely green, namely the X1.8 indicator on the competency variable. Indicators X2.2, X2.3, X2.6, X2.10, X2.11, X2.12, on motivation variables. Indicators X3.2, X3.3, X3.4, X3.8, X3.9, on OCB variables. And indicators Y.4, Y.7, Y.12, on employee performance variables. Here's a picture of the PLS Algorithm Phase 1 model.



**Figure 1. PLS Algorithm Phase 1 Results Display**  
**Source:** Primary Data (processed with SamrtPLS version 3)

The results of the re-estimation after the indicator item is omitted with the PLS algorithm phase II. Currently the result has met convergent validity because all outer loading is above 0.7 with details shown in Table 4.12 below

**Table 3. Results of Outer Loading Analysis Phase II (re-estimation)**

<i>Competence (X1)</i>		<i>Motivation (X2)</i>		<i>OCB (X3)</i>		<i>Employee Performance (Y)</i>	
<i>symbol</i>	<i>composite reliability</i>	<i>symbol</i>	<i>composite reliability</i>	<i>symbol</i>	<i>composite reliability</i>	<i>symbol</i>	<i>composite reliability</i>
X1.1	0.620	X2.4	0.736	X3.1	0.632	Y.1	0.656
X1.2	0.832	X2.5	0.828	X3.5	0.705	Y.2	0.686
X1.4	0.860	X2.8	0.789	X3.6	0.780	Y.3	0.780
X1.6	0.718	X2.9	0.863	X3.7	0.652	Y.8	0.829
						Y.9	0.896
						Y.10	0.865
						Y.11	0.670

Based on the Outer Loading results above, it shows that the composite reliability value is all green, meaning that the outer loading value in the table above is getting better. The following are the results of the PLS Algorithm model drawing after phase II reistmtion.

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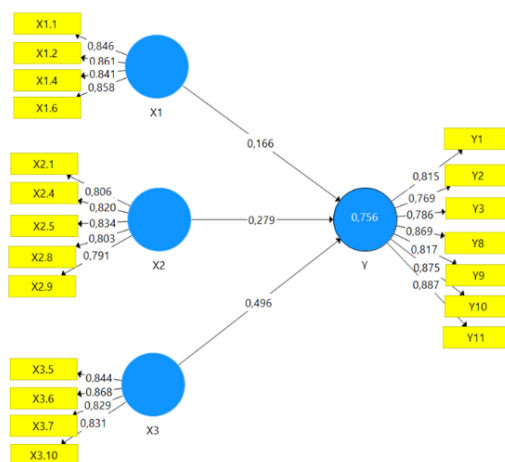


Figure 2. PLS Algorithm Phase II display

Source: Primary Data (processed with SamrtPLS version 3)

Reliability is measured by the parameters of Composite Reliability and Cronbach's Alpha. Composite Reliability results will show a satisfactory value if it is above 0.7, while the recommended Cronbach's Alpha value is around 0.7 (Hair et al., 2019).

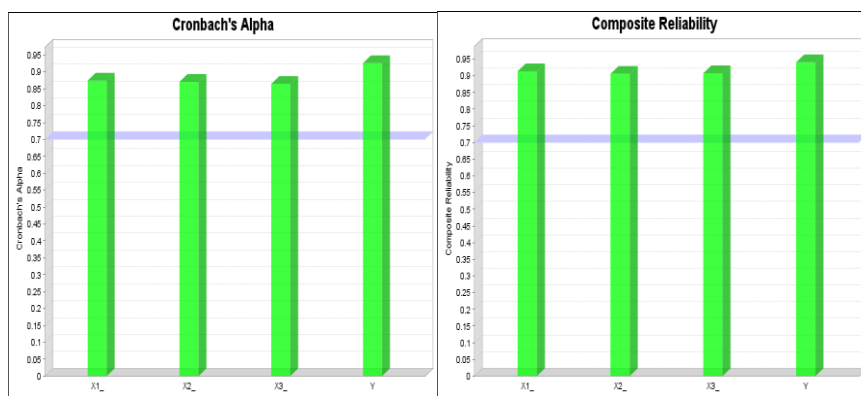


Figure 3. Output Results of Cronbach's Alpha and Composite Reliability Values

Source: Primary Data (processed with SmartPLS v.3)

The results of the Output value of Cronbach's Alpha and Composite Reliability show that all constructs in this research model have a value of  $>0.7$ , so it can be concluded that all constructs have good reliability.

## E. Structural Model Testing ( Inner Model )

After the estimated model meets the *outer model criteria*, the next structural model (*inner model*) testing is carried out. Testing the structural model by looking at the *R-Square* value which is a *goodness fit-model test*. The *R-Square* value describes a large part of the ability of an independent variable in describing a dependent variable, as can be seen in the following Table:

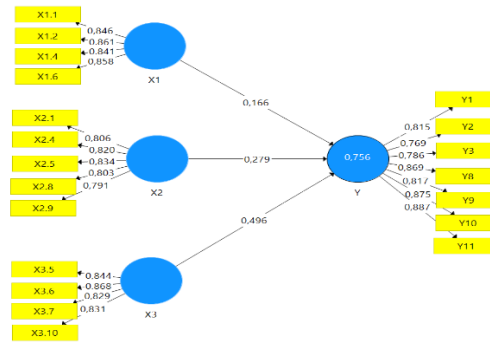
Table 4 Recapitulation of R-Square values

	<i>R Square</i>	<i>R Square Adjusted</i>
Y	0,756	0,742

From the results of the *output of the R-Square* value, it can be concluded that the model of influence of independent variables on dependent variables has an *R-Square* of 0.756 means that the variability of the construct of competence, motivation, and OCB can explain the variability of employee performance constructs by 75.6 percent while the remaining 24.4 percent influenced by other factors that are not included in the variables of this study. According to Hair, et.al, (2019) the *R-Square* value of 0.75; 0.50; 0.25 indicates a strong; medium; and weak model, so it can be concluded that *R Square Y* is a *strong* structural model.

The second test is to see the significance of the influence of independent variables on dependent variables by looking at the value of the parameter coefficient and the value of t-statistical significance, this test was carried out by calculating using PLS *Boothstrapping* according to the model below:

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**Figure 4. Path Coefficient Model with PLS *Bootstrapping***  
**Source:** Primary Data (processed with Smart PLS version 3.0)

## F. Hypothesis Testing

**Table 5. Path Coefficient Output Results**

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics ( O/STDEV )</i>	<i>P Values</i>
X1_ -> Y	0,166	0,155	0,121	1,374	0,170
X2_ -> Y	0,279	0,282	0,112	2,480	0,013
X3_ -> Y	0,496	0,507	0,116	4,271	0,000

Based on Table 5 above, it can be explained as follows:

**Equation 1:** The Effect of Competence on the Performance of KPU Employees of NTB Province, The higher the competence given, the better the employee performance. The effect of the competency variable (X1) on employee performance (Y) has t-statistics less than 1.96, namely 1.374 and P values of 0.170 greater than 0.05 this can be interpreted to mean that the competency variable has a positive influence on employee performance but is not significant so that Hypothesis 1 (H1) is rejected.

The results of this study show that competence does not have a significant influence on the performance of KPU NTB Province employees, meaning that the higher competence does not cause higher employee performance in KPU NTB Province. Insignificant results can be seen from the average employee of the NTB Provincial KPU, not as a technical job. In addition, it is seen from the working period of KPU employees that the average employee has a work experience of more than 10 years so that it is felt that it does not require deep competence, and in terms of recruitment employees do not require special education. This is contrary to research that shows competence has a significant effect on employee performance. However, this result supports research (Krisnawati & Bagia, 2021) (Rosmaini & Tanjung, 2019) which says that competence does not have a significant effect on employee performance due to the lack of knowledge possessed by employees, with this problem competence can be improved by attending trainings that are in accordance with their field of work, so that employees can deepen their knowledge and knowledge and can complete work well and improve their performance. Further research with the same results by Rahim (Nurlindah et al., 2020) concluded that the good competencies possessed by employees were not able to improve employee performance, it was found that some technical positions in the place of employees who did not have competence, this could be caused by discrepancies in position placement in accordance with the majors owned by employees. Research that also shows the same results, namely competence does not have a significant effect on employee performance, is also described in the results of research conducted by (Dhermawan et al., 2012), therefore Competence must be improved in order to improve employee performance. If competence increases, employee performance will also increase. According to (Sutrisno, 2011) an employee has high competence if the employee has work experience, an educational background that supports the profession, has expertise / knowledge and has skills. Work experience can improve the performance of an employee will put precisely in terms of conditions, dare to take risks, performance and produce competent individuals. The results of this study are relevant to the results of previous studies. Conducted by the results of research shows that competence does not have a significant effect on employee performance. (Cesilia et al., 2017). This also applies to the research that has been carried out by (Rahmat & Saryanto, 2021) that competence does not have a significant effect on employee performance, meaning that competence cannot improve employee performance because the company does not consider the expertise and experience possessed by employees so that employee performance is less than optimal in their fields.

The results of the descriptive analysis in this study also showed that competence had a positive but not significant effect on the performance of KPU NTB Provincial employees, but the lack of awareness about the work owned by KPU NTB Provincial employees and the lack of consideration of expertise and experience possessed by KPU employees so that employee performance was less than optimal in their fields, causing competency variables to have no significant effect on the performance of NTB



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Provincial KPU employees. Competence in science can be improved by attending trainings that are in accordance with their field of work, so that employees can deepen their knowledge and knowledge and can complete work well and improve their performance. Work experience can also affect work results, with the more experience an employee has at work the more it is understood so that it can improve its performance

**Equation 2:** The Effect of Motivation on the Performance of KPU Employees of NTB Province, the higher the motivation given, the better the employee performance. The effect of the motivation variable (X2) on employee performance (Y) has *t-statistics* greater than 1.96 which is 2.480 and *P values* 0.013 less than 0.05 this can be interpreted to mean that the motivation variable has a significant positive influence on employee performance so that Hypothesis 2 (H2) is accepted.

The results of this study show that motivation has a significant positive effect on the performance of KPU NTB Province employees, meaning that the higher the motivation will have an impact, the higher the employee performance, the better the work motivation for employees, the better the impact on the better the performance of employees. This result is in line with the research of (Dhermawan et al., 2012) who said that the better the employee's work motivation, the better the performance will be. This shows that the better the motivation given, the more employee performance will also increase. These findings are in keeping with the theory of performance. Motivation as a willingness to try to be as optimal as possible in the achievement of an organization which is influenced by the ability to try to satisfy several individual needs (Hutapea et al., 2013). (Samsudin, 2010) motivation is the process of influencing or encouraging from the outside towards a person or work group so that they are willing to carry out something that has been established. It can be concluded that motivation is a drive or stimulant that makes a person do the desired job willingly without feeling compelled so that the work done can go well or produce something satisfactory. Motivation is indispensable for the purposes and objectives of one's desires. If a person does not have motivation then it will not be possible to get the desire well. In line with research conducted by (Wahyudi & Tupti, 2019) motivation has a significant effect on employee performance. Motivation questions how to direct the power and potential of subordinates, in order to be willing to work productively, successfully achieve and realize predetermined goals (Hutapea et al., 2013). The results of the same study conducted by (Wijaya & Andreani, 2015) that motivation has a positive and significant effect on the performance of staff, this is because employees have tried to complete work well. Higher motivation will spur employees to provide better performance.

The results of the descriptive analysis of this study show that motivation has a positive effect on the performance of KPU employees in NTB Province. Judging from the employees who have fulfilled their jobs in accordance with the standards set by the office, it can be proven that KPU NTB province employees have increased work productivity so that employees are able to achieve work performance as desired. In addition, superiors have also acted appropriately in providing positions in accordance with the abilities of employees. Employees of the NTB Provincial KPU are already satisfied to come forward and be given the opportunity in all matters of work.

**Equation 3:** The Effect of Organizational Citizenship Behavior (OCB) on the Performance of KPU NTB Provincial Employees, the higher the OCB given, the better the employee performance. The effect of the OCB variable (X3) on employee performance (Y) has *t-statistics* greater than 1.96 which is 4.271 and *P values* 0.000 less than 0.05 this can be interpreted that the OCB variable has a significant positive influence on employee performance so that Hypothesis 3 (H3) is accepted.

The results of this study show that OCB has a significant influence on the Performance of KPU Employees in NTB Province, meaning that the higher the OCB causes the higher the employee performance. OCB is an individual contribution that exceeds the demands of a role in the workplace. This has been proven by several indicators that KPU NTB Provincial employees, when superiors provide additional work, employees will work earnestly. Always make a list of work plans in advance in order to complete the work well, play an active role in providing input related to organizational improvement, and have competent employees. This OCB involves several behaviors including the behavior of helping others, *volunteering* for extra tasks, complying with rules and procedures in the workplace. The activity of helping other colleagues will speed up the completion of their colleagues' tasks, and in turn increase the productivity of the colleague's performance. Over time, employees can help each other in solving problems in their work so that they do not interfere with their performance. The helpful behavior shown by employees will contribute to improving employee performance. OCB also improves employee performance stability. Employees who display *conscientiousness* behaviors are identified as having a willingness to assume new responsibilities and learn new skills by improving their ability to adapt to changes that occur in the work environment. The results of the study are in line with (Wati & Surjanti, 2018) that OCB has a significant influence on employee performance. The research conducted also by (Anwar & Ahmadi, 2021) also said that OCB has a significant influence on employee performance. Research conducted by (Fitriastuti, 2020) shows that OCB has a significant positive effect on employee performance.

Different results are also shown by several studies that state that OCB does not have an influence on Employee Performance, which means that the higher the OCB, the more it does not make employee performance increase. OCB becomes insignificant due to the lack of desire to develop in a field of work, thus making OCB have no effect on employee performance (Lukito, 2020) (Fitri & Endratno, 2021)

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The results of this study which show that OCB has a significant positive effect on work performance shows that there is a sense of curiosity possessed by KPU NTB Provincial Employees so that they can develop, meaning that NTB Provincial KPU Employees have a great sense of curiosity in order to develop and master many things and not only focus on one job or expertise. The results of the analysis and discussion above show that OCB is able to improve employee performance. This indicates, that the employee has formed OCB behavior in himself, it can be seen from the attitude of employees who have the behavior of replacing others at work, have a principle exceeding the minimum requirements, are willing to tolerate, are involved in organizational functions and can store information.

### **CONCLUSION**

Based on the results of the analysis, the conclusions obtained from this study are as follows:

- 1) Competence does not have a significant influence on employee performance in KPU NTB Provincial employees. This can be interpreted to mean that the competency variable has a positive influence on employee performance but is not significant. So that the knowledge possessed by the NTB Provincial KPU Employees is in accordance with the work being carried out, but with this, employees only focus on one skill and cannot develop other skills.
- 2) Motivation does not have a significant influence on employee performance in KPU NTB Provincial employees. This can be interpreted to mean that motivation variables have a significant positive influence on employee performance. This means that employees have fulfilled their jobs in accordance with the standards set by the office, it can be proven that KPU NTB Provincial employees have increased work productivity so that employees are able to achieve work performance as desired.
- 3) Organizational Citizenship Behavior (OCB) has a significant influence on the performance of KPU NTB province employees. This can be interpreted to mean that the OCB variable has a significant positive influence on employee performance. So that the sense of ownership and curiosity possessed by KPU NTB provincial employees causes OCB to be influential in improving employee performance. This indicates, that the employee has formed OCB behavior in himself, it can be seen from the attitude of employees who have the behavior of replacing others at work, have a principle exceeding the minimum requirements, are willing to tolerate, are involved in organizational functions and can store information.

### **ACKNOWLEDGMENT**

#### **1) Theoretical Implications**

The model developed in this study can strengthen theoretical concepts and provide empirical support for factors that affect work performance within the scope of the agency. This research fills in the gaps contained in the results of previous studies where there are inconsistencies in the internal influence of employee performance, besides that it also complements the lack of research on external factors that affect employee performance in an agency.

This research provides empirical evidence that a Government agency does not pay attention to the needs of an employee who works in a government agency. Therefore, it requires the attention of the government, both regional and central, in order to be able to review the forms of problems that often occur in an agency that ultimately affect employee performance.

#### **2) Managerial Implications**

This research is expected to provide various benefits for parties related to a government agency, for the NTB Provincial KPU, this research can be used as a reference in the staffing structure owned by the NTB Provincial KPU in order to improve the performance of its employees. KPU NTB Province is advised to pay attention to the needs of employees who can support their work so that it has an impact on improving the performance of an employee. As for the West Nusa Tenggara Provincial Government, the attention of the West Nusa Tenggara Provincial Government is also very much needed to be able to achieve a regional ideal, so as to pay attention to and facilitate employees who work in the West Nusa Tenggara Provincial Government Agency, then the desire that the West Nusa Tenggara Provincial Government wants to achieve can be achieved together.

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