



The Effect of Competence on Organizational Citizenship Behavior

Sulistiani Syafitri

Department of Management, Enam Enam Kendari College of Economics

Received: 23/02/2026

Accepted: 16/04/2026

Published: 30/06/2026

*Representative e-Mail: sulistianisyafitri@gmail.com

ABSTRACT

The purpose of this study was to examine the influence of competence on organizational citizenship behavior (OCB). This study used quantitative analysis with a population of 43 employees of a state-owned electricity company. The data analysis used Partial Least Square (PLS). The results showed that competence had a positive effect on organizational citizenship behavior (OCB).

Keywords: *Competence, Organizational Citizenship Behavior*

I. INTRODUCTION

Competence is the ability to perform a job based on expertise and knowledge based on the nature of the job required by the job. Furthermore, competence demonstrates expertise or knowledge characterized by professionalism in a field of work similar to that of superior work. Rahmawati (2019) also explains competence as an individual's ability to produce to a level of satisfaction in the workplace, including the individual's ability to use existing skills and knowledge for new situations and add to existing benefits. Competence is something that people bring to their work in different levels of behavior and forms. Competence also shows the characteristics of knowledge and skills managed or needed by each individual that enable them to fulfill their obligations and responsibilities effectively and raise professional quality standards in their journey.

Organizational Citizenship Behavior (OCB) is voluntary behavior that goes beyond job demands and makes a positive contribution to the organization. Research by Widyaningrum (2019) shows that OCB has a positive and significant impact on employee performance. Similarly, research by Hanafi et al. (2018) found that OCB influences employee performance [cite: 11]. Suhardi (2019) also explained in his research that Organizational Citizenship Behavior (OCB) is an individual's contribution that goes beyond the demands of a workplace role and is rewarded based on individual performance. OCB is a key indicator of human resource quality at PT PLN UPDK, a large company with presence in every city in Indonesia. This company operates in the electricity sector, aiming to make electricity a means to improve the quality of life for the community. A key issue at this electricity company is the influence of OCB on performance. This study aims to explore the relationship between OCB and employee performance for the benefit of company development.

II. LITERATURE REVIEW

2.1 Competence

There are 6 competency criteria put forward by research from Rabaayah Daud et al. (2010) which shows 6 competency criteria used to measure the level of service quality, namely: (1) professionalism and skills; (2) attitude and behavior; (3) accessibility and flexibility; (4) reliability and trust; (5) recovery; (6) reputation [cite: 17, 18, 19]. Armstrong (2013: 64) explains the competency standards abbreviated as KSA, namely: Knowledge is the facts and figures behind technical aspects; Skills are the ability to perform tasks at an acceptable level of criteria on a consistent basis; Attitude is what is shown to customers and other people that the person concerned is capable of being in the circle. Based on the description above, Sedarmayanti (2016: 126) also states that competence is a fundamental characteristic possessed by a person that directly influences or can predict performance. In other words, competence is what outstanding performers do more frequently, in more situations, with better results than what policy evaluators do. Another factor to consider is behavior.

2.2 Organizational Citizenship Behavior

Organizational Citizenship Behavior or OCB is an employee's behavior that goes beyond their role and responsibilities in their work, thus indirectly providing benefits by increasing the effectiveness of organizational

functions (Priansa, 2018). According to Naway (2018), the dimensions of Organizational Citizenship Behavior consist of Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue, with measurement using the Morrison scale (Priansa, 2018) as follows: Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue.

III. RESEARCH METHODS

The employee population at PT. PLN UPDK Kendari is 43 permanent employees. The sample is part of the number of characteristics possessed by the population (Sugiyono, 2012). The sample taken was all employees of PT. PLN UPDK Kendari, totaling 43 employees. The sampling technique in this study used saturated sampling, which is a sampling technique where all populations are taken or used as research samples. All variables will be measured using the Likert Scale test for statements. This quantitative analysis technique can be proven whether or not there is an influence of competence on employee performance. Quantitative data are analyzed technically in the form of numbers. This analysis uses PLS with the WARP PLS 7.0 analysis tool. The hypothesis of this research is that Competence has a positive and significant influence on Organizational Citizenship Behavior.

IV. RESULTS AND DISCUSSIONS

4.1 Results

Table 1. Respondents' Answers regarding Competence

Research Indicator	Item	SS (5) (%)	S (4) (%)	N (3) (%)	TS (2) (%)	STS (1) (%)	Mean
Knowledge	X1.1.1	53.48	44.20	2.32	0.00	0.00	4.51
	X1.1.2	53.48	37.20	6.98	2.32	0.00	4.42
Indicator Average							4.46
Skills	X1.2.1	62.80	34.88	2.32	0.00	0.00	4.60
	X1.2.2	53.48	34.88	11.63	0.00	0.00	4.42
Indicator Average							4.51
Attitude	X1.3.1	53.48	32.56	13.95	0.00	0.00	4.40
	X1.3.2	53.48	30.23	18.28	0.00	0.00	4.37
Indicator Average							4.38
Variable Average							4.45

Source: data processed, 2020 [cite: 40]

Based on the table, it shows that from the measurement of the competency variable, referring to the respondents' answers As seen in the table above, in general, respondents stated that they strongly agree, agree, and are neutral, very few respondents answered that they disagree with the statement about competency. This can be seen from the average value of the competency statement item, namely 4.45 referring to the interpretation of the Likert scale, which means that the average respondent in the competency variable answered that competency can enable them to complete tasks according to the skills and abilities they have. From the table, it can also be seen that the attitude statement has the lowest answer, namely 4.38 and the highest answer is in the knowledge statement, namely 4.46, which means that PT. PLN UPDK employees have good knowledge during their work so that they can carry out their work well.

Table 2. Respondents' Answers regarding Organizational Citizenship Behavior

Research Indicator	Item	SS (5) (%)	S (4) (%)	N (3) (%)	TS (2) (%)	STS (1) (%)	Mean
Altruism	-	27.90	46.51	23.26	2.32	0.00	4.00
	-	23.26	51.16	20.93	4.65	0.00	3.93
	-	9.30	44.20	32.56	13.95	0.00	3.49
Indicator Average							3.80
Conscientious	-	37.20	44.20	18.28	2.32	0.00	4.16
	-	23.26	51.16	23.26	2.32	0.00	3.95
	-	11.63	44.20	37.20	6.98	0.00	3.60
Indicator Average							3.90
Courtesy	-	6.98	48.84	34.88	9.30	0.00	3.53
	-	6.98	46.51	39.53	6.98	0.00	3.53

Research Indicator	Item	SS (5) (%)	S (4) (%)	N (3) (%)	TS (2) (%)	STS (1) (%)	Mean
	-	13.95	48.84	27.90	9.30	0.00	3.67
Indicator Average							3.58
Sportsmanship	-	18.60	37.20	41.86	2.32	0.00	3.72
	-	9.30	41.86	37.20	11.63	0.00	3.49
	-	4.65	39.53	48.84	6.98	0.00	3.42
Indicator Average							3.54
Civic Virtue	-	13.95	44.20	37.20	4.65	0.00	3.67
	-	9.30	41.86	46.51	0.00	2.32	3.56
	-	9.30	46.51	41.86	2.32	0.00	3.63
Indicator Average							3.62
Variable Average							3.68

Source: data processed, 2020

Based on the table, it shows that from the measurement of the OCB variable referring to the respondents' answers as seen in the table above, in general, respondents stated that they strongly agree, agree, and are neutral, and disagree, very few respondents answered strongly disagree to the statement about organizational commitment. This can be seen from the average value of the OCB statement item, namely 3.68 referring to the interpretation of the Likert scale, which means that the average respondent in the OCB variable answered that OCB can enable them to complete tasks according to the specified time and pay attention to company functions. From the table, it can also be seen that the Sportsmanship statement has the lowest answer, namely 3.54 and the highest answer is in the Conscientious statement, namely 3.90, which means that PT. PLN UPDK employees have a sense of helping colleagues sincerely and are satisfied when their work is completed.

4.2 Discussion

The statistical analysis confirms that competence has a significant positive effect on Organizational Citizenship Behavior (OCB) at PT. PLN UPDK Kendari, with a path coefficient (β) of 0.31 and a significance level (p-value) of 0.01. The coefficient of determination (R^2) is 0.0961, indicating that 9.61% of the variance in OCB is explained by competence. This quantitative finding reinforces the theoretical expectation that higher employee competence, when aligned with specific job descriptions, enables individuals to perform above their baseline requirements, thereby enhancing OCB. The results show a positive linear trend, where increased competence is associated with higher levels of voluntary organizational contributions.

V. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The statistical results show that competence has a significant positive effect on OCB. This means that employees with high competence, aligned with their position and job description, will be able to increase their OCB. This indicates that competence needs to be considered when selecting factors to increase OCB, ensuring employees work diligently based on their abilities.

5.2 Recommendations

- Enhance Skill Training: Since knowledge scored the highest in the competency variable, the company should maintain these standards while simultaneously investing in specialized skill-based training to ensure employees can adapt to evolving operational demands.
- Foster Sportsmanship: Given that 'Sportsmanship' recorded the lowest indicator average in OCB, management should initiate programs or team-building activities that encourage employees to maintain a positive attitude even during challenging organizational changes.
- Expand OCB Research: Future studies should consider incorporating additional variables—such as work motivation or organizational culture—as potential mediators or moderators to gain a more comprehensive understanding of the factors influencing employee OCB at PT. PLN UPDK.

REFERENCES

- Hanafi, et al., 2018. Thesis Writing Guidelines. Jember: Faculty of Teacher Training and Education, Muhammadiyah University of Jember
- Naway, FA (2018). Organizational Citizenship Behavior in Organizational Performance. Yogyakarta: Zahir Publishing
- Priansa, Donni Juni. 2018. Human Resource Planning & Development. Bandung. Alfabeta
- Sedarmayanti. 2016. Human Resource Management, Bureaucratic Reform, and Civil Servant Management. Bandung: PT. Refika Aditama

Spencer, Lyle & Signe MS (1993). *Competence at Work, Models For Superior Performance*. Canada : John Wiley & Sons, Inc

Sugiyono. (2012). *Understanding Qualitative Research*. Bandung: ALFABETA

Suhardi, (2019), The Influence of Competence Work Motivation, Work Environment and Compensation on Employee Performance at PT. Asuransi Jiwa in Batam City with Organizational Citizenship Behavior as an Intervening Variable, *Jurnal Benefita* 4(2) July 2019 (296-315)