



The Effects of Competence, Organizational Citizenship Behavior, And Role Ambiguity on Employee Performance

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ABSTRACT

Performance is the direct reflection of certain requirements, as evidenced by the output produced, both in terms of quantity and quality. This study aims to determine the influence of competence, organizational citizenship behavior (OCB), and role ambiguity on employee performance at PT Cocoa Land Bali Internasional Tabanan. This study was conducted at PT Cocoa Land Bali Internasional Tabanan, located at Jalan Raya Denpasar Bedugul, Mekarsari, Baturiti District, Tabanan Regency, Bali. The sample in this study consisted of 43 employees of PT Cocoa Land Bali Internasional Tabanan. The sampling technique used in this study was saturation sampling, and data collection was conducted through observation, interviews, documentation, and questionnaires. The data analysis technique used in this study was linear regression analysis using SPSS version 26. Based on the analysis results, this study indicates that competence has a positive and significant effect on employee performance at PT Cocoa Land Bali Internasional Tabanan. Organizational citizenship behavior (OCB) has a positive and significant effect on employee performance at PT Cocoa Land Bali Internasional Tabanan. Role ambiguity has a negative and significant effect on employee performance at PT Cocoa Land Bali Internasional Tabanan.

Keywords: *Competency, Employee Performance, Organizational Citizenship Behavior, Role Ambiguity.*

I. INTRODUCTION

Human resources are one of the most important assets in a company's development. The effectiveness of the systems, technologies, and procedures established to achieve the company's goals depends on having a conducive workforce. Within a corporate organization, employee performance is a critical factor for a company because its success in achieving its objectives is heavily influenced by optimal employee performance. Performance is defined by Prasetyo et al. (2022) as specific requirements that are ultimately directly reflected in the output produced, whether in terms of quantity or quality. The output produced can take the form of work, namely results or work, whether physical and material or non-physical and non-material (Prasetyo, et al., 2022). Kurniawan (2022) defines employee performance as work achievements or results, in terms of both quality and quantity, achieved by employees per period in carrying out their duties in accordance with the responsibilities assigned to them.

The study was conducted at PT Cocoa Land Bali Internasional Tabanan. PT Cocoa Land Bali Internasional Tabanan is one of the cocoa production companies in Bali, operating on a small-scale, family-run basis through a cooperative business model in the field of processed cocoa production. Based on the results of observations and initial interviews conducted by the researcher with the management of PT Cocoa Land Bali Internasional Tabanan, it was found that there were issues regarding employee performance, particularly regarding work quantity indicators. These issues were reflected in the fluctuations and decline in the realization rate of cocoa bean production during 2024. The phenomenon of declining performance in terms of quantity, which includes data on targets and actual chocolate bean production at PT Cocoa Land Bali Internasional Tabanan in 2024, is presented in Table 1 below.

Table 1.1 Cocoa Bean Production Data Actualization in 2024

Month	Targets (kg)	Actual Results (kg)	Deviation (kg)	Ralization (%)
January	6.500	5.070	-1.430	78,00
February	6.500	4.550	-1.950	70,00
March	7.000	5.600	-1.400	80,00

Month	Targets (kg)	Actual Results (kg)	Deviation (kg)	Ralization (%)
April	7.200	5.400	-1.800	75,00
May	7.000	4.760	-2.240	68,00
June	6.800	4.420	-2.380	65,00
July	6.500	3.900	-2.600	60,00
August	6.600	4.752	-1.848	72,00
September	7.000	5.600	-1.400	80,00
October	7.000	5.390	-1.610	77,00
November	6.500	5.290	-1.210	81,38
December	6.800	5.032	-1.768	74,00
Total	81.400	59.764	-21.636	73,42
Rata-Rata	6.783	4.980	-1.803	

Based on Table 1.1, it is evident that in 2024, PT Cocoa Land Bali Internasional Tabanan set a cocoa bean production target of 81,400 kilograms. However, the actual production achieved was only 59,764 kilograms, or approximately 73.42 percent of the annual target. Overall, the average monthly production realization was 4,890 kilograms, lower than the average monthly target of 6,783 kilograms. This indicates that the company's production performance has not met the expected targets, with monthly realization rates fluctuating between 60 and 80 percent of the plan. This decline in production output is directly linked to employee performance, particularly regarding work quantity indicators, which suggest that labor productivity still needs to be improved. Performance improvements can be achieved through more efficient work scheduling, the development of employee competencies and OCB (Organizational Citizenship Behavior), as well as the clear communication of work directives and objectives. Regular evaluation and monitoring of work quantity indicators are crucial to increasing employee productivity and supporting the achievement of production targets in the coming years.

Competence is one of the key factors in achieving optimal company performance (Usman, 2025). Interview results regarding employee competence indicate that production department employees still face difficulties in understanding the procedures for processing cocoa beans in accordance with company standards. Research conducted by Khair & Rambe (2024) indicates that competency has a positive and significant effect on employee performance. Similar findings were reported by Usman (2025), who stated that competency has a positive and significant effect on employee performance. In contrast, research conducted by Elkhori (2024) shows that competence has a significant negative effect on employee performance, while Permadi et al. (2023), Sanjaya et al. (2024) state that competence has no effect on employee performance.

Another factor that can influence employee performance is organizational citizenship behavior. Interview results regarding organizational citizenship behavior (OCB) indicate that there are still employees who frequently leave their workstations for extended periods of time, as well as employees who often take time off without following proper procedures. Research conducted by Nofrandy et al., (2024) and Putra et al., (2024) indicates that OCB has a positive and significant effect on employee performance. Similar results were found by Sari et al. (2024) and Bakhri et al. (2025), indicating that OCB has a positive and significant effect on employee performance. In contrast, studies by Sena et al. (2025) and Faiza & Suhardi (2022) suggest that OCB does not affect employee performance.

The third factor that can influence employee performance is role ambiguity (Arifin, 2023). Interview findings regarding role ambiguity indicate that production department employees often experience confusion regarding their tasks and responsibilities due to poorly structured job descriptions, particularly during shift changes or adjustments to work schedules. Research conducted by Ditya (2023) and Sabelau & Zulfia (2024) indicates that role ambiguity has a negative and significant impact on employee performance. Similar findings were reported by Azizah et al. (2025) and Nasrin (2025), showing that role ambiguity negatively and significantly affects employee performance. In contrast, research conducted by Syah et al. (2024) indicates that role ambiguity has a positive effect on employee performance. Meanwhile, research by Dayanti & Nabhan (2023) suggests that role ambiguity has no effect on employee performance.

II. LITERATURE REVIEW

2.1. Goal Setting Theory

Goal-setting theory is a component of motivation theory proposed by Edwin Locke in 1978. Goal-setting theory is based on evidence suggesting that goals (ideas about the future; desired states) play a crucial role in driving action. Goal-setting theory is a model of individuals who desire to have goals, select goals, and become motivated to achieve those goals (Mahennoko, 2022). Based on the above description, Goal-Setting Theory states that clear, specific, and challenging goals can enhance individual motivation and performance. This theory is relevant for explaining the influence of competence, organizational citizenship behavior (OCB), and role ambiguity on employee performance at PT Cocoa Land Bali Internasional Tabanan. Employees with adequate competence can understand and achieve work goals more effectively. Meanwhile, high OCB encourages employees to take initiative, be loyal, and act responsibly beyond their formal roles, thereby supporting the achievement of company targets. Conversely, high role ambiguity

creates uncertainty regarding tasks and priorities, thereby hindering motivation and work effectiveness. Thus, enhancing competencies and OCB, as well as reducing role ambiguity, will help employees work with greater focus and direction, thereby improving their performance and ensuring the company's production targets are optimally achieved.

2.2 Competency

Mangkunegara (2022) states that competence can be defined as a person's underlying characteristics related to the effectiveness of individual performance in their work, or the basic characteristics of an individual that have a causal relationship or as a cause-and-effect with criteria used as a reference, effective or acting prime or superior in the workplace or in certain situations. Competence improves an employee's ability to understand, respond to, and realize work goals, thus directly contributing to improved performance (Khair & Rambe, 2024). Research by Khair & Rambe (2024) and Pramudya et al., (2023) shows that competence has a positive and significant effect on employee performance. This means that the better the competence, the higher the employee's performance. Similar results were found by Yosiana et al., (2025) who stated that competence has a positive and significant effect on employee performance. Based on the explanation above, the following research hypothesis can be developed.

2.3 Organizational Citizenship Behaviour (OCB)

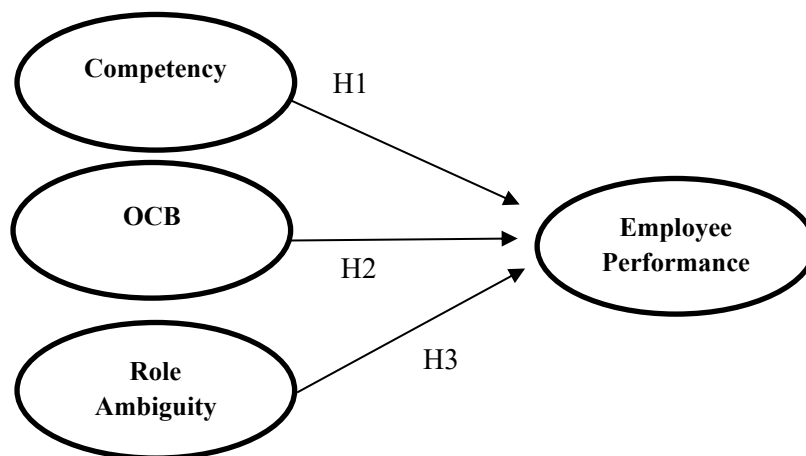
Nielsen (2022) argues that OCB involves several behaviors such as helping others, volunteering for extra tasks, and complying with workplace rules and procedures. Purba & Seniati (2022) explain that organizational citizenship behavior (OCB) is a helpful attitude shown by organizational members, which is constructive in nature, valued by the company, but not directly related to individual productivity. The results of research conducted by Sari et al., (2024) and Putra et al., (2024) show that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance. This means that the better the Organizational Citizenship Behavior (OCB), the better the employee's performance. Similar results were found by Bakhri et al., (2025), which showed that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance. Based on the explanation above, the following research hypothesis can be developed:

2.4 Role Ambiguity

Role ambiguity is an individual's inability to optimally define their role within the organization, resulting in less effective work (Ana & Ratnadi, 2022). Role ambiguity is an individual's inability to optimally define their role within the organization, resulting in less effective work (Ana & Ratnadi, 2022). Robbins & Judge (2022) state that role ambiguity occurs when role expectations are not clearly understood, leading to role conflict that can influence budgetary slack. Research conducted by Ditya (2023) and Sabelau & Zulfia (2024) shows that role ambiguity has a negative and significant effect on employee performance. This means that increasing role ambiguity can decrease employee performance. Similar results were found by Azizah et al., (2025) and Nasrin (2025) showing that role ambiguity has a negative and significant effect on employee performance. Based on the explanation above, the following research hypothesis can be developed:

2.5 Conceptual Framework and Research Hypotheses

Figure 2.1. Conceptual Framework for the Research



2.6 Research Hypothesis

H1: Competency has a positive effect on employee performance

H2: Organizational citizenship behavior (OCB) has a positive effect on employee performance

H3: Role ambiguity negatively impacts employee performance

III. RESEARCH METHOD

This research was conducted at PT Cocoa Land Bali Internasional Tabanan, located at Jalan Raya Denpasar Bedugul, Mekarsari, Baturiti District, Tabanan Regency, Bali. The reason for choosing this location was because problems related to competency, organizational citizenship behavior (OCB), and role ambiguity were found in efforts to improve employee performance at PT Cocoa Land Bali Internasional Tabanan. The determination of the number of

samples in this study was by the census method, where the sample used was 93 people who were company employees. The data collection method used was a questionnaire, where data was collected and processed using SPSS 26.

IV. RESEARCH RESULT AND DISCUSSION

4.1 Research Result

Tabel 4.1. Instrument Validity Test Results

Variable	Indicator	Cronbach's Alpha	Reliability	Result
Competency (X1)	X1.1	0.863	0.920	Valid
	X1.2	0.967		Valid
	X1.3	0.808		Valid
	X1.4	0.778		Valid
	X1.5	0.945		Valid
OCB (X2)	X2.1	0.549	0.891	Valid
	X2.2	0.801		Valid
	X2.3	0.883		Valid
	X2.4	0.881		Valid
	X2.5	0.843		Valid
	X2.6	0.896		Valid
	X2.7	0.501		Valid
Role Ambiguity (X3)	X3.1	0.771	0.747	Valid
	X3.2	0.611		Valid
	X3.3	0.804		Valid
	X3.4	0.769		Valid
	X3.5	0.561		Valid
Employee Performance (Y)	Y1.1	0.928	0.926	Valid
	Y1.2	0.908		Valid
	Y1.3	0.816		Valid
	Y1.4	0.931		Valid
	Y1.5	0.838		Valid

Table 2 shows that all items from the variables of competence, organizational citizenship behavior (OCB), role ambiguity, and employee performance used in this study are valid because they have correlation coefficients greater than 0.30. Similarly, the reliability test results indicate that each variable has a Cronbach's Alpha coefficient above 0.6. Therefore, it can be concluded that all variables used are reliable and suitable for use as research instruments.

Table 4.2. Direct Effect

Relationship Between Variables	Path Coefficient (β)	T-Statistic	P-Value	Description
Competency \rightarrow Employee Performance	0.278	2.564	0.014	Significant
OCB \rightarrow Employee Performance	0.398	2.827	0.007	Significant
Role Ambiguity \rightarrow Employee Performance	-0.340	-3.409	0.002	Non-Significant

Competence has a positive influence on employee performance because it reflects an individual's ability to perform work effectively and efficiently. Employees with good knowledge, skills, and attitudes will be able to complete tasks more optimally, resulting in higher performance. Thus, the higher the competency possessed by employees, the higher the level of performance produced Khair & Rambe (2024); Pramudya et al., (2023); Yosiana et al., (2025), in addition to further testing also states that OCB has a positive effect on employee performance. Theoretically, OCB contributes to performance by increasing work efficiency and effectiveness. Employees who demonstrate OCB tend to be more proactive in helping coworker's complete tasks, reducing conflict, and accelerating the flow of information within the organization. This ultimately has an impact on increasing individual or team productivity as a whole (Bakhri et al., 2025). Then, in the results of testing role ambiguity on employee performance where role ambiguity has a negative effect on employee performance, this means that employees who experience high levels of role ambiguity tend to have higher levels of stress, lower job satisfaction, and decreased work performance.

V. CONCLUSION AND SUGGESTIONS

5.1 Conclusion

Based on the discussion in the previous chapter, the following conclusions can be drawn: Competence has a positive and significant effect on employee performance at PT Cocoa Land Bali Internasional Tabanan. This means that the higher the level of employee competence, the better the performance of employees at PT Cocoa Land Bali Internasional Tabanan. Organizational citizenship behavior (OCB) has a positive and significant effect on employee performance at PT Cocoa Land Bali Internasional Tabanan. This means that the higher the level of voluntary behavior among employees, the higher the performance of employees at PT Cocoa Land Bali Internasional Tabanan. Role ambiguity has a negative and significant effect on employee performance at PT Cocoa Land Bali Internasional Tabanan. This means that the higher the level of role ambiguity experienced by employees, the lower the performance of employees at PT Cocoa Land Bali Internasional Tabanan.

5.2 Suggestions

In the implementation of the company, it is necessary to improve the basic capabilities of employees including knowledge and skills to improve the ability of employees to complete tasks effectively and efficiently. Meanwhile, voluntary behavior in helping others within the company is important to improve to maintain a conducive work environment, then it is important for the company to pay attention to the roles or work carried out by employees so that they can be directed more clearly to reduce the level of ambiguity that employees have.

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