

The Effect of Organizational Citizenship Behavior, Competence and Knowledge Management on Employee Performance of Education and Culture Department, Southeast Sulawesi Province

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ABSTRACT

This study aims to: 1) examine the effect of organizational citizenship behavior (OCB) on employee performance, 2) examine the effect of competence on employee performance, 3) examine the effect of knowledge management on employee performance, 4) simultaneously examine the effect of organizational citizenship behavior (OCB), competence and knowledge management on employee performance.

The object of this research is the Department of Education and Culture of Southeast Sulawesi Province. The population of this research is the personnel of all employees of the Education and Culture Office of Southeast Sulawesi Province totaling 164 personnel. Samples were taken 10 percent of the total population so that the sample in this study amounted to 41 respondents. The research data was collected using a questionnaire, the research data was analyzed using SPSS version 16 to determine the results of the regression analysis of the influence of the independent variable on the dependent variable.

The results of the study: 1) organizational citizenship behavior (OCB) has a positive and significant effect on employee performance, 2) competence has a positive and insignificant effect on employee performance, 3) knowledge management has a positive and significant effect on employee performance, 4) simultaneously organizational citizenship behavior (OCB), competence and knowledge management have a positive and significant effect on employee performance.

Keywords: Organizational Citizenship Behavior, Competence, Knowledge Management, Employee Performance

I. INTRODUCTION

The current era of globalization has changed the order and pattern of management that existed before, the impact is felt on the company even at the level of government as a public servant in general, the government as a provider of public services in the community has improved in providing these services through regulations and legislation. -Invitation to realize good governance-oriented services.

The support provided by the government is contained in Law no. 25 of 2009 concerning Public Services states that public services are activities or series of activities in the context of fulfilling service needs in accordance with statutory regulations for every citizen and resident of goods, services, and/or administrative services provided by public service providers.

The existence of these laws encourages an increase in the performance of each agency or individual through improving the quality of human resources which is the key to all development efforts in all fields. Human resources have a very important role in realizing the goals of the organization. Humans are one of the most important elements in an organization both in business organizations, social organizations and government organizations. Organizations cannot function without people in them. Therefore, in order to achieve organizational goals, it takes a number of employees who are able to carry out their work well.

A successful job is at least determined by the employee concerned who has good competence and performance. High employee performance is expected by every organization in achieving organizational goals. In achieving performance, of course, having a performance appraisal mechanism contained in the evaluation process used by organizations to evaluate the implementation of individual employee work in addition to the process of

evaluating how well employees do the work that is mandated. Hadari Nawawi (2001: 235), uses the term performance as a work. The term work is meant to be the result of the implementation of a work, both physical/material and non-physical/non-material. Each worker in carrying out his duties as contained in the job/position description, needs to be assessed for the results after a certain grace period.

Based on the fact that occurred, the researchers found that there were employees who lacked *organizational citizenship behavior*, this was seen by the presence of some employees who did not provide assistance to their co-workers while they knew the right way to work on the job, there was voluntary in giving suggestions related to the work. work to co-workers. Competence, the existence of practical politics in an instant forms a lack of innovation and creativity for employees because the job promotion system is not in accordance with the existing management system, this is because it is influenced by officials who give positions based on previous political support. be used as a measure in the promotion of the position. Knowledge management, based on observations made, it appears that some employees do not understand how to organize, store, and access information to build knowledge in improving the performance of the employees themselves, in addition to the proper use of information technology, such as computers and the internet that can support Knowledge Management, it is still classified as low.

Robbins and Judge (2008: 40) OCB is optional behavior that is not included in the formal work obligations of an employee but supports the effective functioning of the organization. Organ in Purba & Seniati 2004: 106) OCB is a form of behavior that is an individual choice and initiative, not related to the organization's formal *reward* system but in aggregate increases organizational effectiveness. This indicates that the behavior is not included in the employee's job description so that if it is not displayed, the company will not penalize it. Spencer and Spencer in Palan (2007) Competence is a basic characteristic possessed by an individual that is causally related in meeting the criteria needed to occupy a position. Pawit M. Yusuf (2012:20) Knowledge management to improve communication between top management and employees to maintain work processes, instill a culture of knowledge sharing, and implement a performance-based reward system

Based on the results of observations and the results of previous studies, researchers are interested in conducting research with the title *The Effect of Organizational Citizenship Behavior (Ocb), Competence and Knowledge Management on Employee Performance (Study on Employees of the Education and Culture Office of Southeast Sulawesi Province)*. The aim of this research is. Examine and explain the influence of knowledge management on the performance of the employees of the Education and Culture Office of Southeast Sulawesi Province.

II. LITERATURE REVIEW

2.1 Organizational Citizenship Behavior (OCB)

Organ (1997) *Organizational citizenship behavior (OCB)* as individual behavior that is free, not directly or explicitly related to the reward system and can increase the effective function of the organization. Schnake, (1991) *OCB* is also defined as individual behavior that is functional, pro-social, extra-role directed or shown to individuals, groups or organizations. Lovell (1999) *Organizational Citizenship Behavior (OCB)* is a behavior that extends and exceeds any behavior that has been required by the organization contained in a *formal job description*. Robbins and Judge (2008: 40) OCB is optional behavior that is not included in the formal work obligations of an employee but supports the effective functioning of the organization. Luthans (2005) The personality basis for *OCB* reflects the characteristics of employees who are cooperative, helpful, considerate and sincere.

Based on the definitions or opinions of the experts mentioned above regarding *Organizational Citizenship Behavior (OCB)*, it can be concluded that *OCB* is an action or behavior carried out by individuals in this case employees or employees who always prioritize the interests of the organization even though the work is not fully their responsibility, but he feels the work was part of his colleague's work which happened to be unfinished, so he felt obliged to do it. In this study, to measure *Organizational Citizenship Behavior (OCB)*, the researcher refers to the dimensions proposed by Organ (1988) *Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue*.

Competence

Stephen Robbin (2007:38) Competence is the ability (ability) or a person's capacity to do various tasks in a job, where this ability is determined by two factors, namely intellectual ability and physical ability. Spencer and Spencer in Palan (2007) Competence is a basic characteristic possessed by an individual that is causally related in meeting the criteria needed to occupy a position. Veithzal (2003:298) Competence is skill, skill, ability. The basic word itself, namely competent which means capable, capable, skilled. Competence refers to the attributes / characteristics of a person that makes him successful in his work. Robert A, Roe (2001) Competence is a description of the ability to carry out each task or role, ranging from the ability to integrate knowledge, skills, attitudes and personal values, to the ability to build knowledge and skills based on experience and learning carried out. .

Based on the opinion above, it can be concluded that competence is a trait or individual characteristic needed in holding a position related to knowledge and skills in order to carry out the position or responsibility he carries properly. In this study to measure competence, the researcher refers to the dimensions or indicators proposed by Keith Davis (1994:46) suggesting that the dimensions of competence include, knowledge, skills, experience, and emotional intelligence.

2.2 Knowledge Management

Turban et al (2005) *Knowledge management* is a process that helps organizations identify, select, organize, search, and transfer important information and expertise, both structured in the organization and unstructured knowledge in organizations. Pawit M. Yusuf (2012:20) Knowledge management to improve communication between top management and workers to maintain work processes, instill a culture of knowledge sharing, and implement a performance-based reward system. Khan (2012) *Knowledge management* is the formalization of and access to experience, knowledge and expertise that creates new capabilities that enable superior performance, encourage innovation and increase customer value. Ariani (2003) *Knowledge management* is the support of individuals to communicate or convey their knowledge by creating an environment and system for understanding, organizing, and disseminating knowledge throughout the organization.

Based on the opinions of the experts mentioned above about *knowledge management* or *knowledge management (KM)* it can be concluded that *knowledge management* is a process that helps organizations to find, select, organize, disseminate, and transfer important information and expertise needed for the activities carried out. in the organization in directing and influencing the activities of employees in carrying out their duties and work in order to achieve organizational goals that have been set in this study to measure knowledge management, the study refers to the dimensions proposed by Alvin Sholeh (2011) knowledge identification, knowledge creation, sharing knowledge, and use of knowledge.

2.3 Employee Performance

Dessler (2020:117) Performance is a standard that contains a series of goals that the organization hopes can be achieved through its employees based on the main tasks and functions and responsibilities given. Sedarmayanti (2016: 76) *Performance* is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally not violating the law according to morals and ethics. Robbins (2008) Performance is a result achieved by employees in their work according to certain criteria that apply to a job. Gibson, *et al*, (1995:364) Performance is the degree to which employees achieve job requirements efficiently and effectively. From the various definitions that have been stated above, it can be concluded that performance is the work performance or work of an employee or employee, both quality and quantity that can be achieved by employees in carrying out their work duties in accordance with the responsibilities that have been given to them. In this study, to measure employee performance, the researchers referred to PP 30 of 2019, namely, quantity, quality, time, cost, service orientation, commitment, work initiative, and cooperation.

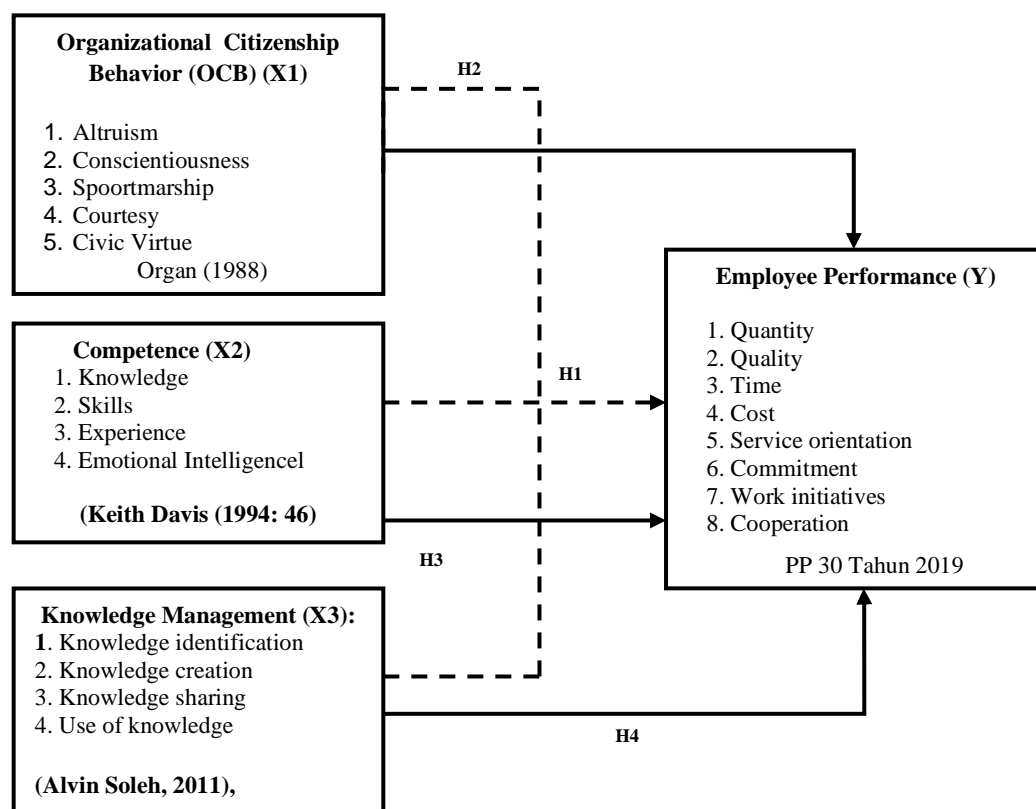


Figure 1. Conceptual Framework

Hypothesis

Based on previous research and literature review, the hypotheses of this research are:

- H1. Organizational Citizenship Behavior (OCB), competence and knowledge management have a simultaneous positive and significant effect on the performance of the employees of the Education and Culture Office of Southeast Sulawesi Province
- H2. Organizational Citizenship Behavior (OCB) is significant to the performance of the employees of the Education and Culture Office of Southeast Sulawesi Province.
- H3. Competence has a significant effect on the performance of the Education and Culture Office of Southeast Sulawesi Province.
- H4. Knowledge management has a significant effect on the performance of the employees of the Education and Culture Office of Southeast Sulawesi Province.

III. RESEARCH METHOD

This research belongs to the category of survey research / direct observation in the field with the aim of confirming the predictions made and explaining based on facts or conditions in the field. The population in this study were all 164 employees of the Education and Culture Office of Southeast Sulawesi Province. Because the population in this study is more than 100, the researcher in terms of the research sample refers to Suharsimi Arikunto (2010:112), if the subject is less than 100 people, all of them should be taken, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more. In this study, researchers took a sample of 25%, thus the number of samples was 41 people. The method used in this study used a questionnaire method and was recorded in obtaining data and information related to this research. The data analysis method used in this study uses multiple regression analysis with the help of SPSS version 16.

IV. RESULTS AND DISCUSSION

4.1 Research result

Based on the results of simultaneous testing, it can be proven that the F test results obtained a value (F-value) of 11,331 and a significant value of $0.000 < \alpha = 0.05$. These results show that *organizational citizenship behavior (OCB)*, competence, and knowledge management simultaneously have an effect on employee performance at the Education and Culture Office of Southeast Sulawesi Province. Partially based on research results show that, *Organizational Citizenship Behavior (OCB)* positive and significant impact on the performance of Employees as evidenced by Estimasi coefficient of 0.320 with positive direction and extent of Significant t for $0.020 < \alpha = 0.05$. Competence and no significant positive effect on employee performance as evidenced by the path coefficient estimate value of 0.230 with significant values of t for $0.089 > \alpha = 0.05$. And knowledge management and significant positive effect on employee performance is evidenced by the results of path coefficient value estimate of 0.398 with positive direction and the value of Significant t $0.003 < \alpha = 0.05$.

4.2 Discussion of Research Results

4.2.1 The influence of *organizational citizenship behavior (OCB)*, competence, and knowledge management on employee performance

Based on the results of simultaneous testing, it shows that *organizational citizenship behavior (OCB)*, competence, and knowledge management together have a positive and significant effect on employee performance at the Education and Culture Office of Southeast Sulawesi Province. The results of this study mean that an increase in *organizational citizenship behavior (OCB)* is reflected in *altruism, conscientiousness, sportsmanship, courtesy, and civic virtue*. Competence reflected by knowledge, skills, experience, and emotional intelligence. Knowledge management, which is reflected in knowledge identification, knowledge creation, knowledge sharing, and knowledge use, contributes positively and significantly to employee performance, or in other words, the higher the *organizational citizenship behavior (OCB)*, competence, and knowledge management, the higher the level of *organizational citizenship behavior (OCB)*. employee performance. The results of this study indicate that together *organizational citizenship behavior (OCB)*, competence, and knowledge management greatly contribute to improving employee performance. When compared from the three variables, it can be seen that knowledge management has the greatest contribution in improving employee performance, these results indicate that knowledge management is important to be maintained and even leveled in order to increase higher work results.

The results of this study indicate that together *organizational citizenship behavior (OCB)*, competence, and knowledge management have a positive and significant effect on employee performance. Based on the results of these studies prove that the ability of human resources is very important to be improved for the achievement of organizational goals, someone who has good resources will contribute to the achievement of organizational goals as stated by Michael Armstrong (2006: 3) *Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets—the people working there who individually and collectively contribute to the achievement of its objectives*. Human resource management is defined as a strategic and coherent approach to the management of an organization's most valuable assets the people who work there individually and collectively contribute to the achievement of its objectives. In addition, with human resource management, a person will easily feel satisfied with his work, enjoy certain jobs so that they will contribute to the achievement of organizational goals.

4.2.2 The Effect of *Organizational Citizenship Behavior (OCB)* on Employee Performance

Based on the results of this study, it shows that *organizational citizenship behavior (OCB)* has a positive and significant effect on employee performance at the Education and Culture Office of Southeast Sulawesi Province. This means that an increase in *organizational citizenship behavior (OCB)* which is reflected in *altruism, conscientiousness, sportsmanship, courtesy, and civic virtue* contributes positively and significantly to employee performance as measured by two elements, namely the employee work target element (SKP) which includes quantity, quality, time and or cost, the second element of employee work behavior which includes service orientation, commitment, work initiative, and cooperation. The findings of this study indicate that high *organizational citizenship behavior (OCB)* is able to make a significant contribution to improving employee performance, or in other words, the higher the *organizational citizenship behavior (OCB)*, the higher the employee performance at the Education and Culture Office of Sulawesi Province. Southeast.

The results of this study can prove the concept of *organizational citizenship behavior (OCB)*, including those proposed by Organ (1997) *Organizational citizenship behavior (OCB)* as individual behavior that is free, not directly or explicitly related to the reward system and can improve the effective functioning of the organization. The results of this study support the findings of research conducted by Tonny Yuwanda & Nila Pratiwi (2020), Unsul Abrar & Isyanto (2019), Sasi Utami, Anwar (2021), Anwar Sanusi & Harianto Respati (2020), Ilma Kurnia Isnani & Widiartanto (2018).), and Melani Aprilia & Agus Frianto (2021). In the findings of their research, they found that *organizational citizenship behavior (OCB)* had a significant effect on employee performance. Furthermore, the results of the study do not support the results of research conducted by Nayati Utami (2017) *OCB (Courtesy)* in the findings of the results of his research that indicators on *organizational citizenship behavior (OCB)* have no significant effect on performance and Dana Mustika Wati & Jun Surjanti (2018) in the findings of the results His research shows that *organizational citizenship behavior (OCB)* has a negative and significant effect on performance

4.2.3 The Effect of Competence on Employee Performance

The results of this study found that competence had a positive and insignificant effect on employee performance at the Education and Culture Office of Southeast Sulawesi Province. Competence is an individual trait or characteristic needed in holding a position related to knowledge and skills in order to carry out the position or responsibility he carries properly. Competence as measured by knowledge, skills, experience, and emotional intelligence is still low so it does not have a significant impact on employee performance as measured by two elements, namely employee work targets (SKP) which include quantity, quality, time, and cost, as well as elements of work behavior. employees which include service orientation, commitment, work initiative, and cooperation.

The results of this study indicate that competence has a positive and insignificant effect on employee performance, from these results competence is very important to be further improved in order to make a significant contribution to improving employee performance. With good competence will further improve employee performance as the concept of competence proposed by Moehariono (2014: 5) Competence is a causal relationship that competence can cause or be used to predict a person's performance, meaning that if you have high competence, you will have high performance as well (causes- consequence). Spencer & Spencer in Moehariono (2010:3-4) Competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with criteria that are used as a reference, effective or excellent or superior performance in place. work or in certain situations.

The findings of this study are in line with the results of research conducted by Rosmaini & Hasrudy Tanjung (2019), Anak Agung Ngurah Bagus Dhermawan et al (2012), and Fikri Adam & Jeny Kamase (2019), in their results proving that competence has no significant positive effect. on the performance of employees or employees. On the other hand, the findings of this study are not in line with the findings of research conducted by Ni Kadek Ayu Dwiyantri et al (2019), Dwi Junianto & Joko Sabtohadhi (2019), Akhmad Fauzi (2019), Febriani Wahidatun Nirmah & Muslichah (2021), Sufyati HS & Mila Risa (2020), Nikmah Hanum et al (2020), Hardin, AM Azizu & Wa Ode DP Sar (2020). In the findings of their research, they prove that competence has a positive and significant effect on performance

4.2.4 The Effect of Knowledge Management on Employee Performance

The results of this study indicate that knowledge management has a positive and significant effect on employee performance at the Education and Culture Office of Southeast Sulawesi Province. The results of this study mean that the higher the knowledge management, the higher the employee's performance. Knowledge Management (*Knowledge Management*) is a process that helps organizations to find, select, organize, disseminate, and transfer important information and expertise necessary for the activities carried out on the organization of directing and influencing the activity of the employees in performing their duties and work in order to achieve objectives defined organization. The dimensions or indicators of knowledge management are measured by four indicators, namely: (1) knowledge identification (2) knowledge creation (3) knowledge sharing, and (4) knowledge use. While employee performance is the achievement or work of an employee or employee, both quality and quantity that can be achieved by the employee in carrying out his work duties in accordance with the responsibilities that have been given to him. Employee performance is measured by two elements, namely employee work targets (SKP) which include quantity, quality, time, and cost, while the second element is work targets which include service orientation, commitment, work initiative and cooperation.

The results of this study show that knowledge management has a positive and significant effect on employee performance, the results of this study are in line with the results of previous studies conducted by Nikmah Hanum et al (2020), Saif Isam Aladwan & Ala' Isam Aladwan (2020), Abdul Latief et al (2019), Silvi Sri Nugraha Tamala & Dadan Ahmad Fadili (2021), Wahid Wachyu Adi Winarto (2020). In their research results show that knowledge management has a positive and significant effect on the performance of employees or employees, the results of this study mean that an increase in knowledge management contributes to improving employee performance or in other words, the higher the knowledge management, the higher the level of employee performance. However, the results of this study contradict the research conducted by Pretty Christin and Widyo Nugroho (2020) in the findings of their research showing that knowledge management has no significant effect on employee performance.

4.3 Limitations and Further Research

In this study, the researcher realizes of course that there are research limitations that are beyond the scope of the researcher's abilities, as for the limitations of the research in question, namely:

- In this study, data collection was carried out by distributing questionnaires to employees who were selected as respondents so that the data obtained were data derived from respondents who filled out the questionnaire.
- This research was only carried out in the form of verification, only analyzing and testing a few variables, namely the influence of *organizational citizenship behavior (OCB)*, competence and knowledge management on employee performance at the Education and Culture Office of Southeast Sulawesi Province, in the sense that the results of this study do not represent the agencies. another. So, for further researchers who will examine and have something to do with this research, they can take a different object and can consider adding a job satisfaction variable as an intervening.

V. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

Based on the results of data analysis, discussion of research results, it can be concluded several things, namely as follows:

- Organizational citizenship behavior (OCB)*, competence, and knowledge management simultaneously have a significant positive effect on employee performance at the Education and Culture Office of Southeast Sulawesi Province.
- Organizational citizenship behavior (OCB)* has a positive and significant effect on employee performance at the Education and Culture Office of Southeast Sulawesi Province
- Competence has a positive and insignificant effect on employee performance at the Education and Culture Office of Southeast Sulawesi Province
- Knowledge management has a positive and significant effect on employee performance at the Education and Culture Office of Southeast Sulawesi Province

5.2 Suggestion

Based on the research findings and conclusions, some suggestions in this study can be put forward, as for the suggestions in question are as follows:

- Based on respondents' responses to the variable *organizational citizenship behavior (OCB)*, when viewed from the average value of the variable included in the good category, however, when viewed from the average value of the indicator, there is the lowest average value, namely the *civic virtue* indicator, this needs attention to be improved. . In improving *civic virtue* indicators, it can be done by paying attention to and improving employee involvement in organizational functions, by trying to find out the latest information; pay attention to meetings that are considered important; and reporting misconduct within the organization.
- The level of employee competence has not contributed significantly to improving employee performance at the Education and Culture Office of Southeast Sulawesi Province. Based on these results, the level of employee competence needs to be improved, especially on the emotional intelligence level indicator because it has the lowest average score when compared to other indicators. One way or action in increasing emotional intelligence is to increase employee training related to how to deal with problems, both work that is dependent on employees and problems with fellow coworkers.
- Knowledge management has the most dominant influence on employee performance when compared to other variables. However, this variable has an indicator with the lowest average value, namely the indicator of knowledge creation. This needs serious attention from the leadership, so that employees can further enhance their role for the smooth performance of the organization.
- In order to improve the performance of higher employees, leaders and employees must pay attention to the elements of work behavior, especially those related to the level of cooperation because this is the willingness and ability of employees to cooperate with co-workers, superiors, subordinates in their work units and other agencies in completing a task. and responsibilities specified, so as to achieve maximum usability and usability.

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