

JIM UPB
Jurnal Program Studi Manajemen
Universitas Putera Batam Vol.12 No.2

ANALYSIS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR, COMPETENCE, AND MOTIVATION ON EMPLOYEE PERFORMANCE IN PROPERTY COMPANIES IN BATAM CITY

Wasiman¹, Yvonne Wangdra², Syahril Effendi³

^{1,2}Study Program Management, Universitas Putera Batam

³Study Program Accounting, Universitas Putera Batam

Email: wasiman@puterabatam.ac.id¹, yvonne@puterabatam.ac.id²,
syahril@puterabatam.ac.id³

Abstract

This research aims to explore the impact of Organizational Citizenship Behavior (OCB), competence, and motivation on the performance of employees in property companies in Batam City. It also seeks to measure the extent of the influence of these variables through regression analysis, as well as the outcomes of t-tests and f-tests. The study originated from a survey that highlighted various complaints regarding OCB, competence, and motivation within these companies, prompting the researchers to investigate the issue further. The methodology involved conducting a survey and distributing questionnaires to 10 property companies in Batam City, deemed representative for the study. A total of 125 respondents were sampled, and several tests were conducted, including validity, reliability, regression, normality, t-test, and f-test. The validity test results indicated that all variables and statements were valid, while the reliability test confirmed the reliability of all statements. The analysis concluded that OCB, competence, and motivation significantly affect employee performance. Both the t-test and f-test results also demonstrated a significant impact on employee performance. The R-squared test results revealed that 81% of the variance in employee performance could be explained by the independent variables.

Keywords: OCB, Competence, Motivation and Employee Performance

INTRODUCTION

This study aims to evaluate the impact of Organizational Citizenship Behavior (OCB), competence, and motivation on the performance of employees in property companies located in Batam City. Additionally, it examines the extent of influence using regression results, as well as t-test and f-test outcomes. The research began with a survey that identified various complaints about OCB, competence, and motivation within these property companies, leading the researchers to pursue this study.

The methodology involved conducting a survey and distributing questionnaires to 10 property companies in Batam City, considered representative for the research. A total of 125 respondents were sampled, and various tests such as validity, reliability, regression, normality, t-test, and f-test were conducted. The validity test confirmed that all variables and statements were valid, while the reliability test verified that all statements were reliable. The findings concluded that OCB, competence, and motivation have a significant impact on employee performance. The results from the t-test and f-test also demonstrated a significant influence on employee performance. The R-squared test results indicated that 81% of the variance in employee performance could be explained by the independent variables.

Batam City's economic growth surpasses the national average, positioning it as a key driver for both national and Riau Islands Province economic development. The economy thrives on various sectors such as communications, electricity, water and gas, banking, industrial and ship transfer, trade, and services. These sectors not only serve the local population but also export to other countries. The economic activities in Batam aim to boost employment opportunities and improve community welfare.

With Batam City's rapid growth, other sectors have also seen substantial development, notably the manufacturing industry, which employs a significant workforce. Another area of growth is the property sector, driven by the increasing housing needs of the population. This opportunity has been seized by various developers constructing properties in Batam City.

According to Organ, Podsakoff, & MacKenzie (2016), OCB comprises five aspects: (1) Altruism, which involves helping behaviors that are voluntary and not due to external pressure or obligations related to organizational operations. (2) Conscientiousness, which refers to behaviors exceeding the minimum requirements expected by the organization. (3) Courtesy, which involves maintaining good relationships with coworkers to prevent interpersonal issues. (4) Sportsmanship, which reflects tolerance and high sportsmanship within the organization without complaining, and the ability to adapt to changes or problems even if not agreed upon. (5) Civic Virtue.

McClelland defines competence as a fundamental characteristic that directly influences excellent performance, describing it as what outstanding performers consistently do more often and with better results than average performers (Zainal, Veithzal Rivai, et al., 2015). According to Samsudin (2015), motivation is the process of influencing or encouraging individuals or groups to undertake predetermined actions. Sunyoto (2015) describes work motivation as a state that drives an individual's desire to perform certain activities to achieve their goals. Fahmi (2013) states that motivation involves behaviors aimed at fulfilling desired needs.

Issues with OCB arise when employees behave individually, making teamwork challenging and resulting in unmet team targets. This behavior fosters unhealthy competition as each employee strives to be seen as the most beneficial to the company. Additionally, many employees lack competence in the property sector, making it

difficult for the company to compete with more established firms. Continuous improvement of employee competence is crucial for success in the property business.

Robbins (2019) defines OCB as extra behaviors that are not part of formal job obligations but support effective company functioning. Suwandana (2017) describes OCB as extra-role behavior that does not directly receive rewards from the formal reward system. According to Ai Rohayati (2014), OCB is a voluntary contribution beyond formal job requirements, contributing to organizational efficiency and effectiveness. Alzubi (2016) emphasizes that OCB arises from within and is difficult to enforce or encourage.

Competence is the ability to perform a job based on skills, knowledge, and the necessary work attitudes (Wibowo, 2016). According to Ruky in Fadillah et al. (2017), competency indicators include personal character, self-concept, knowledge, skills, and work motivation.

Samsudin (2015) states that motivation involves influencing or encouraging individuals or groups to undertake specific actions. Sunyoto (2015) describes work motivation as a condition that drives an individual's desire to perform certain activities. According to Anwar Prabu Mangkunegara (2009) in Bayu Fadillah et al. (2013), work motivation indicators include responsibility, work performance, opportunities for advancement, recognition of performance, and challenging work.

Performance is the result of work achieved based on job requirements, aiming to meet job standards (Wibowo, 2016). Mathis and Jackson in Fadillah et al. (2017) identify employee performance indicators as quality of work, quantity, timeliness, effectiveness, and attendance.

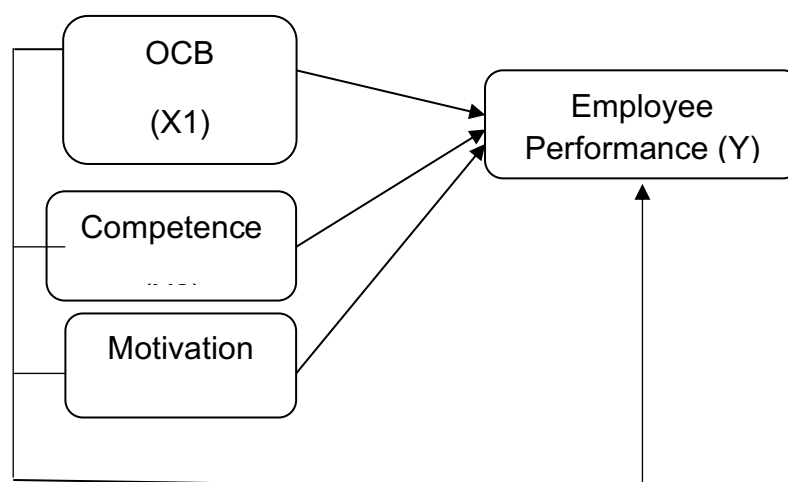


Figure 1.Framework

METHODS

Research design is a crucial component that plays a significant role in the success of any research study, as the choice of design or model can greatly impact the outcomes

(Sugiyono, 2017). This study employs a survey method, utilizing questionnaires distributed to property companies in Batam City.

A preliminary study is conducted to gather initial insights regarding the research object. This phase aims to collect information about the issues being investigated and the variables associated with these issues.

The methodology involves distributing questionnaires to employees of property companies in Batam City. This approach aims to gather responses concerning the issues related to Organizational Citizenship Behavior (OCB), competence, and motivation as the independent variables, and employee performance as the dependent variable.

RESULTS AND DISCUSSION

Table 1. Equation of Multiple Linear Regression Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.610	3.401		3.489	.104
	OCB	.455	.090	.272	2.988	.008
	Competence	.475	.216	.238	2.518	.000
	Motivation	.321	.251	.148	2.201	.005

a. Dependent Variable: Employee Performance

From the regression analysis results, the following regression equation is derived:

$$Y=4.610+0.455X_1+0.475X_2+0.321X_3$$

This regression equation can be interpreted as follows:

1. A constant of 4.610 suggests that if the values of OCB, competence, and motivation are zero or unchanged, the employee performance variable would be 4.610.
2. The regression coefficient for the OCB variable is 0.455, indicating that a one-point increase in OCB would result in a 0.455 increase in the employee performance variable, assuming other variables remain constant.
3. The regression coefficient for the competence variable is 0.475, implying that a one-point increase in competence would lead to a 0.475 increase in the employee performance variable, assuming other variables remain unchanged.
4. The regression coefficient for the motivation variable is 0.321, indicating that a one-point increase in motivation would result in a 0.321 increase in the employee performance variable, assuming other variables remain constant.

Table 2. Coefficient of Determination (R2)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
-------	---	----------	-------------------	----------------------------

1	,850 ^a	,810	,539	4,312
---	-------------------	------	------	-------

a. Predictors: (Constant), OCB, Competence, Motivation

b. Dependent Variable: Employee Performance

Based on the table above, it can be observed that the Adjusted R Square value is 0.810 or 81%. This indicates that 81% of the variance in employee performance can be explained by the variables OCB, competence, and motivation. The remaining 19% is influenced by other factors not included in this research..

Table 3. Simultaneous F/T Test Results
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.578	3	18.859	17.097	.000 ^b
	Residual	181.492	110	1.559		
	Total	228.070	113			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), OCB, Competence motivation and employee Performance

Hypothesis 4 posits that the variables of organizational culture, reward system, and competency collectively have a significant impact on employee performance. The results, as presented in the table, indicate that these variables indeed significantly influence employee performance. This conclusion is supported by the calculated F value of 17.097, which is greater than the F table value of 2.682, and a significance value of 0.000, which is less than 0.05. Therefore, it can be interpreted that the OCB, competency, and motivation variables together have a significant effect on employee performance. Consequently, the fourth hypothesis is accepted.

T Test (Partial)

Table 4. T Test (Partial)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.610	3.401		3.489	.104
	OCB	.455	.090	.272	2.988	.008
	Competence	.475	.216	.238	2.518	.000
	Motivation	.321	.251	.148	2.201	.005

a. Dependent Variable: Employee Performance

Based on the results of data processing using the statistical software SPSS version 25, the following findings were obtained:

1. For Hypothesis 1, which posits that the OCB variable has a significant impact on employee performance, it is confirmed as significant because the t-value for the OCB variable is 2.988, which is greater than the t-table value of 1.658.
2. For Hypothesis 2, which suggests that the competency variable significantly influences employee performance, it is considered significant because the t-value for the competency variable is 2.518, which is greater than the t-table value of 1.658. Additionally, the significance value for the competency variable is 0.000, which is less than the α value of 0.05. Thus, the second hypothesis is accepted.
3. For Hypothesis 3, which claims that the motivation variable does not have a significant impact on employee performance, it is confirmed as not significant because the t-value for the motivation variable is 2.201, which is greater than the t-table value of 1.658. However, it is significant because the significance value for the motivation variable is 0.005, which is less than the α value of 0.05. Therefore, the third hypothesis is accepted.

Discussion

A. Influence of OCB (X1) on Employee Performance (Y)

The research results indicate a significant influence of OCB on employee performance. This is evidenced by the calculated t value for the OCB variable being 2.988, which is greater than the t-table value of 1.658. Additionally, the significance value for the OCB variable is 0.003, which is less than the α value of 0.05. This implies that a better organizational culture within the company leads to improved employee performance.

These findings align with research conducted by Ardhiyaningtyas and Ahmad Faisal (2019), who concluded that better OCB in the company enhances employees' comfort levels at work. Another study by Jansen et al. (2019) similarly concluded that OCB and the work environment together influence employee performance.

B. Influence of Competency (X2) on Employee Performance (Y)

The research results demonstrate a significant impact of the competency variable on employee performance. This is supported by the calculated t value for the competency variable being 2.518, which is greater than the t-table value of 1.658. The significance value for the competency variable is 0.000, which is less than the α value of 0.05. This indicates that higher competence within the company leads to better employee performance.

These results differ from the findings of Sutaryani et al. (2018), who concluded that competency has a significant impact on employee performance when considered simultaneously.

C. Influence of Motivation (X3) on Employee Performance (Y)

The research results reveal that the motivation variable does not have a significant influence on employee performance. This is indicated by the calculated t value for the motivation variable being 2.201, which is greater than the t-table value of 1.658. However, the significance value for the motivation variable is 0.005, which is equal to

the α value of 0.05. This suggests that while motivation improves, it does not significantly affect employee performance.

These findings contrast with research by Prima Sri (2018), Ulen Vertika (2019), and Entin Rostiana and Iis Iskandar (2020), who found that motivation significantly impacts employee performance.

D. Combined Influence of OCB, Competency, and Motivation on Employee Performance

The research results indicate that the variables of OCB, competency, and motivation collectively have a significant influence on employee performance. This is evidenced by the calculated F value of 17.097, which is greater than the F table value of 2.682, and a significance value of 0.000, which is less than 0.05. Therefore, it can be interpreted that OCB, competency, and motivation together significantly influence employee performance.

CONCLUSION

OCB's Effect on Employee Performance: OCB has a significant effect on employee performance. This conclusion is based on the t-test results, where the calculated t-value for the OCB variable is 2.988, which is greater than the t-table value of 1.658. Additionally, the significance value for the OCB variable is 0.003, which is less than the α value of 0.05. This indicates that better OCB within the company leads to improved employee performance.

Competence's Effect on Employee Performance: Competence significantly impacts employee performance. This is evidenced by the t-test results, where the calculated t-value for the competence variable is 2.518, which is greater than the t-table value of 1.658. The significance value for the competence variable is 0.000, which is less than the α value of 0.05. This suggests that higher competence in the company results in better employee performance.

Motivation's Effect on Employee Performance: Motivation does not have a significant effect on employee performance. This conclusion is supported by the t-test results, where the calculated t-value for the motivation variable is 2.201, which is greater than the t-table value of 1.658. However, the significance value for the motivation variable is 0.005, which is equal to the α value of 0.05. This indicates that while motivation is important, it does not independently have a significant impact on employee performance within the context of this study.

REFERENCE

- Abdul Azis Wahab (2008) *Anatomi Organisasi dan Kepemimpinan Pendidikan*. Bandung: Alfabeta
- As'ad, M. (2000). "Psikologi Industri: Seri Sumber Daya Manusia". Yogyakarta: Liberty.
- „Muhammad.(2003). *Kinerja Sebagai Media Peningkatan Derajat dalam Konteks Industrialisasi*. Geneca, Bandung.
- Davis, Keith dan Newstrom, John W. (2000). *Perilaku dalam Organisasi*. Jilid 1. Edisi Ketujuh. Erlangga, Jakarta.
- Dessler, Gary. (2009). *Manajemen Sumber Daya Manusia*. Jakarta: Index

- Edward E. Lawler. (2003). "Dampak Kinerja Terhadap Kepuasan Kerja". Editor Usmara, dalam Hand books of Organization. Yogyakarta : Amara Books.
- Ghozali, Imam. (2006). Aplikasi Analisis Multivariate Dengan Program SPSS, IV. Semarang: Badan Penerbit Universitas Diponegoro.
- Indriantoro N., & Supomo, B. (2004). Metodologi Penelitian bisnis, edisi pertama Yogyakarta: BPFE
- Ivancevich, J.M., Konopaske, R., dan Matteson M.T. (2006). Perilaku dan Manajemen. Jilid 1 dan 2. Edisi ketujuh. Erlangga, Jakarta.
- Jogiyanto, H.M. (2007). Sistem Informasi Keperilakuan. Penerbit Andi. Yogyakarta.
- Fred. (2005). Perilaku Organisasi .Edisi Sepuluh. Penerbit: Andi, Yogyakarta.
- Mangkunegara, A.P. (2005). Manajemen Sumber Daya Manusia. PT. Remaja Rosdakarya, Yogyakarta.
- Mowday dalam Sopiah. (2008). Perilaku Organisasi, Yogyakarta: Andi Offset.
- Robbins S.P, dan Judge. (2007). Perilaku Organisasi. Jakarta: Salemba Empat
- Robbins, S.P., and Judge, T.A. (2008). Organizational Behavior (Perilaku Organisasi). Edisi 12, Buku 1 dan 2. Salemba Empat, Jakarta.
- Robbins, S.P. (2008). Perilaku Organisasi. Edisi Kesepuluh. PT. Indeks, Yogyakarta.
- Santoso, Singgih. (2008). Panduan Lengkap menguasai SPSS 16. PT. Elex Media Komputindo, Jakarta.
- Sekaran, Uma. (2006). Research Methods for Business (Metodologi Penelitian untuk Bisnis). Edisi Keempat. Salemba Empat, Jakarta.
- Umar, Husien. (2005). Riset Manajemen Sumber Daya Manusia dalam Organisasi. PT. Gramedia, Jakarta.
- Veithzal, Rivai. (2004). Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktek. PT. Raja Grafindo Persada, Jakarta.
- Wasiman (2018) The Influence of Organizational Culture and Rewards System on the Performance Employees of Hotel in Batam City with Organizational Commitment as Intervening Variables 2018 // DOI: 10.31846/jae.v6i3.95
- Wirawan. (2007). Budaya dan Iklim Organisasi :Teori Aplikasi dan Penelitian. Salemba Empat, Jakarta